COLLEGE OF BUSINESS AND ENTREPRENEURSHIP  
DEPARTMENT OF MARKETING AND MANAGEMENT  

MGT 501 OPERATIONS AND ORGANIZATIONS  
Section 01E 21989 - Commerce  
Course Description: A study of the major design and operating activities of the goods-producing and services organizations that includes product and process design decisions, and basic quality, inventory and operations planning and control. The study also includes the basic managerial functions of planning, organizing, leading, and controlling.  

Outreach-Online  
Graduate Program  

Faculty  
Jennifer Oyler, PhD, MBA, BS  
FIPSE LOGIS Program Director  
Office: BA 307  
Office Hours: Available via Virtual Office and E-Mail; Before/After Class at Commerce  
Contact Information: Jennifer.Oyler@tamuc.edu  

Spring 2013  
*Course Schedule subject to change
TEXT INFORMATION

Required Texts


The above book is available as an online edition or in paperback + online edition from http://www.atomicdogpublishing.com. The registration ID for this course is 1317471613010. You must have a book activation key to access the online content (i.e. online edition of book, quizzes, and study guide) from Atomic Dog. For more information on the book activation key, you should click on the students tab for the Atomic Dog website and/or look at the first page in your paperback text. Registration for online access is not required.


Since the Meredith and Shafer (2007) book is an old edition, I would suggest that you locate this book on the Internet through a reputable book seller or reseller. With that being said, you must select the appropriate delivery method for this text to arrive in time for the first week of class.


The above book is available as an online edition or in paperback from http://www.cengagebrain.com/shop/isbn/9780495912637. I strongly recommend the Perrin text even if you have one of the APA Manuals because it presents APA style in an easy-to-understand, concise manner.

Required Harvard Business Review Articles


You must purchase these articles and cases through the following website: http://cb.hbsp.harvard.edu/cb/access/17175476. Next, you should purchase the electronic copies of the cases, not the hard copies, and each student MUST purchase their own copies of cases according to copyright guidelines.

BASIC INFORMATION

About the Professor: Dr. Jennifer D. Oyler received her Ph.D. in Organizational Behavior and Research Methods from Virginia Tech, MBA with an emphasis in Marketing and Organizational Research from The University of Arkansas at Little Rock, and BS in Biology from The University of Central Arkansas. Prior to her years in academia, she worked in various managerial positions for State Farm Insurance, the American Lung Association, and Take a Hike. She also remains actively engaged in organizational consulting with firms in the aeronautical, building systems, financial services, and healthcare industries.
**Academic Honesty:** Plagiarism and other forms of academic dishonesty will not be tolerated. Academic cheating, plagiarism, and other forms of academic dishonesty will result in 1) an F in this course, 2) removal from the course, and 3) this information being placed in the student’s academic file. Extreme cases of academic dishonesty may result in suspension or expulsion from the University as described in the Code of Student Conduct section of the Student’s Guidebook. According to Texas A&M University-Commerce policy: “Faculty are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. Academic dishonesty includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material” (Texas A&M University-Commerce, 1998, 2008, p. 1). For additional information on this policy, students should review Texas A&M University-Commerce Policy 13.99.99.R0.10 Academic Honesty, the Graduate Catalog Administrative Procedures, and the Student Guidebook. All students enrolled in this class are bound by the conditions and statements of the aforementioned policy.

All students are required to read, sign (electronically - meaning that you type out your name and type out the statement shown in the document) and date TAMU-C’s Academic Honesty Policy. This document is located in the doc sharing folder labeled “MGT 501 01E- J. Oyler Operations and Organizations” and must be returned by January 24, 2013 at 11:00p CST to the eCollege dropbox.

