



Sem: SP 2024

Class Day/Time: Tue / Thu 8:00am – 9:20am

Room: Schoenbaum Hall 319

Instructor: Andrew Piletz

E-mail: Piletz.3@osu.edu

Office Hours: Wed (10am – 12pm), Thu (1pm – 3pm)  
Book an office hours appt. [HERE](#)

Location: Fisher Hall 356B

**Course Description:** Marketing is probably one of the most misunderstood career paths. At its core, marketing is consumer-centered business strategy, and the most successful companies today have leveraged marketing strategy to become iconic companies and brands. Simply put, marketing is about deeply understanding the customer and developing solutions to meet their needs. In this Honors section of the Principles of Marketing you will have an immersive experience learning and applying the fundamentals of marketing to a variety of business scenarios. Topics covered will include the 4Ps, consumer behavior, segmentation, positioning, and market research.

**Course Objectives:** After completing this course, students will be able to:

- (1) Identify and explain key marketing concepts and terminology
- (2) Identify the various decision areas within marketing
- (3) Explain the tools and methods used by marketing managers for making decisions
- (4) Describe how a marketing perspective is important in their own personal and professional development
- (5) Apply marketing strategies against real-life business scenarios

**Course Materials:** Textbook available via CarmenBooks

- **Textbook:** Marketing 16<sup>th</sup> Edition, Kerin and Hartley, McGraw Hill
- **Online Platform:** McGraw Hill Connect (MH Connect)
- **Cases:** Harvard Business Publishing (HBP) Coursepack (<https://hbsp.harvard.edu/import/1129657>)

You do NOT need to purchase the textbook or online platform at the bookstore since the textbook fee is included as part of your tuition and is listed as a “CarmenBooks” fee on your Statement of Account. Each person will need a unique MH Connect account to complete class assignments. To access MH Connect click on the “McGraw-Hill Connect” tab in Carmen. You will need to purchase the HBP Coursepack by clicking the above link.

**Course Format:** In-Person (A hybrid of between-class lectures and in-class engagement)

**Prerequisite Courses:** Principles of Microeconomics and Macroeconomics (Econ 2001.01 AND 2002.01)

**Mode of Delivery:** This is a hybrid course that will be delivered in-person twice a week in 80-minute class sessions. Most classes will include a video lecture to watch before class followed by a live class that focuses more on discussion and engagement vs. a lecture. Should in-person classes be canceled, we will meet virtually via CarmenZoom during our regularly scheduled time. I will share any updates via e-mail.

**Pace of online activities:** This course is divided into weekly modules that will be released one week ahead of time. The content in each week’s module should be completed prior to class. For example, module 1 activities should be completed before the first day of class. The “Modules” tab is your go-to tab where all the lectures, assignments, and content are located. Each module has the following sections: Roadmap, Faculty Expertise and Key Materials, Practice and Application, and Class Session. Start each week with the “Roadmap (Start Here)” section as it lays out everything you need to complete that week.

University Policies,  
Services and Resources  
([go.osu.edu/UPolicies](http://go.osu.edu/UPolicies))



Fisher Undergraduate  
Handbook and QuickLinks  
([www.bsbalinks.com](http://www.bsbalinks.com))



Fisher Navigator  
Resource Portal  
([www.nav-1.com](http://www.nav-1.com))



## Evaluation Criteria:

Graded Components	% of Total	Type
Exam #3	20%	†
Exam #2	15%	†
Exam #1	10%	†
Participation	20%	†
Quizzes	15%	†
MH Connect Mini-Simulations	10%	🗨️
Case Studies	7%	†
Market Research	3%	†
Extra Credit (See Details)	Max 2%	†

Requirements for each form of graded component. Failing to follow these will represent academic misconduct. See below.

**Independent Work [ † ]:** Strictly non-collaborative, original individual work. You may discuss this assignment with your instructor only. Discussions with other individuals, either in person or electronically, are strictly prohibited.

**Collaboration Required [ 🗨️ ]:** An explicit expectation for collaboration among students either in class or outside of class (i.e., group work).

**Collaboration Optional [ 🗨️ ]:** Students are permitted, but not required, to discuss the assignment or ideas with each other. However, all submitted work must be one's original and individual creation.

