BUS 303-003C AND BUS 303-004C
Cost Management
Fall 2013

Introduction

This document and all other documents to which this document refers are part of the syllabus. All such documents are available on the course D2L page unless otherwise specified.

You are responsible for their content and for following the procedures they describe for preparing and submitting your work. You are responsible for having access to the correct materials during each class session.

I consider this syllabus to be a contract between you and me, and I will not deviate from it substantially without your permission. I reserve the right, however, to make changes to the timing of topics and other minor matters. I will always announce such changes at least one week before the affected class session.

I am always open to constructive feedback. I will periodically conduct a process check to determine what is working well and what I might change to improve the learning environment.

General Information

Professor: Nathan V. Stuart
Office: Sage 1459
Telephone: (920) 424-3472
E-Mail: stuartn@uwosh.edu
Office Hours: Monday, 9:30 AM – 10:30 AM
Wednesday, 3:00 PM – 5:00 PM
By appointment

Class Meets: Tuesday and Thursday

<table>
<thead>
<tr>
<th>Section</th>
<th>Location</th>
<th>Meeting Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>004C</td>
<td>Sage 3218</td>
<td>7:30 AM – 9:30 AM</td>
</tr>
<tr>
<td>003C</td>
<td>Sage 3215</td>
<td>12:50 PM – 2:50 PM</td>
</tr>
</tbody>
</table>

General Course Objective

This course emphasizes fundamental cost management topics. In addition to demonstrating your knowledge of such topics and the ability to apply the essentials of cost management, you will practice analysis and problem solving skills. You will also be able to evaluate the behavioral issues inherent in cost management. For specific course objectives, please refer to the chapter outline handouts.
Text and Other Required Materials

2. In-class handouts
3. Readings, handouts, cases, assignments, evaluation forms, and other materials available on the course D2L page

Optional Material

Student resources (e.g., multiple choice quizzes, Excel templates) for our text are available at [www.cengage.com](http://www.cengage.com) (click through the following path: Higher Education ➔ Business & Economics ➔ Accounting ➔ Cost Accounting) and then Cornerstones of Cost Management

The “Flipped Classroom Approach

We are using what is called the flipped classroom approach in BUS 303 this fall. In the traditional classroom, the instructor delivers content, students take notes, and then students leave class and solve problems on their own as homework. In the “flipped classroom” model, students initially engage with new material outside of class (through readings, videos, examples, etc.), and spend as much in-class time as possible discussing the material and/or solving problems. Each student can spend as much or as little time as he or she needs to study the available materials, and you will be able to decide which combination of these resources is best for you as you prepare for class. Then, different students and working groups can proceed through the in-class work at their own pace.

In other words, you engage the content on your own first, outside of class, with the objective of being ready to solve the in-class problems short cases when you come to class. During class, I answer specific questions you have developed about the material as you prepared for class, and answer specific questions you encounter as you solve problems and analyze cases.

Each day, I will have a series of activities for you to complete, and your submissions at the end of class will be a component of your course grade (more on that below). You may work these on your own or with classmates. You can earn points toward your course grade by helping others on these in-class assignments (more on that below as well).

Because this is a new approach, I will solicit your feedback and suggestions early and frequently, so that we can modify the approach so you learn as much as possible during class.
Course Communication

I expect you to check your email and the course D2L page regularly for course information and updates. You are responsible for all information I disseminate through these media. I will deliver new information to you through announcements on D2L unless there is time-sensitivity that makes an email more appropriate. If I post a revised document on D2L, I will indicate the date of revision in the link to the document.

I will do everything I can to respond to your emails within 24 hours. Except for Tuesdays and Thursdays, I will *usually* respond on the same day if you send the email before 9:00 PM. If I will be “off-line” (e.g., traveling) and unable to respond within 24 hours, I will try to let you know in advance.

When you email me, use a proper salutation, a proper closing, and proper English capitalization, punctuation, and spelling, as you would in a professional business letter. I will ignore emails that contain “texting” and/or are otherwise not written in a professional matter (e.g., no salutation, “u” instead of “you”; “i” as the first-person singular pronoun; “4” instead of “for”, no closing that indicates clearly who you are (this is especially important if you are not emailing me from your university account)).

I recommend that you include “BUS 303” in the subject line of all emails to me, particularly if you are using a non-UWO account. Spam filters frequently trap student emails from non-UWO accounts. I am more likely to detect your emails caught in the filter if “BUS 303” is in the subject line.

