



TEXAS A&M UNIVERSITY  
**SAN ANTONIO**

MGMT 4327-600, Org Theory and Human Behavior, Fall 2024, CRN: 12175  
Department of Management and Marketing, College of Business

**Class Meeting Time and Place:** Asynchronous - Recordings posted by Thursdays  
**Class Duration:** 08/26/24 – 12/13/24  
**Instructor:** Brenda Wingert, MBA, SHRM SCP, SPHR  
**Office:** none – by virtual/telephone appointment only  
Tel: 210-376-9686 – personal cell phone  
**Instructor does not respond to text messages!**  
E-Mail: bwingert@tamusa.edu  
Student emails will receive a reply within two business days.  
(Monday – Friday 8-5 p.m.)  
**Course Website:** <https://tamusa.blackboard.com>  
**Office Hours** By appointment only.

**Catalog Course Description:** Various organizational structure models and supporting theory, organizations as complex systems, organizational behavior, individual and group dynamics in the business environment, organization development and change. Prerequisite(s): Completion of the College of Business prerequisites, MGMT 3311. TSI Restriction(s): Math

**Course Objectives:** Students will understand and relate theories of individual and group behavior within organizations as they related to management practice. The course will review, discuss, and visualize principles and practices of organizational behavior and theory.

**Pre-requisites:** Completion of the College of Business prerequisites, MGMT 3311. TSI Restriction(s): Math. Students who do not meet the pre-requisites must contact the instructor immediately.

**Student Learning Outcomes:**

After successful completion of this course, students will be able to:

- Describe organizational behavior and challenges faced by today’s managers.
- Identify how personalities and attitudes affect behavior, commitment, and organizational effectiveness.
- Describe motivation and leadership.
- Contrast the basic characteristics of groups (formal and informal) and teams.
- Explain how organizational cultures are formed, sustained, and changed.

**AACSB Assessment:**

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must

follow the necessary rigor to ensure mastery and retention of the above course outcomes.

### **Required Materials:**

- **Textbook:** Cengage Learning-Griffin/Phillips/Gully's *ORGANIZATIONAL BEHAVIOR: MANAGING PEOPLE AND ORGANIZATIONS*, 13E with **Mindtap**. ISBN 9781337916929. It is strongly encouraged that students purchase the e-book through Cengage Unlimited in Blackboard. Quizzes/Exam are delivered through Cengage MindTap, which is the learning management system provided through Cengage Unlimited. See Blackboard for an instructional video on MindTap.
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have a list of all the readings, video, assignment descriptions, grading rubrics, PPT lectures, and other supplementary materials in Blackboard. To maximize your scores, review all of the material before completing your assignments.
- **Software:** You will be required to use Microsoft to complete various assignments. These products are available in the computer labs on campus. You will also be able to download the installation software from the Microsoft software center. You will receive your login name and password at your Jaguar email address.
- **Computer Hardware:** You will need a computer with an internet connection, a microphone and speakers/headphones.
- **Time Expectation for coursework:** You are expected to spend 4-8 hours per week on the course. Based on the background, some students may require more time. Time spent may be longer when assignment/exams are due.

### **Assignments/ Research papers:**

Individual assignment descriptions and due dates will be posted through Blackboard. Students are expected to read all assignment instructions carefully before attempting the assignment. Grading rubrics for all assignments are located in course content in Blackboard.

### **Online Individual Activities:**

- **All exams/quizzes must be submitted via Cengage/MindTap. All other assignments as indicated in the syllabus must be submitted via Blackboard.**

### **Artificial Intelligence (AI) Policy:**

#### **No Use of Generative AI Permitted**

**MGMT 4327** assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

**Make up and Late Assignment/exam/quiz policy:** As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extra-ordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

**Other Recommended / Reading Materials:** Additional reading materials are available on the course website as recommended by the instructor.

**Course Requirements every student must fulfill in order to succeed in course:**

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems via TAMUSA on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, or off-line via a scheduled meeting time.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will **not** be granted for lack of availability of internet connections.
6. Students should remember that hybrid and online courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
7. For online-asynchronous courses, students should keep current on class recordings. For online-synchronous courses, students are expected to attend virtually during the class meeting time.
8. For **OLC-A courses**, students are not required to come to class, even for proctored examinations.
  - a. The instructor can require students to take examinations using proctoring software as indicated in the Proctored Exams section.
  - b. The instructor decides which type of examination works best for the class and the student must comply with their instructions – as long as they are not required to take an in-class examination or are required to take the examination at one specific time that applies to all students. In other words, the instructor will offer the student some flexibility on test location and the time to sit for the exam.