## Grading Scale:

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)
Range	100% - 93%	90% - 87%	83% - 80%	77% - 73%	70% - 67%	60% - 0%					

Note: Above percentages are % of overall points earned

## Academic Conduct:

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct, so I recommend that you review the Code of Student Conduct ([Section 3335-23-04\(A\)](#)) and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), you will at very least receive a zero on that assignment, but the sanctions could also include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

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## GRADED COMPONENTS DETAILS

### Exams (45% of total grade)

The exams will be multiple choice and will cover both textbook and lecture (online and in-class) content. The exams are **mostly non-cumulative**, meaning ~80-90% of each exam will be on the material since the last exam, but ~10-20% of the content could come from the rest of the semester. That said, the material from the rest of the semester will NOT include ALL the material, but only a smaller defined set of the most important material. If you have a planned conflict, you must notify the instructor within the first two weeks of class. Expect to be challenged. Exams take what you've

learned on the quizzes a step further. They are less about memorization, and more about applying what we've been discussing. Second-language students may use a hard copy translation dictionary during the exam. Makeup exams for all three exams will be conducted during exam week (see the schedule at the end of the syllabus). No other makeup times will be available. Makeup exams will only be allowed for students who notify the teaching team in the first two weeks of the class of a planned conflict. Please note that the exams are closed-book and closed-note.

### **Participation (20% of total grade)**

Research shows we learn the best when we participate which is why participation is a big part of this class. Student contribution will be tracked throughout the course so I will be able to quantify the overall contribution of each student – both through quantity and quality of contribution. Participation does not mean say something for the sake of talking. It will be the instructor's discretion whether the student contributed value to the overall discussion.

To track participation, I will have a student serve in the role of "reporter" during each class. Any student who is the reporter will receive full participation credit for that day's class. Students who are interested in serving as a reporter can sign up on Carmen under the Discussions tab.

I understand that everyone does not like to participate in the same way, so you can participate in three ways. You don't have to complete all three ways each week, but they are available if you so choose.

1. Class Discussion: Each week we'll be discussing the last week's reading and lecture. Students are expected to be prepared to provide perspectives on the material and applications to real life. I will occasionally use cold calling to stimulate discussion and introduce diverse perspectives.
2. What's New(s): Marketing is happening every moment around the world, and you will have the opportunity each week at the beginning of class to bring a current event and share how it relates to the class concepts. Students get double participation credit for sharing "What's New(s)".
3. Online Discussion Boards: There will be weekly discussion boards where we can carry the conversation through the week as you have reflections on our discussions or additional points you would like to share.

### **Please note that I do not take an attendance grade because attendance is baked into the participation grade.**

Students that consistently miss class will have a lower participation grade. On the flip side, please note that merely attending class will not lead to a strong participation grade. To accomplish the latter, it will be necessary to be consistently and actively be engaged in the class discussions and be a leader in many of these discussions.

The below guidelines are provided to assist you in understanding how class participation will be graded.

Participation Grade = A:

A consistent leader in class discussions who regularly makes strong contributions by making insightful comments that reflect a thorough analysis of the articles and other enrichment material under consideration in this class – comments that advance our understanding of the topics under consideration.

Participation Grade = B:

Contributes fairly regularly to class discussion making insightful comments that reflect a careful reading of the articles under consideration in the class.

Participation Grade = C:

Contributes to class discussion with reasonable comments that follow from the prior discussion but does not contribute as frequently or consistently as others.

Participation Grade = D:

Infrequent comments or a tendency to make comments that do not appear to be based on readings.

Participation Grade = E:

Very few or no contributions to the class discussion.

### **Quizzes (15% of total grade)**

You will have a quiz every week you are assigned textbook reading or online lectures. The purpose of the quizzes is to ensure you have a baseline knowledge of that week's material prior to class so you are prepared to engage in our application-based classes. The purpose is NOT to penalize you for not remembering every word of the text or lecture. As such, any grade of 80% or above will receive an 100% grade. Please note that this adjustment will not update real-time in Carmen but will be manually updated later. The quizzes will cover textbook reading, online lectures, and the

Brought-To-Life (BTL) Videos. Each quiz will have 20 multiple choice questions and you'll have 20 minutes to complete it. Please note that the role of quizzes is very different than exams. Quizzes are more basic and will test your knowledge of the key terms and concepts while exams will test your application of those key terms and concepts. Please note that the quizzes are closed-book and closed-note.