**Disability Statement:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

**Office of Student Disability Resources and Services**  
Texas A&M University-Commerce  
Gee Library  
Room 132  
Phone (903) 886-5150 or (903) 886-5835  
Fax (903) 468-8148  
StudentDisabilityServices@tamuc.edu

**General Policies:** Dr. Oyler reserves the right to administratively drop any student who misses more than one class after the course officially starts (01/14/2013). Any student who will not be able to attend class due to approved reasons (i.e., extended business travel, documented health issues, etc.) should contact me in advance to avoid an inadvertent drop from the course. **Students who do not submit the Academic Honesty Policy and/or the APA/Plagiarism Assignment by the assigned date and time will be administratively dropped from the class roster at the end of Week Two, January 21, 2013.** Due to the short and intense nature of the course, students who miss quizzes or other assignments without prior permission from the professor will be assigned failing grades on these quizzes or assignments. The professor reserves the right to drop students who did not submit quizzes or assignments.

**Note on the Time Zone Used:** We will use Central Standard Time (CST) for this class.

**Course Material:** Each section of material referenced in the weekly schedule is covered and reinforced by text chapter readings and online lecture notes posted on eCollege.
Professor Responsiveness: Based on my experience in the corporate world and in academia, I strive to respond to questions within 24-48 hours. However, the response time will be increased if the question falls on a non-business day, holiday, or time (i.e. Friday 5p CST to Monday 8a CST). **In order to avoid a humongous pile of e-mail, I prefer that questions be asked in the Virtual Office unless the question or issue is personal. Please be sure to avoid posting duplicate questions.**

Student Tutorial: While this course is a Face-to-Face course, eCollege is used extensively for announcements, course notes, delivery of quizzes, e-mail, grades, submission of assignments, student questions, etc. Dr. Oyler urges registered students to familiarize themselves with eCollege by going through the student tutorial process (i.e., go to MyLEO  eCollege  My Course List  Special Courses  .NExT Student Orientation Tutorial). It is NOT Dr. Oyler’s responsibility to teach students on how eCollege works. **Dr. Oyler assumes that each student has a working knowledge of eCollege and has access to their e-mail address.**

Submitting Assignments: All assignments must be submitted via the eCollege dropbox. Alternative methods will not be accepted. **DO NOT E-MAIL ATTACHED FILES UNLESS SPECIFICALLY REQUESTED TO DO SO; UNREQUESTED ATTACHED FILES SENT BY E-MAIL WILL BE DELETED AUTOMATICALLY.** Please note that any files in your student folder within 24 hours of a due date and time for an assignment are subject to be graded. Be sure to remove any "work in progress" files that might be confused for the final version of an assignment.

Student Conduct Statement: According to TAMU-Commerce policy on Civility in the Classroom (Texas A&M University – Commerce, n.d., p. 34), "To create and preserve a learning environment that optimizes teaching and learning, all participants share a responsibility in creating a civil and non-disruptive forum. Students are expected to conduct themselves at all times in a manner that does not disrupt teaching or learning." I reserve the right to drop students that exhibit inappropriate behavior and to refer these students to the University Police Department and/or the Dean of Students for disciplinary action.

Student Guidelines for Classroom Etiquette: In line with civility, students should always act in a professional manner in my class. Here are simple guidelines to follow (Mintu-Wimsatt, 2008):

- Do not dominate any discussion.
- Do not use offensive language.
- Keep writing style formal. Avoid slang.
- Never make fun of someone’s ability to read or write.
- Use correct spelling and grammar.
- Share tips with other students.
- Keep an open-mind and be willing to express your minority opinion.
- Be aware of the University’s Academic Honesty Policy.
- Think before you speak.

Technical Problems: Students who encounter technical problems with eCollege should contact the eCollege HelpDesk, available 24 hours a day, seven days a week. The HelpDesk can be reached by sending an email to helpdesk@online.tamuc.org or by calling 866-656-5511. Additionally, you can click on the "Help" button located at the top of each page for more information. Students who have difficulty accessing the MyLeo portal should contact the IT Support Center at helpdesk@tamuc.edu or by calling 903-468-6000 during regular business hours (8a – 5p CST Monday-Friday).
COURSE OVERVIEW AND OBJECTIVES