When you send me a file as an email attachment (for example, if you have a question about a homework problem and your analysis is in a spreadsheet), use your last name as the first word of the file name, then the homework number, and then the problem number. If I were asking a question on the third problem of Homework 5, for example, I would send a file named “Stuart_HW5_P3.xlsx.” I will not download or open files not named this way; it is too easy for me to lose files just named generically “problem 3.”
Grading Policy

To understand cost management and do well in this course, it is important that you prepare for class and keep up with your homework. I expect you to complete reading assignments prior to class so that you are prepared to participate actively in class. On average, you should plan to spend three hours outside of class for every hour in class.

Graded Course Components

Grades are assigned based on your weighted average final score for:

<table>
<thead>
<tr>
<th>Component (100 Points Each)</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1 (CCM 1, 2, 3, 5, and 6)</td>
<td>20.00%</td>
</tr>
<tr>
<td>Exam 2 (CCM 8, 9, and 18 on Profitability, plus cumulative portion)</td>
<td>22.00%</td>
</tr>
<tr>
<td>Exam 3 (CCM 16, 17, and 18 on Pricing, plus cumulative portion)</td>
<td>26.00%</td>
</tr>
<tr>
<td>Quizzes</td>
<td>12.00%</td>
</tr>
<tr>
<td>Writing assignments</td>
<td>8.00%</td>
</tr>
<tr>
<td>Problems and cases (in class)</td>
<td>8.00%</td>
</tr>
<tr>
<td>Preparation, participation, and professionalism</td>
<td>4.00%</td>
</tr>
</tbody>
</table>

To receive a passing grade for this class, you must have an unrounded weighted average score of at least 60.00. To earn the right to enroll in BUS 304, you must have an unrounded weighted average score of at least 73.00.

The minimum weighted average score necessary to achieve each letter grade (subject to downward revision at my discretion) is:

- A: 93
- B+: 87
- C+: 77
- D+: 67
- A–: 90
- B: 83
- C: 73
- D: 63
- B–: 80
- C–: 70
- D–: 60

For example, Student Q would calculate his or her weighted average score and course grade as follows.

<table>
<thead>
<tr>
<th>Component</th>
<th>Points Earned</th>
<th>Weight</th>
<th>Contribution to Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>75</td>
<td>0.2000</td>
<td>15.00</td>
</tr>
<tr>
<td>Exam 2</td>
<td>88</td>
<td>0.2200</td>
<td>19.36</td>
</tr>
<tr>
<td>Exam 2</td>
<td>92</td>
<td>0.2600</td>
<td>23.92</td>
</tr>
<tr>
<td>Quizzes (sum of best five)</td>
<td>90</td>
<td>0.1200</td>
<td>10.80</td>
</tr>
<tr>
<td>Writing assignments</td>
<td>88</td>
<td>0.0800</td>
<td>7.04</td>
</tr>
<tr>
<td>Problems and cases (in class)</td>
<td>82</td>
<td>0.0800</td>
<td>6.56</td>
</tr>
<tr>
<td>Preparation, participation, and professionalism</td>
<td>95</td>
<td>0.0400</td>
<td>3.80</td>
</tr>
<tr>
<td>Weighted Score (sum of contributions of components):</td>
<td></td>
<td></td>
<td>86.48</td>
</tr>
<tr>
<td>Course Grade:</td>
<td></td>
<td></td>
<td>B</td>
</tr>
</tbody>
</table>

- 4 -
### Pass/Fail Course Components

In order to receive a passing grade in BUS 303, you must also complete the following three assignments by the indicated date. Failure to complete any of these three assignments by the indicated date will result in a grade of F for BUS 303.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Deadline</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Syllabus Quiz</td>
<td>13 September 2013</td>
<td>Score 10 out of 10 on a D2L quiz about the BUS 303 syllabus. You may take the quiz multiple times until you achieve a perfect score.</td>
</tr>
</tbody>
</table>
| Office Visit                 | 13 September 2013| 1. Download the Student Information Sheet (available on D2L)  
2. **Type your responses** and print the document (staple the pages together in the upper-left corner if necessary). If you bring a hand-written form, I will return it to you and request that you type your responses  
3. Bring the document to my office, 1459 Sage Hall  
4. Knock confidently on the door  
5. When I greet you, introduce yourself with eye contact, a firm handshake, and your full name, as if you were arriving for a job interview  
6. Give me your Student Information Sheet  
7. Be ready to ask at least one question about the syllabus or course requirements |
| Professional Development Activity | 27 September 2013 | Either:  
1. Attend Career Networking Night on 18 September 2013 and participate in all activities  
**or**  
2. Complete the alternative exercise provided by Ms. Jessie Pondell (1608E Sage Hall, 424-3032)  
Because you are enrolled in BUS 303, you should be invited to Career Networking Night even if you are not yet admitted to the College of Business. **See me as soon as possible** if you have not received an invitation to Career Networking Night.  
Option 2 is only available under rare circumstances. You must see me to obtain approval to pursue Option 2 by class on 12 September 2013. |
Quizzes
There are 10 quizzes (worth 10 points each) that consist in multiple-choice questions. Your top five scores will count toward your course grade.