The quizzes will be delivered via Carmen using the online proctoring service **Proctorio**. Students may request an in-person proctoring alternative to Proctorio or other online proctoring tools. The student is expected to contact the instructor by the **second week of class** to coordinate the accommodation, and **students will be responsible for scheduling the exam at the Student Testing Center**. Students will not be permitted to take remotely proctored exams in their homes or residence halls unless they are willing to conduct a room scan. By choosing to take the exam in their home or residence hall, the student is consenting to the room scan of the area in which they take the exam. Note that I do not require Proctorio exams be taken in your home or residence hall. Students may take the exam at any location of their choice (e.g, the library, a study room, WeWork, etc.), but you will be required to do a room scan. Lastly, **students must keep their entire face in the video screen the entire quiz** or the instructor must report them to COAM.

### **MH Connect Mini-Simulations (10% of total grade)**

There are five mini-simulations over the course of the semester. These simulations center around a fictitious backpack company and your assignment is to apply your classroom learning against a simulated business environment to see if you can achieve the goals set before you. I highly encourage you to use these assignments to practice and understand the consequences of different marketing actions. In fact, I have given you an unlimited number of tries to get it right so don't be afraid to make mistakes. And with enough effort you should be able to get 100% credit on these simulations.

### **Case Studies (7% of total grade)**

There are two case studies which are meant to help you apply your learning to real-life business and marketing challenges. You will submit a two-page case study writeup to demonstrate your understanding of the main challenges and questions, and to gauge your ability to provide solutions based on your marketing understanding. These assignments will be the springboard for our in-class case discussions.

### **Market Research (3%)**

In order to increase student exposure to marketing research, the Fisher College of Business requires the students taking introductory courses in Marketing (BUSML 3250), to complete **SIX research credits** over the course of the semester by participating in the Marketing Research Experience Program. Your six credits of MREP participation will be worth 3% of your class grade.

Understanding and participating in research is a valuable way for you to receive first-hand experience with the type of research firms use to develop customer insights. In addition, your involvement in research will help faculty and graduate students at Fisher continue to develop state-of-the-art marketing thought, which is ultimately brought back into the classroom.

You can earn your six (6) required MREP credits by participating in six half hour research studies. You can also earn EXTRA CREDIT by completing additional research studies!

### **Extra Credit (Up to 2%)**

Students may earn **up to an extra 2%** toward their grade by participating in additional research studies. You can participate in up to 4 additional studies, above and beyond the 6 required studies for a total of 10 studies. Each study will add an additional 0.5 points to your overall grade for a potential 2 extra credit points to your overall grade.

### **How it Works**

1. **Register online.** The Marketing Department uses a web-based system (Sona) to schedule and credit research study participation for the MREP program. Go here to access it: <http://fisher-osu.Sona-systems.com>
2. **Login.** Click on the "OSU ID login" link on the left side of the page. Proceed with OSU log in information.



3. **Choose Your Course.** BUSML 3250 and Request Account. Make sure to choose the correct section!
4. **Sign-up.** Click on “Study sign-up.” Studies start posting 1-2 weeks into semester, and email reminders will be sent too (emails will come from [fisher-osu-admin@Sona-systems.net](mailto:fisher-osu-admin@Sona-systems.net) so check junk/spam filters). Students can participate in any study, but only once per study. For many studies, you must be 18 years of age or older in order to participate, unless parental permission is included in the protocol applications approved by the OSU IRB. Therefore, if you are under 18, you should consult with the Fisher Behavioral Lab Manager to determine your availability for studies and to discuss whether you should choose the paper option (described later in this document).
5. **Participate.** Some studies may require you to sign up for a specific timeslot while others will allow you to take the study at a point before a clearly stated deadline. If you sign up for a specific timeslot, note the date, time, location, and length of time for the study. Follow instructions provided on the website.

### Tips & Reminders

- **Be Early.** Be **5 minutes early** to the session. Sessions begin on time, and late arrivals cannot be admitted.
- **Don’t wait.** Sign up early! **If you wait until the last month to do all six credits, then there won’t be enough studies for you.**
- **Studies fill up quickly.** After registering online, students should check their email regularly for new studies.
- **Participate!** In fairness to other students, please make every possible effort to attend the studies if you have a specified timeslot. You can cancel sign-ups using the same website where you signed up if you find you are unable to attend.
- **Your MREP credits will not show up in your Carmen class until the end of the semester.** The instructor does not have access to students’ credits until the end of the semester. However, students can check their Sona account to see the credits they have earned through research studies at any time during the semester; credit for individual studies are posted on the Sona website shortly after the conclusion of the study. If students have questions about their MREP credits, email the Fisher Lab Manager directly ([ryan.1010@osu.edu](mailto:ryan.1010@osu.edu)). The Lab Manager will send your instructor the total number of MREP credits you earned at the end of the semester.
- **Location.** Studies can be both online and in-person, but most are in-person in the Fisher Behavioral Lab on the third floor of Mason Hall. Please arrive early and have a seat outside on the long bench. When the session is ready to begin, the researcher will open the door and take attendance.