This course provides an introduction to general management with primary emphasis on planning, organizing, leading, and controlling skills. Further, this course develops your analytical skills for effective problem and opportunity identification.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurements</th>
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<tbody>
<tr>
<td>Students will explore the four management functions of planning, organizing, leading, and controlling and discuss activities that are performed by each function.</td>
<td>Grades 2-4</td>
</tr>
<tr>
<td>Students will study the concepts and apply personal applications in the major design and operating activities of goods-producing and services organizations.</td>
<td>Grades 2-4</td>
</tr>
<tr>
<td>Students will understand the process and importance of strategic planning.</td>
<td>Grades 2-4</td>
</tr>
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<td>Students will grasp the impact of supply chain management upon the distribution of goods and services.</td>
<td>Grades 2-4</td>
</tr>
<tr>
<td>Students will appreciate the role of leadership systems in improving quality.</td>
<td>Grades 2-4</td>
</tr>
<tr>
<td>Students will learn traditional as well as controversial or radical approaches to operations management issues.</td>
<td>Grades 2-4</td>
</tr>
</tbody>
</table>

GRADING
There are 100 points available. The distribution is as follows:

1. APA & Plagiarism Assignment (5 Points)
   APA & Plagiarism Assignment 5

2. Article Summary and Synthesis (45 Points)
   Article Summary and Synthesis 1 15
   Article Summary and Synthesis 2 15
   Article Summary and Synthesis 3 15

3. Examinations (40 Points)
   Week 1 Quiz 10
   Week 2 Quiz 10
   Week 3 Quiz 10
   Week 4 Quiz 10

4. In-Class Assignments (10 Points) 10
The letter grades for the course will be as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Letter Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinguished, Excellent</td>
<td>A</td>
<td>≥90</td>
</tr>
<tr>
<td>Average, Good</td>
<td>B</td>
<td>80-89</td>
</tr>
<tr>
<td>Below Average, Unsatisfactory</td>
<td>C</td>
<td>70-79</td>
</tr>
<tr>
<td>Failing, No Academic Credit</td>
<td>D</td>
<td>60-69</td>
</tr>
<tr>
<td>Failing, No Academic Credit</td>
<td>F</td>
<td>≤59</td>
</tr>
</tbody>
</table>

COURSE REQUIREMENTS

1. APA & Plagiarism Assignment

APA & Plagiarism Assignment, 1 assignment, 5 points
The purpose of the APA & Plagiarism assignment is to ensure that students understand plagiarism and learn strategies to avoid it, be cognizant of their rights and responsibilities as Texas A&M University – Commerce graduate students, and become familiar with my expectations for future assignments in this course. Additional directions for this assignment are available in the doc sharing folder labeled “APA Style”.

Due Date/Time
The APA & Plagiarism Assignment is due by January 24, 2013 at 11:00p CST and should be submitted to the eCollege dropbox. Late assignments are not accepted and will be assigned a grade of zero.

2. Article Summary and Synthesis

Article Summary and Synthesis: 3 assignments, 55 points
Throughout the semester, you will be required to not only read from your assigned course textbooks but also you will be assigned a corresponding article from Harvard Business Review (HBR). Once you have read the HBR article, you should interpret and summarize the article in your own words and relate the article to the assigned reading from the course textbooks. In addition, to strengthen your analysis of the article and to increase your knowledge of subject matter, you are required to include and briefly discuss two additional sources from practitioner or scholarly journals that relate to the subject matter of the HBR article and assigned reading from the course textbooks. Finally, you should include your workplace experiences or real-world organizational examples that relate to the assigned reading and supplemental articles.

In regards to content, you are the master of your own destiny. You must decide what material is most important and include this information in your Article Summary and Synthesis. However, a mere summary of the weekly reading and the corresponding articles is not acceptable, so you must also synthesize or interpret this information. As a suggestion, I would provide a brief summary of the HBR article, explain how it relates to the assigned reading, include your additional sources to further explain the importance of key topics, and then develop your synthesis based on the readings and your real world experiences.

