



**BIT2002A - MARKETING IN THE IT SECTOR  
FALL 2022**

**Professor:** Dr. Robert Helal  
**Class Time:** Friday 2:35 pm – 5:25 pm  
**Room:** Refer to Carleton course rooms online  
**Office Hours:** By appointment  
**Email:** [robert.helal@carleton.ca](mailto:robert.helal@carleton.ca)

**Course Prerequisite(s):** Restricted to students in the B.I.T. degree program.

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**Please read this course outline carefully: A good understanding of it will help in focusing your learning and in achieving your desired outcomes from the course.**

***BIT2002 [0.5 credit] Marketing in the IT Sector***

Basic problems and practices in marketing. Marketing strategies, planning, packaging, branding and promotion, distribution channels at the level of the individual firm.

**Course Learning Objectives:**

In this course, we will:

- examine the role of marketing and review its theoretical justification.
- introduce the main concepts, principles, and terminology of marketing.
- study environmental forces in markets and the behavior of customers within them.
- familiarize students with the main elements of marketing strategy.
- outline the characteristics of marketing strategies in different application contexts; and
- provide an opportunity to begin developing the analytical and implementation skills needed for effective decision-making in marketing and other management disciplines.

**An emphasis will be placed on illustrating these themes through a technology industry lens.**

In addition, the course is designed to provide you with an opportunity to develop basic research and communication skills necessary to marketing decision-making and successful careers in



areas dependent on understanding the principles of marketing. As an introductory course, it will present a comprehensive overview of the entire marketing process. Other courses offered in the marketing area will allow you to pursue your specific interests in more depth.

### **Required Text:**

Philip T. Kotler, Gary Armstrong (2020) *Principles of Marketing, 18th Edition* (Pearson)

### **Course Norms:**

#### **Use of Brightspace**

This course uses Brightspace, Carleton's learning management system.

The course Brightspace website contains all the pertinent course information. This site will be the primary source for course announcements and distribution of materials including assignments, supplemental readings, etc. Assignment grades will be posted to Brightspace as soon as they become available or emailed to you. The class will be notified when grades are available. In line with Sprott policy, it is your responsibility to check your grades.

Students will be fully responsible for reading and responding appropriately to all information distributed through the course site. Information provided through Brightspace will be considered to have been provided to all registered students within 24 hours of posting.

In case of class cancellation due to unexpected circumstances (e.g., inclement weather), an announcement will be posted on Brightspace, and an email will be issued to your Carleton email address, as soon as possible.

#### **Email Policy**

In keeping with Carleton University policy, your Carleton email account must be used for any enquiries which involve confidential student information (e.g., about grades or health issues). I will endeavor to answer your emails as soon as possible. Also, I will not answer by email questions that have already been asked and answered in class, are in the syllabus or on our Brightspace site, or are clearly covered in the lecture materials. Please use the Brightspace course forum (discussion board) to ascertain whether your classmates can assist you.

#### **Cellular Phone Usage**

The use of cellular phones is not permitted in this class, unless otherwise permitted by the professor. It is disruptive to the professor and other class members. If you carry a phone to class, please make sure it is turned off. If an emergency requires you to keep your cell phone turned on, please discuss this with the professor prior to the class.

#### **Laptop Usage Policy**

Laptop use in class is allowed for activities related to the class only. Please do not use your laptop for any other purposes (e.g., surfing, e-mailing etc.) which can be distractions to you and to those around you. Inappropriate use of your laptop in class may be noted and may affect your participation grade.

### **Course Material Sharing Policy**

Student or professor materials created for this course (including presentations and posted notes/slides, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### **EVALUATION CRITERIA**

To accomplish the course objectives several learning methods are utilized. You are strongly encouraged to participate in class discussions, which are the best vehicle to fully express your ideas and to let others benefit from them. Short cases or other exercises (e.g., newsbytes) may also be integrated into the course lectures and discussions. A comprehensive project will give you the opportunity to probe and report on a marketing situation that is of particular interest to you (and your group members) and to present and defend your ideas in a public forum during the project presentations. An in-class midterm exam and a final examination will help you consolidate the knowledge acquired throughout the course. The course evaluation criteria are as follows:

#### **Grading Scheme**

	<b>Percent</b>
Individual Assignment – Newsbytes	<b>20</b>
Midterm Exam	<b>20</b>
Group Project: Comprehensive Marketing Plan – written report	<b>20</b>
Group Project: Comprehensive Marketing Plan – presentation	<b>5</b>
Class Participation (assessed through verbal contributions, class-related discussions, and workshop exercises)	<b>15</b>
Final Exam	<b>20</b>
<b>Total</b>	<b>100</b>

***NOTE: To pass this course, students must achieve a minimum combined grade of 50% on the mod-term and final exams.***

**Satisfactory In-term Performance**

The criterion/criteria and the standard(s) for Satisfactory In-term Performance are as follow(s):  
*Minimum grade of 50% combined grade of the mid-term and final exam.*

Unsatisfactory In-term Performance in this course will lead to:

*Failure in this course* **Yes** [X] **No** [ ]

**1. Class Participation: In-Class**

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**Thoughtful Participation:** Your engagement and participation are necessary for learning and success. Class participation is the classroom equivalent of management participation in meetings. It is an important part of success in this course. Effective participation implies active and continuous contribution to class proceedings. **Mere attendance** does not count towards full class participation.