### ADDITIONAL UNIVERSITY POLICIES AND RESOURCES

You can find a list of university policies and resources at [go.osu.edu/UPolicies](http://go.osu.edu/UPolicies), but here are a few important ones.

#### **Safety and health requirements:**

All teaching staff and students are required to comply with and stay up to date on all University safety and health guidance. Non-compliance will be warned first and disciplinary actions will be taken for repeated offenses.

#### **Technology Policy:**

For IT help contact the Ohio State IT Service Desk [ocio.osu.edu/help](http://ocio.osu.edu/help) [servicedesk@osu.edu](mailto:servicedesk@osu.edu)

1. Required Technology Skills
  - [Navigating Carmen](#): for questions about specific functionality, see the [Carmen/Canvas Student Guide](#).
  - [CarmenZoom virtual meetings](#)
2. Required Equipment
  - Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
  - Webcam: built-in or external webcam, fully installed and tested
  - Microphone: built-in laptop or tablet mic or external microphone
  - Mobile device (smartphone or tablet) or landline to use for [BuckeyePass](#) multi-factor authentication. It is recommended that you [register multiple devices](#) in case something happens to your primary device.
3. Required Software
  - [Microsoft Office 365](#): All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft’s Student Advantage program.

If none of these options meet the needs of your situation, contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

## **Artificial Intelligence Policy:**

Unless I specifically mention otherwise (and in writing), the use of any AI-generated content in any deliverables in this course will be considered academic misconduct and will be acted on as such. Writing assignments will be turned in online and I will be using Turnitin and other applications that have AI detection algorithms. You need to complete the assignments using your own brain and your own thinking...which will lead to more of your own learning!

## **Religious Accommodations:**

Our inclusive environment allows for religious expression. Students requesting accommodations based on faith, religious or a spiritual belief system in regard to examinations, other academic requirements or absences, are required to provide the instructor with written notice of specific dates for which the student requests alternative accommodations at the earliest possible date. For more information about religious accommodations at Ohio State, visit [odi.osu.edu/religious-accommodations](http://odi.osu.edu/religious-accommodations)

## **Your Mental Health:**

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University's Student Life Counseling and Consultation Service (CCS) is here to support you. If you find yourself feeling isolated, anxious or overwhelmed, on-demand mental health resources ([go.osu.edu/ccsondemand](http://go.osu.edu/ccsondemand)) are available. You can reach an on-call counselor when CCS is closed at 614-292-5766. 24-hour emergency help is available through the National Suicide Prevention Lifeline website ([suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)) or by calling 1-800-273-8255(TALK). The Ohio State Wellness app ([go.osu.edu/wellnessapp](http://go.osu.edu/wellnessapp)) is also a great resource.

## **Disability Statement (with Accommodations for COVID):**

The university strives to maintain a healthy and accessible environment to support student learning in and out of the classroom. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. You can connect with them at [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; or [slds.osu.edu](http://slds.osu.edu). or in person at 98 Baker Hall, 113 W. 12th Ave.

If you are isolating while waiting for a COVID-19 test result, please let me know immediately. Those testing positive for COVID-19 should refer to the Safe and Healthy Buckeyes site for resources. Beyond five days of the required COVID-19 isolation period, I may rely on Student Life Disability Services to establish further reasonable accommodations.

## **Creating an Environment Free from Harassment, Discrimination, and Sexual Misconduct:**

The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault, relationship violence, stalking, and sexual exploitation.

To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential resources and supportive measures, contact the Office of Institutional Equity:

1. Online reporting form at [equity.osu.edu](http://equity.osu.edu),
2. Call 614-247-5838 or TTY 614-688-8605,
3. Or email [equity@osu.edu](mailto:equity@osu.edu)

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Office of Institutional Equity to ensure the university can take appropriate action:

- All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.