For structural issues, the summary and synthesis should be submitted to the eCollege dropbox in a document that is compatible with Microsoft Word 2010. You are required to use APA style for the entire paper, so you must use the APA Manual for reference. The suggested maximum page length is 5 pages (not including the title page and reference page), using Times New Roman, 12 point font, double-spaced, with appropriate APA headings, indentations, title page, and references. You will need to include a title page with your name and byline information (Page 1); a maximum of five pages of content (Pages 2-6) and a reference list (Page 7). In addition to your course textbooks and the HBR article, I expect you to have two additional sources from practitioner or scholarly journals (not Wall Street Journal, or Dallas...
Morning News, or some random website) for a maximum of five references. To find peer-reviewed journal articles, you are required to use either ABI/Inform or Business Source Complete (cf. Doc Sharing folder labeled “Library Electronic Resources”). If you have questions in regards to APA style issues, there is a Writing Center on campus that assists with these issues. Please read the section on Academic Honesty. Papers and references will be thoroughly checked. If you plagiarize or use a paper from a former student, then you will be assigned a grade of F for the assignment and the class.

Due Date/Time
Article Summary and Synthesis 1 (PLANNING) is due by February 2 at 11:00p CST to eCollege.
Article Summary and Synthesis 2 (ORGANIZING) is due by February 16 at 11:00p CST to eCollege.
Article Summary and Synthesis 3 (LEADING) is due by March 2 at 11:00p CST to eCollege.
Late papers are not accepted and will receive a grade of zero

Examinations
3. Quizzes: 4 quizzes, 40 points
In order to ensure all students are staying current with their readings, quizzes will be given according to the times specified on the course schedule (i.e., Thursdays from 5:00a CST to 11:00p CST). Students are expected to complete weekly readings before taking the weekly quiz. Quiz questions are taken from a summary of information based on the textbook and online resources such as the PowerPoint notes. As a courtesy, the professor has provided PowerPoint notes and Word lecture notes in the doc sharing folders labeled “Planning, Organizing, Leading, and Controlling”. Quizzes will be administered on eCollege and shall consist of 20 multiple choice and true/false questions with a maximum time limit of 30 minutes. Students may use notes and/or books for reference. Any other types of resource (i.e. students, friends, family, etc.) are not to be consulted and are strictly forbidden. In addition, students should not attempt to print quizzes. If a student uses prohibited resources or tries to print the quiz, the student will be subject to the conditions and statements of the Texas A&M University-Commerce Student Handbook in regards to academic integrity.

Due Date/Time
Quiz 1 (PLANNING) will be available on January 24 from 5:00a CST to 11:00p CST.
Quiz 2 (ORGANIZING) will be available on February 7 from 5:00a CST to 11:00p CST.
Quiz 3 (LEADING) will be available on February 21 from 5:00a CST to 11:00p CST.
Quiz 4 (CONTROLLING) will be available on February 28 and March 1 from 5:00a CST to 11:00p CST.

NOTES ABOUT QUIZZES:
1. Quizzes may NOT be missed for the convenience of the student. If you must miss one of the quizzes, and you have an excused absence (medical, death in the immediate family, legal entanglement, or authorized business), you may seek permission to take a make-up quiz. You should know that I will scrutinize these requests very carefully and prior notice of the absence is an important element in the decision. Failure to take a quiz on the assigned date and times without making prior arrangements will result in the student being dropped from the course.

2. Cheating will not be tolerated on quizzes. Students should not attempt to print quizzes. All students enrolled in this class are bound by the conditions and statements of the Texas A&M University Commerce Student Handbook in regards to academic integrity.

Class Participation and Additional Assignments
4. Class Participation and Additional Assignments, 10 Points
Class Participation. Students are expected to have read each chapter, case or article assigned before coming to class and to be prepared and willing to participate in class discussions. The willingness to share relevant experiences during scheduled class sessions will enrich the lecture and materials. Please
understand that although attendance is necessary for participation, *attendance by itself is not participation!* Participation includes such things as asking relevant questions and contributing useful comments and examples that illustrate the topic being discussed. Students will be evaluated on the quality of their participation and the usefulness of their observations and suggestions.