**Grading Policy:** The final course grade will be based on your performance on the quizzes, exams, assignments and class participation using the following weights:

Assessment/Discussion Questions	20%
Case Studies	20%
Quizzes	20%
Final Project	20%
Midterm & Final Exam	<u>20%</u>
Total	100%

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

**Examinations:** There will be a mandatory mid-term exam and a mandatory final exam (as per university schedule). Being absent for an exam will result in a grade of zero for that exam and may result in a fail grade in the course. The exams will be administered online and consist of a series of true false, multiple-choice, and/or short answer questions. The exams will be based on the textbook and lectures. Questions will emphasize understanding and applications of concepts and topics covered in the course.

**Proctored Exams:** In order to ensure course integrity, students enrolled in this course may use a Remote test-Proctoring software for the administration of exams, if allowed and is set up by the instructor.

**Class conduct and civility code:** Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. Attendance may be taken at the beginning or the end of the class.
2. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
3. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned OFF and headphones removed.
6. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
7. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to student e-mail messages and voice messages within 2 business days (Monday-Friday).
8. All assignment submissions must be uploaded to Blackboard by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

**Class attendance and Participation:** A vital part of every student's education is regular attendance of class meetings. Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important, and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

### **COVID-19 protocol**

If you have COVID-19 symptoms, had exposure to COVID-19, and/or are confirmed to have COVID-19, refrain from coming to campus and self-report in the online COVID-19 Reporting Portal found at: [https://redcap.link/TAMUS\\_COVID\\_PORTAL](https://redcap.link/TAMUS_COVID_PORTAL) for further guidance.

**Academic Accommodations for Persons with Disabilities:** Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, please contact Disability

Support Services in the Central Academic Building, Suite 210, or at (210) 784-1335 or visit <https://www.tamusa.edu/index.html> or email us at [dss@tamusa.edu](mailto:dss@tamusa.edu). Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing [tutoring@tamusa.edu](mailto:tutoring@tamusa.edu), calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment call 210-784-1331 or visit Madla 120. All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services.

**Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').** For more information and self-help resources, please visit [www.tamusa.edu/studentcounseling](http://www.tamusa.edu/studentcounseling)

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here:

<https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-operations-plan.pdf> and <https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-action-plan.pdf>

Download the SafeZone App for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Any student receiving federal financial aid who does not attend by the census date will have their financial aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester, a Care report will be submitted, and you will possibly be dropped from the class. Your financial aid may have to be recalculated and a portion of your federal aid may have to be returned to the DoE.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written

assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://bit.ly/WLDCCenter>.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Dean of Students (DOS@tamusa.edu) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to provide any resources they may possess.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, and special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots’ Casa in-person room 202, or to contact the Office of Military Affairs with any questions at [military.va@tamusa.edu](mailto:military.va@tamusa.edu) or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student’s GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as “F” grades and will impact the student’s GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equality of opportunity and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio’s Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than

those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator ([titleix@tamusa.edu](mailto:titleix@tamusa.edu), 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide reasonable accommodations to pregnant students that would be provided to a student with a temporary medical condition and that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status ([titleix@tamusa.edu](mailto:titleix@tamusa.edu); 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

#### *Students' Rights*

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

### *Students' Responsibilities*

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, University Catalog and to comply with them, as well as federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the [Student Code of Conduct](#).

*The complete academic calendar is available online:* <https://www.tamusa.edu/academics/academic-calendar/index.html>

### **Fall 2024 Regular 16-Week Session**


August 26, 2024	Monday	First class day
September 2, 2024	Monday	Labor Day Holiday - No classes
September 11, 2024	Wednesday	Census Date
November 27, 2024	Wednesday	Study day - No classes
November 28-November 30, 2024	Thursday-Saturday	Thanksgiving Holiday - No classes
December 5, 2024	Thursday	Last day of scheduled classes for weekday classes
December 6, 2024	Friday	Study day - No classes
December 7-December 13, 2024	Saturday-Friday	Final examinations
December 17, 2024	Tuesday	Commencement
December 24-January 1, 2025	Tuesday-Wednesday	Winter Break