- The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

**Free Speech, Academic Freedom, and Freedom of Expression**

Ohio State is steadfastly committed to protecting the First Amendment right to free speech, academic freedom, and freedom of expression, and adheres to the Campus Free Speech policy adopted in May 2023. This class adheres to this policy as well and encourages the free exchange of ideas by students and instructors in a class environment where all viewpoints are welcome and respected. The instructor will encourage free discussion and inquiry and will give students and instructors broad latitude to speak, write, listen, challenge, learn, and discuss without fear of discrimination.

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**(CLASS SCHEDULE ON THE NEXT PAGE)**

## Class Schedule

Date	Topic(s)	Preparation / Reading	Assignments / Activities
<b>Section 1: Defining Marketing and Understanding the Customer</b>			
WK 1: 1/9/24	Class Introduction	Syllabus	- Refer to Roadmap
WK 1: 1/11/24	Intro to Marketing	Chapter 1	- Refer to Roadmap
WK 2: 1/16/24	Marketing Strategy	Chapter 2	- Refer to Roadmap
WK 2: 1/18/24	The Marketing Environment	Chapter 3	- Refer to Roadmap
WK 3: 1/23/24	Consumer Behavior	Chapter 5	- Refer to Roadmap
WK 3: 1/25/24	B2B Marketing	Chapter 6	- Refer to Roadmap
WK 4: 1/30/24	Market Research	Chapter 8	- <b>Simulation: Market Research</b>
WK 4: 2/1/24	Guest Lecture #1		- Refer to Roadmap
WK 5: 2/6/24	<b>EXAM #1</b>		- Refer to Roadmap
<b>Section 2: Defining the Market and Your Position / 4Ps (Product &amp; Price)</b>			
WK 5: 2/8/24	Segmentation, Targeting & Positioning	Chapter 9	- <b>Simulation: Segmentation</b>
WK 6: 2/13/24	Positioning	Case Study	- Refer to Roadmap - <b>Case Study #1: (Crescent Pure)</b>
WK 6: 2/15/24	<b>Product</b> New Products	Chapter 10	- Refer to Roadmap - <b>Simulation: Product Development</b>
WK 7: 2/20/24	<b>Product</b> Product / Brand Management	Chapter 11	- Refer to Roadmap
WK 7: 2/22/24	<b>Product</b> Services Marketing	Chapter 12	- Refer to Roadmap
WK 8: 2/27/24	<b>Price</b> Building the Price Foundation	Chapter 13	- Refer to Roadmap
WK 8: 2/29/24	<b>Price</b> Arriving at the Final Price	Chapter 14	- Refer to Roadmap
WK 9: 3/5/24	Guest Lecturer #2		- Refer to Roadmap
WK 9: 3/7/24	<b>EXAM #2</b>		- Refer to Roadmap
<b>Section 3: 4Ps (Place and Promotion)</b>			
WK 10: 3/12/24	<i>NO CLASS: SPRING BREAK</i>		- Refer to Roadmap
WK 10: 3/14/24	<i>NO CLASS: SPRING BREAK</i>		- Refer to Roadmap
WK 11: 3/19/24	<b>Place</b> Channels of Distribution	Chapter 15	- Refer to Roadmap
WK 11: 3/21/24	<b>Place</b> Retail Marketing	Chapter 16	- Refer to Roadmap

WK 12: 3/26/24	<b><u>Place</u></b> Omnichannel	Chapter 17	- Refer to Roadmap
WK 12: 3/28/24	<b><u>Promotion</u></b> Integrated Marketing Communication	Chapter 18	- Refer to Roadmap - <b>Simulation: Integrated Marketing Communications</b>
WK 13: 4/2/24	<b><u>Promotion</u></b> Advertising, Promotion, PR	Chapter 19	- Refer to Roadmap
WK 13: 4/4/24	<b><u>Promotion</u></b> Personal Selling	Chapter 21	- Refer to Roadmap - <b>Simulation: Planning &amp; Marketing Mix</b>
WK 14: 4/9/24	Guest Lecturer #3		- Refer to Roadmap
WK 14: 4/11/24	Marketing Mix 4Ps Summary	Case Study	- Refer to Roadmap - <b>Case Study #2: (Burger King)</b>
WK 15: 4/16/24	Exam Prep, Class Wrap, Career / Life Advice		- Refer to Roadmap
WK 15: 4/18/24	<b>EXAM #3</b>		- Refer to Roadmap
WK 16: TBD	<b>MAKEUP EXAM</b> (Time and location TBD, but it will likely be the day after exam week)		