**Additional Assignments.** Students will be required to complete additional assignments, as they contribute to the further understanding of course material. These assignments may include one or more of the following classroom assessment techniques:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Five-Minute Paper</td>
<td>Towards the end of class, students will write the most important things that they learned and what they understood least.</td>
</tr>
<tr>
<td>Application Article</td>
<td>Students will bring an article to class that will be used in the upcoming Article Summary and Synthesis Assignment. Students will explain the main points of the article and discuss how the article relates to the assigned course reading.</td>
</tr>
<tr>
<td>Self-Assessment</td>
<td>Students will complete self-assessment exercises and discuss during class.</td>
</tr>
<tr>
<td>Case Studies</td>
<td>Students will review case studies and discuss during class.</td>
</tr>
</tbody>
</table>
COMMENT ON ACADEMIC HONESTY
There seems to be a belief among many that anything found on the Internet is free to use as one wishes. The cut and paste option also makes it quite tempting. However, information on the web must be properly cited just as you would cite and reference any form of hard copy periodicals. Keep the following in mind:

1. It is generally not advisable to quote anything verbatim in a paper unless there is an overriding reason to do so, such as the use of a particular phrase or sentence that illustrates a point well. When you do so, you must place the statement in quotes without changing the words, include an in-text citation, and use the corresponding reference in the reference page. Not placing the statement in quotes implies that the wording is your own and results in plagiarism.

2. Changing a few words in a sentence (for example, large to big) may alleviate the need for quotes (depending on how much you change), but it is not the best way to go. If you are not going to provide a direct quote, then the material should be stated in your own terms. Changing a couple of words implies laziness.

3. Every idea you get from another source must be cited. Placing 100 citations in a paper does not imply that the work is not original, but that you did a proper job of giving credit where it was due.

4. The real danger in a cut and paste approach to written assignments is that you end up including a lot of information that is not necessarily related to the topic about which you are writing and does not really address what you are trying to say. Putting things in your own words allows you to focus your comments more effectively.

Any deviation from the guidelines concerning quotes and citations constitutes plagiarism, as it suggests that you are trying to submit someone else's work and creativity as your own. If you have any questions, please let me know.

IMPORTANT CONCLUDING NOTES
1. There seems to be a STRONG belief among many students that web-based classes are easier than traditional face-to-face classes. This is not true at all – especially in Dr. Oyler’s class!!! For this MGT 501 course, you will find that the schedule is quite rigorous; a degree of structure has been established; students are expected to keep up with the course’s requirements; and the course requirements are very challenging.

2. EXTRA CREDIT IS NOT AWARDED in the course. Students are encouraged to apply maximum effort to each assignment and see me if there are questions or concerns before grades become a problem.

3. As a general guideline, I do not round grades. You should NOT expect any form of rounding in this course, even if you are in danger of not graduating.

4. DEADLINES noted in this syllabus are absolute. Extensions will not be granted except in highly unusual circumstances, as they would result in unfair delays for returning grades and feedback to the rest of the class. You are encouraged to plan accordingly and complete your work in advance of the due date so that unforeseen circumstances will not create a hardship for you.