You must provide your own calculator for quizzes.

Quizzes must be taken at the scheduled time unless the conflict is due to a University-sanctioned event. You must inform me of such a conflict at least two weeks prior to the quiz so that appropriate alternative arrangements can be made. If you miss a quiz for an unexcused and unannounced absence, that score of zero will count toward your course grade and cannot count as your dropped quiz score. If you miss a quiz for an announced absence that is not for illness or a University-sanctioned event, that score can count as your dropped quiz score.

Discussing any aspect of a quiz with another BUS 303 student (of any instructor) when one of you has taken the quiz and one of you has not is a violation of academic integrity (see the Academic Integrity section below).

Exams
There are three exams. Each exam will include multiple-choice questions, problems, and short essay questions, and may include other types of short-answer questions. At least 50% of the multiple choice questions on Exams 2 and 3 will address topics from earlier units.

You will be provided a four-function (non-programmable) calculator for exams.

Exams must be taken at the scheduled time unless the conflict is due to a University-sanctioned event. You must inform me of such a conflict at least two weeks prior to the exam so that appropriate alternative arrangements can be made.

Discussing any aspect of an exam with another BUS 303 student (of any instructor) when one of you has taken the exam and one of you has not is a violation of academic integrity (see the Academic Integrity section below).

Writing Assignments
You will complete two writing assignments. These projects will be graded for content, organization, and style. The due dates are available on the schedule, and the details for each assignment and general information about the writing assignments are available on D2L. Late projects will be subject to penalty. Plagiarism is unethical and a violation of academic integrity (see the section on Academic Integrity below). You may not submit for credit in BUS 303 work that you have submitted for credit in other courses, including BUS 303 in a previous semester.
In-Class Assignments
For each class session, there will be one or more problems or cases for you to analyze. The majority of each class session will be time available for you to work on these assignments with me present to answer questions and help you understand the material. You will submit your analysis at the end of each session to be graded as part of this course component.

You can work on the in-class assignments on your own at your own pace, or with classmates. When you are finished, you can help classmates who are still working or move on to the next thing on your schedule.

You will indicate on the assignment submission documents whether you worked alone or with others, and whether you gave or received assistance. There is no penalty for receiving assistance, and providing assistant can enhance your score in the Participation, Participation, and Professionalism course component describe next.

If there is a class session you know you will not attend because of another priority, let me know as soon as possible so that we can work out a way for you to complete that session’s assignment.

Preparation, Participation, and Professionalism
I have endowed each of you with 80 points for this course component. Your total for this component can increase or decrease depending on your choices related to preparation, participation, and professionalism (PPP).

Preparation
Preparing for each session consists in reading the text, watching instructional content and example videos, and completing the C-Now assignment for the session. You can make unlimited attempts at the C-Now assignments, and they will not be long; their purpose is to increase the likelihood that you are ready to tackle the in-class assignments. Thorough preparation throughout the semester can increase your PPP score by as many as 10 points. Inadequate preparation throughout the semester can decrease your PPP score by as many as 15 points.

Participation
Active participation throughout the semester can increase your PPP score by as many as 10 points. Active participation includes, but is not necessarily limited to, posting questions about the text or video content to D2L discussion boards, asking questions to clarify material during the first segment of each class session, engaging with the in-class activities, and helping classmates with the in-class activities once you have completed them.