*Fall 2023 MGMT 4327-600 Class Schedule –Asynchronous Recordings posted on Thursdays*

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

<b>Wk.</b>	<b>Date</b>	<b>Chapter and Topic</b> <b>LATE WORK IS NOT ACCEPTED</b>	<b>All Due @ end of</b> <b>day on specified</b> <b>date</b>
1	08/29	Orientation: Overview of course, syllabus, and deliverables Cpt 1, An Overview of Organizational Behavior  Chapter 1 - Assessment  <b>Quiz 1 Chapter 1 All Quizzes/Exams in Cengage/MindTap</b>	   <b>09/05</b>   <b>09/05</b>
2	09/05	Cpt 2, The Changing Environment of Organizations  Chapter 2 – Assessment  <b>Quiz 2 Chapter 2</b>	   <b>09/12</b>   <b>09/12</b>
3	09/12	Cpt 3, Individual Differences <b>Review Team Project</b> <b>Blackboard - Case Study Chapter 3 – Emotional Intelligence at FedEx</b> <b>Note: All Case Studies are Contained within the specified Chapters.</b>  <b>Quiz 3 Chapter 3</b>	   <b>09/19</b>   <b>09/19</b>
4	09/19	Cpt 4, Individual Values, Perceptions, and Reactions Chapter 4 – Discussion Question  <b>Quiz 4 Chapter 4</b>	   <b>09/26</b>   <b>09/26</b>
5	09/26	Cpt 5, Motivating Behavior Cpt 6, Motivating Behavior with Work and Rewards <b>Blackboard Case Study - Chapter 5 – Pride-Building at Aramark</b> <b>Discuss Team Project Contract &amp; due date.</b> <b>Quiz 5 Chapter 5</b> <b>Quiz 6 Chapter 6</b>	   <b>10/03</b>   <b>10/03</b> <b>10/03</b>
6	10/03	Cpt 7, Groups and Teams  Chapter 7 – Discussion Question  <b>Quiz 7 Chapter 7</b>	   <b>10/10</b>   <b>10/10</b>

7	10/10	Cpt 8, Decision Making and Problem Solving <b>Quiz 8 Chapter 8</b>  <b>Midterm (Chapters 1 thru 8)</b>	10/17  10/17
8	10/17	Cpt 9, Communication <b>Blackboard - Case Study Chapter 9 Communicating Ethics at Cisco</b> <b>Team Project Contract – submit in Blackboard.</b> <b>Quiz 9 Chapter 9</b>	10/24  10/24 10/24
9	10/24	Cpt 10, Managing Conflict and Negotiating  Chapter 10 – Discussion Question  <b>Quiz 10 Chapter 10</b>	10/31   10/31
10	10/31	Cpt 11, Traditional Leadership Approaches  Chapter 11 – Discussion Question  <b>Quiz 11 Chapter 11</b>	11/07   11/07
11	11/07	Cpt 12, Contemporary Views of Leadership in Organizations  <b>Blackboard – Case Study Chapter 12 Leading a Transformation at Popeyes Louisiana Kitchen</b>  <b>Quiz 12 Chapter 12</b>	  11/14  11/14
12	11/14	Cpt 13, Power, influence, and politics Cpt 14, Organizational Structure and Design  <b>Blackboard – Case Study Chapter 13 Influencing Decisions</b>  <b>Quiz 13 Chapter 13</b> <b>Quiz 14 Chapter 14</b>	  11/21  11/21 11/21
13	11/21	Cpt 15, Organizational Culture Cpt 16, Organization Change and Change Management <b>Quiz 15 Chapter 15</b> <b>Quiz 16 Chapter 16</b> <b>Term Paper Due 12/05</b>	12/05 12/05  12/05
	11/28	<b>Happy Thanksgiving – No Class today</b> 	

15	12/05	<p><b>Use as Study Day – No Class</b></p> <p>Submit a hard copy of the paper and the PowerPoint presentation via Blackboard and submit it to the professor by <b>the end of day - today</b>. Only 1 copy is needed and anyone on the team can submit it.</p> <p>Submit team evaluation via Blackboard link. Everyone submits confidential team evaluation.</p> <p><b>Final (Chapters 9 thru 16)</b></p> <p><b>Will open Mon 12/05 and will close 12/12/24</b></p>	<p><b>Term Paper Due today</b></p> <p><b>Final Due in 12/12@end of day</b></p>
----	-------	---	--