5. When PAGE MAXIMUMS are posted for assignments, you should infer that submitting a paper well short of the maximum is not advisable. In such cases, the depth of the assignment is not likely to be sufficient.
<table>
<thead>
<tr>
<th>Week &amp; Date</th>
<th>Location</th>
<th>Topic</th>
<th>Reading</th>
<th>Assignments/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 1/17</td>
<td>Commerce</td>
<td>Introduction to Course</td>
<td>Syllabus Websites listed on APA/Plagiarism Assignment APA Tutorial</td>
<td>Assignments: 1) Students should review the syllabus and print a hard copy for future reference. 2) Students should begin work on the Academic Honesty Policy (Due: January 24 at 11:00p CST to the eCollege dropbox). 3) Students should begin work on the APA/Plagiarism Assignment (Due: January 24 at 11:00p CST to the eCollege dropbox).</td>
</tr>
<tr>
<td>Week 2 1/24</td>
<td>Online</td>
<td>PLANNING Duening &amp; Ivancevich (2006) Chapter 5: Elements of Planning Chapter 6: Strategic Planning Chapter 7: Managerial Decision Making Meredith &amp; Shafer (2007) Chapter 1: The Nature of Operations Chapter 2: Strategy, Operations, and Global Competitiveness HBR Article 1</td>
<td>Read D&amp;I (2006) Chapters 5-7 Read M&amp;S (2007) Chapters 1-2 Read HBR Article 1</td>
<td>Assignments: 1) Quiz 1 will be available on January 24 from 5:00a CST to 11:00p CST. 2) Students should submit the Academic Honesty Policy by January 24 at 11:00p CST to the eCollege dropbox. 3) Students should submit the APA/Plagiarism Assignment by January 24 at 11:00p CST to the eCollege dropbox. 4) Students should begin work on the Article Summary and Synthesis 1 (Due: February 2 at 11:00p CST to the eCollege dropbox).</td>
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<tr>
<td>Week &amp; Date</td>
<td>Location</td>
<td>Topic</td>
<td>Reading</td>
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<td>Week 4 2/07</td>
<td>Online</td>
<td>ORGANIZING Duening &amp; Ivancevich (2006) Chapter 8: Job Design Chapter 9: Organizational Structure and Design Chapter 10: Managing Human Resources Chapter 12: Motivation</td>
<td>Read D&amp;I (2006) Chapters 8-10 Read <em>HBR</em> Article 2</td>
<td>Assignment: 1) Quiz 2 will be available on February 7 from 5:00a CST to 11:00p CST. 2) Students should begin work on Article Summary and Synthesis 2 (Due: February 16 at 11:00p CST to the eCollege dropbox).</td>
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<tr>
<td>Week 5 2/14</td>
<td>Commerce</td>
<td>ORGANIZING Duening &amp; Ivancevich (2006) Chapter 8: Job Design Chapter 9: Organizational Structure and Design Chapter 10: Managing Human Resources Chapter 12: Motivation</td>
<td>Read D&amp;I (2006) Chapters 8-10 Read <em>HBR</em> Article 2</td>
<td>Assignments: 1) Students should submit Article Summary and Synthesis 2 by February 16 at 11:00p CST to the eCollege dropbox. ASS 1: The professor will post grades by February 11 at 11:00p CST. Quiz 2: The professor will post grades by February 14 at 11:00p CST.</td>
</tr>
<tr>
<td>Week 6 2/21</td>
<td>Online</td>
<td>LEADING Duening &amp; Ivancevich (2006) Chapter 11: Elements of Leadership Chapter 14: Work Groups and Teams</td>
<td>Read D&amp;I (2006) Chapters 11, 14 Read <em>HBR</em> Article 3</td>
<td>Assignment: 1) Quiz 3 will be available on February 21 from 5:00a CST to 11:00p CST. 2) Students should begin work on Article Summary and Synthesis 3 (Due: March 2 at 11:00p CST to the eCollege dropbox).</td>
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<tr>
<td>Week 7 2/28</td>
<td>Commerce</td>
<td>LEADING Duening &amp; Ivancevich (2006) Chapter 11: Elements of Leadership Chapter 14: Work Groups and Teams</td>
<td>Read D&amp;I (2006) Chapters 11, 14 Read <em>HBR</em> Article 3</td>
<td>Assignments: 1) Students should submit Article Summary and Synthesis 3 by March 2 at 11:00p CST to the eCollege dropbox. ASS 2: The professor will post grades by February 25 at 11:00p CST. Quiz 3: The professor will post grades by February 28 at 11:00p CST.</td>
</tr>
</tbody>
</table>
| Week 8 3/07 | Online | CONTROLLING
Duening & Ivancevich (2006)
Chapter 15: Elements of
Controlling
Chapter 16: Production,
Operations, and Financial Controls
Meredith & Shafer (2007)
Chapter 7: Supply Chain
Management
Chapter 9: Enterprise Resource
Planning | Read D&I (2006)
Chapters 15-16
Read M&S (2007)
Chapters 7, 9 | Assignments:
1) Quiz 4 will be available on
March 6 and March 7 from
5:00a CST to 11:00p CST.
ASS 3, Quiz 4, and Final
Grades: The professor will post
grades by March 8 at 11:00p CST. |