Professionalism
You are all studying to become part of a professional organization. Professional organizations expect certain behaviors from their members, and this classroom is no different. It is not professional to impinge on a colleague’s desire to learn.
Professional behavior includes:

- Preparing for class and attending with all of the appropriate materials
- Being on time for class sessions, or informing me in advance if you will be late or absent (see the next section)
- Remaining in the classroom when not excused for breaks
- Returning from scheduled breaks in a timely fashion
- Listening carefully and respectfully when I am speaking and when one of your classmates is speaking
- Refraining from conducting private conversations
- Asking questions in a manner conducive to clarification and additional learning
- Turning off all portable electronic devices before class begins. Answering a cell phone in a manner that distracts the class in any way is unacceptable.
- Using your laptop during class only for taking notes and/or real-time analysis. If you are going to surf the net, correspond via email, or IM during the class period, do so in some location other than the classroom. Conducting such activity during class certainly detracts from your own ability to benefit from the class, which is your own choice; you may not engage in behavior in the classroom that distracts others from attending to the material.
- Preparing to leave the classroom only after I have dismissed the class or the class has moved into self-paced activity

Your PPP score can decrease due to repeated unprofessional behavior. I will typically provide a warning the first time I observe a behavior that puts you at risk of losing points, and deduct points for repeated observations.

Absences
I will keep track of attendance because (1) it helps me learn your names and (2) it helps me diagnose performance problems if they occur.

I expect you to inform me before class if you will be late or absent. I do not want to know the reason(s); I trust you to make informed decisions about how you spend your time. I do expect you to do me the professional courtesy of telling me you will not keep or be on time for a scheduled appointment with me (note that I consider class to be a scheduled appointment). You will be able to make up in-class assignments only if you have worked with me in advance to schedule a time when you will complete the assignment.

If you miss an academic event (quiz or exam) due to illness, you will be allowed to make up the exercise only if

1. You informed me prior to the scheduled class that you were ill, and
2. You have documentation from a medical practitioner that you were unable to participate in the quiz or exam due to your physical condition (the documentation does not have to include any specific medical condition, but a note to the effect only that you were “seen” is not sufficient).
Other Course Policies

Your Responsibilities
You are responsible for all delivered content, written and oral. Notes taken while watching preparatory videos and during class time should be an integral part of your study materials.

If you miss a class session, you are responsible for obtaining the notes and other information about the class session from a peer. I will be happy to answer specific questions you have about the material.

You should review the solutions to all practice problems and homework problems and ask me if you have any questions about the assigned work.

Practice Problems
I will suggest additional practice problems for each session. You are not required to submit the recommended problems. Solutions will be available on D2L. We will not spend much time on these in class, so if you have any questions about them you will need to ask me directly.

Recording Class
You may record class sessions, but I do not permit selling notes and/or tapes of class sessions. All materials distributed in the course, in hardcopy or via the course D2L page, are © 2013 by Professor Nathan V. Stuart unless otherwise indicated.

Grading Errors
If you believe you have received an incorrect score for a class component, email me with a brief explanation of your concern. If your concern involves a mechanical error (such as a data entry mistake), I will correct the problem immediately. If your concern involves the number of points I awarded for your answer, describe the discrepancy and I will contact you to discuss your position.

Special Accommodations
In accordance with the Americans with Disabilities Act and with UWO policy, I will accommodate appropriate requests for modified quiz, exam, and/or assignment formats. Students requesting such accommodation must first register with Disability Services in the Office of the Dean of Students. Disability Services will provide documentation to the student who must then provide this documentation to me when requesting accommodation. Such documentation and requests should be made no later than the second week of classes.
Academic Integrity

UWO is committed to a standard of academic integrity for all students. The system guidelines state: "Students are responsible for the honest completion and representation of their work ... and for respect of others’ academic endeavors" (s. UWS 14.01, Wis. Adm. Code). Students are subject to disciplinary action for academic misconduct, as defined in s. UWS 14.03, Wis. Adm. Code.

You are encouraged to review the procedures related to violations of academic honest as outlined in Chapter UWS 14, WI Administrative Code. The system guidelines and local procedures are printed in the University of Wisconsin Oshkosh Student Discipline Code. You can read these and other conduct guidelines online at http://www.uwosh.edu/dean/conduct.htm.

Specific questions regarding the provisions in Chapter UWS 14 (and institutional procedures approved to implement Chapter UWS 14) should be directed to the Dean of Students Office.

I will not tolerate a lack of academic integrity. Proscribed behavior includes, but is not necessarily limited to, all forms of plagiarism and all forms of giving and/or receiving unauthorized assistance with course requirements. You may not submit for credit in BUS 303 work that you have submitted for credit in other courses, including BUS 303 in a previous semester.