Late arrival or leaving during a class (except in extenuating circumstances and after informing the professor) is disruptive to the professor, your fellow students and the learning environment. Such behavior is not appreciated in any situation and organization and will have a negative impact on your participation grade.

*\*\* Please inform the professor if you must leave during class time \*\**

**Preparation for Class:** Study the assigned text chapters and assignments before each class. Please be prepared to discuss the contents of the assigned chapters, in class on the day for which it is assigned. You will be notified in advance of any changes in required readings and class preparation requirements.

**Mandatory Attendance on Group Presentation, Guest Speakers and Library Weeks:** Please note that **attendance is mandatory** during library research sessions, classes when the comprehensive group projects are being presented, and during any guest speaker sessions. Failure to attend these classes (in full) will result in a reduction of your participation grade. Any of these weeks missed will result in a reduction of your final mark up to 5% per week missed.

A penalty of up to 10% of the final grade may be assessed if a student is continually poorly prepared, disruptive, or absent from class discussions.

## 2. Individual Assignment: Newsbyte Submissions

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During the semester, each student will be expected to submit brief write-ups on marketing issues in the news, in the form of “newsbytes.” These newsbytes provide a valuable opportunity to identify and examine marketing issues in current events.

Each student will be required to submit **4 newsbytes during the semester**. Starting week 2 of the semester, there will be 8 weeks designated as newsbyte weeks, and it will be the choice of the student which 4 weeks to submit a single newsbyte. Newsbyte submissions will not be accepted outside of these weeks. The submitted newsbytes will form part of your course grade.

**What are Newsbytes?** Students will be required to find a recent article or story (must be less than 3 months old) related to marketing in a newspaper, business magazine or marketing-related websites and produce a full one-page typewritten summary that illustrates a topic of interest in the course. For newsbyte submission weeks, all submissions are due on Brightspace before the start of each class, and each week several students may be asked to present their article.

**Newsbyte Template:** The newsbyte guidelines and template will be posted on Brightspace.

- All submitted newsbytes must use the template as provided on Brightspace
- On Brightspace, all newsbytes must be submitted as PDFs
- No hard copy submission required in class for newsbytes

**Marking Newsbytes:** Newsbytes are marked as pass/fail. Newsbytes that consistently demonstrate higher quality and depth of thought in the write-up will be reflected accordingly in the final course assignment mark.

- Newsbytes **that do not follow the template** provided will not be marked or counted as one of your four (4) submissions for the semester.
- Newsbytes must be based on **articles less than three months old**. Newsbytes based on articles that do not meet this requirement will not be marked or counted as one of your four (4) submissions for the semester.
- Newsbytes submitted that are **missing any of the sections outlined** in the guidelines and template on Brightspace will receive a **failing grade**.

**Presenting Newsbytes:** Newsbytes are intended to stimulate class participation, and if presenting, you will receive an email from me prior to class asking you to prepare a brief presentation. Guidance will be provided on where to focus your presentation.

## 3. Comprehensive Marketing Plan Project

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Working from your proposal, your group will prepare a maximum 5,000-word consultant’s report for the client summarizing your assessment of the situation, identifying viable

alternatives, and proposing a specific course of action with respect to target market /positioning and product offering, pricing, distribution, and promotion.

### *Further Information for Client Organizational Studies*

There are significant research resources available to students at Carleton. Students are encouraged to become familiar with the various databases available through the library as well as financial tools such as Bloomberg and Datastream (a tutorial will be offered during class). See this course's library page at <https://library.carleton.ca/research/course-guides/mktg-5200>.

Students are also expected to read recent business articles concerning the selected firm, its competitors and the industries within which it operates, as well as articles on the macro business environment (i.e., markets, technology, economic trends). All assignments, the presentation and final report MUST include supporting metrics and data.

### *Company/Firm Selection Policy:*

When students choose a client organization to study, it is the students' responsibility to undertake the research necessary to determine if sufficient information is available. The selection of a business firm is an assurance by the students to the professor, that there is sufficient information available to complete the assignments and strategic analysis.

Authorization by the professor is to ensure that groups do not choose a clearly ineligible firm. Should it subsequently become apparent that there is insufficient information to adequately complete the assignment, it is the students' responsibility to change firms and obtain authorization of the new firm. The students may change the selection of the business firm at any time but must receive the necessary approval.

Authorization by the professor is not a guarantee that there is sufficient information. Each student is responsible for selecting his/her partners and the business firm to be analyzed, having ensured the adequacy of information available to complete the required comprehensive strategic analysis.

Each group is required to hand in a list of group members, the name of the company chosen, and a list of potential data sources for the research project. A form will be provided on Brightspace for the group, project and sources. Deadlines are highlighted on the syllabus.

### **Group Project Presentations**

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Presentation scheduled for the end of the semester (see course calendar). Depending on class size and the number of groups, adjustments may be made to the course calendar and presentation schedule as necessary. Further details on presentation dates and order will be discussed in class.

**Policy for Group Presentations:**

Attendance during presentation weeks is mandatory for all students.

All group members must participate in their team presentations. Any student unable to do so because of illness or other circumstances beyond their control must contact the professor via email prior to the start of the class for which the presentation is scheduled. The professor may allow an alternative individual assignment when the absence is supported by a medical certificate and or appropriate document(s) to support the reason for the inability to be present. Any student missing the presentation would not obtain any grades for that portion of the group work. The other group members must make the entire presentation as scheduled.

**Group Project: Forming Groups**

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Students will be required to form groups this semester for the capstone project. Depending on class size, groups will include 3 to 5 students. Exceptions may be permitted whereby for instance, a student without a group may be assigned to a group or a student may be asked to switch groups, all at the professor's discretion. These groups will collectively carryout group assignments with the major deliverable being the capstone report.

Students are responsible for selecting their group partners and the group is expected to *self-govern* to ensure the quality of all deliverables, independently resolving any conflicts within the group. It is strongly recommended that students seek diversified and complementary skill sets in their prospective group partners, ideally students from different academic concentrations with varied work experiences and backgrounds. Further information on effective group formation and processes will be discussed at the first class.

The group assignments provide students with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. The resources at <http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf> are recommended.

Students are particularly encouraged to maintain evidence of their contribution to the group performance, including estimated research time, working papers, etc. The keeping of a group log of meetings, commitments, decisions, etc. is also a valuable organizational tool. It is in each group member's best interest to ensure an equitable sharing of the research and work.

A peer evaluation for the final project report will be required from all students and will be taken very seriously in assigning grades. For instance, up to 5% may be deducted from a student's final grade on the assignment if he or she received a poor peer evaluation from the majority of members in the group.

**Time is of the essence...**

It is important to form groups early and invest the time early in finalizing a project for approval. Delays in this step takes time away from working on both your individual and group assignments.

## Examinations

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### **4. Midterm Exam**

The midterm exam will be held during regular class time and will consist of multiple-choice and potentially short/long-answer questions. The midterm will be based on the textbook chapters, all lectures and materials covered in class up to the date of the midterm, and any content presented by guest speakers. Midterm scope will be confirmed in class prior to the exam.

### **5. Final Exam**

The final exam will be held during regular class time and will be based on the textbook chapters, all lectures and materials covered in class, and any content presented by guest speakers.

Students are advised to take exam dates into consideration prior to making any travel arrangements.

**\*\* Please note: students must achieve a minimum of combined grade of 50% on the mid-term and final exam to pass the course. \*\***



## ADDITIONAL INFORMATION

### **Course Sharing Websites:**

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### **Recommended Calculator for Examinations:**

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### **Group Work:**

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

#### **Peer Evaluation for Group Work**

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

**Letter Grades:**

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

**Academic Regulations:**

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

**Requests for Academic Accommodation:**

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

**Academic Integrity:**

Violations of academic integrity—presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy, which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

**Centre for Student Academic Support:**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

**Other Important Information:**

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must

be written from your valid CARLETON address. Therefore, to respond to your inquiries,

please send all email from your Carleton cmail account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

## **Additional Guidance on Citations/Bibliography:**

### ***Bibliography:***

It is important that you follow a recognized style to present a comprehensive bibliography that ensures an integrated alphabetical order and recognizes multiple citations to same year documents from a common source.

Be consistent when ordering your citation sources so that like items are grouped together. For example, Natural Resources Canada may also be referred to as NRC (both of which are acceptable), however in ordering citations from multiple NRC documents select one format and list consecutively by date (from oldest to most recent).

Guidance provided by the Academy of Management in its Style Guide may be found at: <http://aom.org/uploadedFiles/Publications/AMR/AMRstyleguide.pdf> (disregard the *in-text*, *in-parenthesis* identification, as the required use of footnotes replaces this format).