I have and will prosecute academic integrity violations, which can result in penalties including, but not necessarily limited to, an assignment or exam grade score of zero or a course grade of F.

Some easy ways to avoid this problem are:

a. Understand that cases and readings are other people’s work. If you choose to use material directly from a source you must use quotation marks as appropriate and cite your source (page number, title, author, etc.). Note also that substantive paraphrasing and/or simply altering the structure of text from a source do not qualify as your own work and requires appropriate citation.

b. Do not seek unauthorized assistance on individual work or during exams. This includes searching the web for material related to case studies.

c. Talk with me if you are not sure about what is or is not acceptable for a particular assignment or exam.

The University of Wisconsin Oshkosh has an account with an automated plagiarism detection service (TurnItIn.com) that reviews assignments for plagiarism. TurnItIn.com compares submitted documents to a database of journal articles, web articles, and previously submitted papers, and provides a report to the instructor showing whether and how a student plagiarized on a particular assignment. I reserve the right to request that you submit assignments as electronic files and to submit those files to TurnItIn.com to check for plagiarism. For more information about TurnItIn.com and plagiarism, go to the Dean of Students Office at http://www.uwosh.edu/dean/ and click on the “Student Conduct” link.
<table>
<thead>
<tr>
<th>Week</th>
<th>Session</th>
<th>Date</th>
<th>Before Class</th>
<th>During Class</th>
<th>Deliverable(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>5 Sep</td>
<td>Read syllabus and related documents (D2L) Skim CCM Chapter 1 Watch Session 1 instructional videos Complete Session 1 C-Now Homework Review CCM Chapter 1 as needed</td>
<td>Course requirements Pretest for baseline knowledge Session 1 Assignment</td>
<td>Completed Pretest Session 1 Assignment</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>10 Sep</td>
<td>Skim CCM Chapter 2 Watch Session 2 instructional videos Complete Session 2 C-Now Homework</td>
<td>Session 2 Assignment</td>
<td>Session 2 Assignment</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>12 Sep</td>
<td>Watch Session 3 instructional videos Complete Session 3 C-Now Homework Review CCM Chapter 2 as needed</td>
<td>Session 3 Assignment</td>
<td>Session 3 Assignment</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>17 Sep</td>
<td>Skim CCM Chapter 3 Watch Session 4 instructional videos Complete Session 4 C-Now Homework</td>
<td>Session 4 Assignment</td>
<td>Session 4 Assignment Writing Assignment 1 Part 1</td>
</tr>
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<td></td>
<td>5</td>
<td>19 Sep</td>
<td>Watch Session 5 instructional videos Complete Session 5 C-Now Homework Review CCM Chapter 3 as needed</td>
<td>Session 5 Assignment</td>
<td>Session 5 Assignment Quiz 1 Quiz 1</td>
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<tr>
<td>4</td>
<td>6</td>
<td>24 Sep</td>
<td>Skim CCM Chapter 4 (pp. 131-145) Skim CCM Chapter 5 Watch Session 6 instructional videos Complete Session 6 C-Now Homework</td>
<td>Session 6 Assignment</td>
<td>Session 6 Assignment</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>26 Sep</td>
<td>Watch Session 7 instructional videos Complete Session 7 C-Now Homework Review CCM Chapter 5 as needed</td>
<td>Session 7 Assignment</td>
<td>Session 7 Assignment</td>
</tr>
<tr>
<td>5</td>
<td>8</td>
<td>1 Oct</td>
<td>Skim CCM Chapter 6 Watch Session 8 instructional videos Complete Session 8 C-Now Homework</td>
<td>Session 8 Assignment</td>
<td>Session 8 Assignment Writing Assignment 1 Part 2</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>3 Oct</td>
<td>Watch Session 9 instructional videos Complete Session 9 C-Now Homework Review CCM Chapter 6 as needed</td>
<td>Session 9 Assignment</td>
<td>Session 9 Assignment Quiz 2 Quiz 2</td>
</tr>
<tr>