**Footnotes:** Every source for citations, statistics, tables, etc. should be sequentially referenced to a footnote at the bottom of the page. Full information should be provided to allow a reader to know exactly where you obtained the data, remembering that direct quotations require the specifics of page number. When a subsequent citation is made to the exact same one that proceeds you may identify it as *ibid* (for more details see

<https://www-chicagomanualofstyle-org.proxy.library.carleton.ca/home.html>

### ***Covid-19 Information:***

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

**Feeling sick?** Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

**Masks:** Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

**Vaccines:** Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact [covidinfo@carleton.ca](mailto:covidinfo@carleton.ca).

## Declaration of Academic Integrity

### BIT2002 – Fall 2022: Declaration of Academic Integrity (Group)

\_\_\_ Draft/ \_\_\_ Final Report on Company: \_\_\_\_\_

The University Senate defines plagiarism in the regulations on instructional offenses as: “to use and pass off as one’s own idea or product work of another without expressly giving credit to another.”

I/we declare that the work submitted herewith is my/our work. All sources have been referenced in the footnotes and listed in the bibliography. This work has not been shared with anyone outside this group. This work is the intellectual property of each of the group members and will be returned to any one of the group members to be shared with the other group members.

Student Number	Student Name	Signature of Student (Everyone must sign to receive a grade)

Date Submitted: \_\_\_\_\_

*Instructional offence cases must be communicated to the Associate Dean, MBA programs, who then refers the allegation to the Associate Dean, Faculty of Graduate and Postdoctoral Affairs; individual solutions are not permitted.*

**BIT 2002A (FALL 2022) - MARKETING IN THE IT SECTOR**  
**UPDATE CLASS SCHEDULE\***

2022-2023 dates and deadlines: <https://carleton.ca/registrar/registration/dates-and-deadlines/>

Week	Date (Friday)	Topics	Readings	Due This Week
1	Sep 9	<ul style="list-style-type: none"> <li>Welcome Session: Course Outline and Introductions</li> <li>Form groups for group assignments</li> <li>Introduction to Marketing</li> </ul>	Chapters 1,2	
2	Sep 16	<ul style="list-style-type: none"> <li>Introduction to Marketing</li> <li>Marketing Strategy</li> </ul>	Chapters 1,2	<b>Submit Groups on Brightspace</b> Newsbyte Week 1
3	Sep 23	<ul style="list-style-type: none"> <li>Marketing Environment</li> <li>Business-to-Consumer Marketing</li> <li>Business-to-Business Marketing</li> </ul>	Chapters 3,5,6	<b>Group Project Proposal Due</b> Newsbyte Week 2
4	Sep 30	<ul style="list-style-type: none"> <li>Marketing Research/Market Information</li> <li>Segmentation, Targeting and Positioning</li> </ul>	Chapter 4,7	Newsbyte Week 3
5	Oct 7	Product: <ul style="list-style-type: none"> <li>Developing New Products, Services and Value</li> <li>Innovation and Competitiveness</li> </ul>	Chapters 8,9	Newsbyte Week 4
6	Oct 14	<b>In-Class Midterm Exam</b>		
7	Oct 21	Price: <ul style="list-style-type: none"> <li>Pricing Strategy and Value</li> </ul>	Chapters 10,11	Newsbyte Week 5
	Oct 28	<b>STUDY WEEK (October 24 - 28)</b>		
8	Nov 4	Place: <ul style="list-style-type: none"> <li>Distribution/Marketing Channels</li> </ul>	Chapters 12,13	Newsbyte Week 6
9	Nov 11	Promotion: <ul style="list-style-type: none"> <li>Integrated Marketing Communication</li> <li>Sales Promotion and Personal Selling</li> </ul>	Chapters 14,16	Newsbyte Week 7
10	Nov 18	Promotion (cont'd) <ul style="list-style-type: none"> <li>Advertising, PR and Direct Response</li> <li>Global Marketplace</li> </ul>	Chapters 15,17,19	Newsbyte Week 8
11	Nov 25	<b>In-Class Final Exam</b>		
12	Dec 2	<ul style="list-style-type: none"> <li>Comprehensive Case Presentations: <b>Attendance Mandatory</b></li> </ul>		
13	Dec 9	<ul style="list-style-type: none"> <li>Comprehensive Case Presentations: <b>Attendance Mandatory</b></li> <li><b>Recap of course themes and takeaways</b></li> </ul>		<b>Group Project Report Due</b>

**\* Speakers, Schedule and Readings:**

**Guest speakers** may present during the semester, and additional readings on a particular topic may occasionally be assigned. While every attempt will be made to keep to the schedule listed above, unforeseen circumstances and availability of guest speaker(s) may necessitate modifications throughout the semester (including assignments, readings and topics). I will keep you informed of changes via Brightspace.