<td>6</td>
<td>10</td>
<td>8 Oct</td>
<td>CCM Chapters 1, 2, 3, 5, and 6</td>
<td>EXAM 1</td>
<td>EXAM 1</td>
</tr>
<tr>
<td>Week</td>
<td>Session</td>
<td>Date</td>
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<td>During Class</td>
<td>Deliverable(s)</td>
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</tbody>
</table>
| 6    | 11      | 10 Oct | Skim CCM Chapter 18 (931-942, 950-954)  
Watch Session 11 instructional videos  
Complete Session 11 C-Now Homework | Session 11 Assignment | Session 11 Assignment |
| 7    | 12      | 15 Oct | Watch Session 12 instructional videos  
Complete Session 12 C-Now Homework  
Review CCM Chapter 18 as needed | Session 12 Assignment  
Writing Assignment 1  
Part 3 | Session 12 Assignment  
Writing Assignment 1  
Part 3 |
| 8    | 13      | 17 Oct | Skim CCM Chapter 8  
Watch Session 13 instructional videos  
Complete Session 13 C-Now Homework | Session 13 Assignment | Session 13 Assignment |
| 14   | 22 Oct  | Watch Session 14 instructional videos  
Complete Session 14 C-Now Homework  
Review CCM Chapter 8 as needed | Session 14 Assignment  
[Excel Budget Exercise] | Session 14 Assignment  
[Excel Budget Exercise] |
| 15   | 24 Oct  | Watch Session 15 instructional videos  
Complete Session 15 C-Now Homework  
Review CCM Chapter 8 as needed | Session 15 Assignment  
**Quiz 3** | Session 15 Assignment  
**Quiz 3** |
| 9    | 16      | 29 Oct | Skim CCM Chapter 9  
Watch Session 16 instructional videos  
Complete Session 16 C-Now Homework | Session 16 Assignment | Session 16 Assignment  
Writing Assignment 2  
Part 1 |
| 17   | 31 Oct  | Watch Session 17 instructional videos  
Complete Session 17 C-Now Homework  
Review CCM Chapter 9 as needed | Session 17 Assignment | Session 17 Assignment |
| 18   | 5 Nov   | Watch Session 18 instructional videos  
Complete Session 18 C-Now Homework  
Review CCM Chapter 9 as needed | Session 18 Assignment | Session 18 Assignment |
| 19   | 7 Nov   | Complete Session 19 C-Now Homework  
Attempt Unit 2 Review Problems | **Quiz 4**  
Writing Assignment 2  
Part 2 on Nov. 8 | **Quiz 4**  
Writing Assignment 2  
Part 2 on Nov. 8 |
<p>| 11   | 20      | 12 Nov | <strong>EXAM 2</strong> | <strong>EXAM 2</strong> | <strong>EXAM 2</strong> |</p>
<table>
<thead>
<tr>
<th>Week</th>
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<th>During Class</th>
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</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>21</td>
<td>14 Nov</td>
<td>Skim CCM Chapter 16 Watch Session 21 instructional videos Complete Session 21 C-Now Homework</td>
<td>Session 21 Assignment</td>
<td>Session 21 Assignment</td>
</tr>
<tr>
<td>12</td>
<td>22</td>
<td>19 Nov</td>
<td>Watch Session 22 instructional videos Complete Session 22 C-Now Homework Review CCM Chapter 16 as needed</td>
<td>Session 22 Assignment</td>
<td>Session 22 Assignment</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>21 Nov</td>
<td>Skim CCM Chapter 17 Stuart: The Comparison Equation (D2L) Watch Session 23 instructional videos Complete Session 23 C-Now Homework</td>
<td>Session 23 Assignment</td>
<td>Session 23 Assignment</td>
</tr>
<tr>
<td>13</td>
<td>24</td>
<td>26 Nov</td>
<td>Watch Session 24 instructional videos Complete Session 24 C-Now Homework Review Chapter 17 as needed</td>
<td>Session 24 Assignment</td>
<td>Quiz 5</td>
</tr>
<tr>
<td></td>
<td>X</td>
<td>28 Nov</td>
<td>No Class – Happy Thanksgiving!!</td>
<td></td>
<td>Quiz 5</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>5 Dec</td>
<td>Watch Session 26 instructional videos Complete Session 26 C-Now Homework Review CCM Chapter 18 as needed</td>
<td>Session 26 Assignment</td>
<td>Session 26 Assignment</td>
</tr>
<tr>
<td>15</td>
<td>27</td>
<td>10 Dec</td>
<td>Complete Session 27 C-Now Homework Attempt Unit 3 Review Problems</td>
<td>Quiz 6</td>
<td>Quiz 6</td>
</tr>
<tr>
<td></td>
<td>28</td>
<td>12 Dec</td>
<td>CCA Chapters 16 and 17 CCA Chapter 18 (921-931, 942-950)</td>
<td>EXAM 3</td>
<td></td>
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