

Gray's MIS 301: Introduction to IT Management Spring 2013 – Unique Numbers: 03935 & 03945

Instructor Katie Gray – katie.gray@mcombs.utexas.edu
Information, Risk and Operations Management (IROM) Department

Class Time MW: 2:00-3:30 or 3:30-5:00pm

Class Location UTC 1.130

Office CBA 3.408 (near the south side of escalators on 3rd floor by the Hall of Honors)

Mailbox IROM Department, CBA 5.202

Phone (512) 232-8190

Office Hours TTh 2:00-3:30 pm and by appointment (email Katie 2-3 days ahead to make an appointment if you work or have class during office hours)

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Course Description

Information Technology (IT) has transformed all aspects of 21st century business and everyday life. New IT investments continue to be staggering. Worldwide, over \$2.5 trillion has been invested in IT. In the U.S., over 50% of capital expenditures are related to IT. IT has triggered new forms of organizations; transformed business process innovation; and impacted organizational structure, culture, politics, decision-making and society as a whole. IT is also transforming how physical products are designed, how services are bundled with products, and how individuals interact with businesses and with other individuals. A silent transformation of physical items is occurring as more and more products use embedded IT to improve customer experience and product performance. The pervasiveness of IT is expanding global trade and changing how and where work is performed.

The availability of vast amounts of searchable data is changing the nature of the learning required to succeed in traditional business disciplines such as finance, accounting, and marketing. It is vital that future managers – from all majors – have a working knowledge of modern IT, practical experience in its use, and management perspectives on how IT is used to reshape products, services, and organizations.

MIS 301 will focus on three broad issues: (1) using IT for strategic competitive advantage, (2) IT core skills and management and (3) IT at the intersection of functional business areas. Topics covered include the IT ecosystem, using information systems (IS) for competitive advantage, databases, networking and data communications, supply chain management systems (SCMs), e-commerce, business process management, data mining, business intelligence and knowledge management, Web 2.0 technologies, user-generated content (UGC), social networks, and IT security. While students are introduced to the practical business uses of some technology tools (Excel in particular), the real value that students gain from MIS 301 comes from understanding the strategic possibilities inherent at the intersection of business and technology.

Academic Rigor and MIS 301 Workload

Welcome to The McCombs School of Business, where everyone admitted – including you – is a top student. In order to challenge you and truly add to your education, the McCombs School is committed to rigorous, cutting-edge classes. This means that you can expect a *substantial* workload; all MIS 301 sections require significant reading, writing and learning new critical thinking processes.

Required Textbook *Information Systems: A Manager's Guide to Harnessing Technology* by John Gallaugh, Flatworld Knowledge, Inc., Version 1.3, ISBN 978-0-9823618-1-8; available through the following website: <http://students.flatworldknowledge.com/course/1231375>

Required Readings *Course Packet* – available at UT Co-op (Hard Copy) OR at <https://cb.hbsp.harvard.edu/cbmp/access/16819726>
Other Articles – Listed in the schedule and posted or linked on Blackboard

Excel Training Site In response to recruiter feedback about the poor Excel skills of recent graduates, the McCombs School has adopted SAM 2010.. If you don't have a SAM license from another McCombs class, you will need to purchase access to the SAM tool through Cengage's website at <http://www.cengagebrain.com/micro/utacampus>. A separate document with detailed instructions for accessing this site is available on Blackboard.

You will also need the most recent version of Excel (2010 for PC/2011 for Mac). You can purchase a license for this software from the campus computer store in the FAC for around \$33. Here is a link: <http://bit.ly/PrUnI8>

Class Website Announcements, assignments, course schedule, additional readings, and other information are available on Blackboard at <http://courses.utexas.edu>

Developing as Critical Thinkers

Why are McCombs classes rigorous? Our goal is to help you go beyond being a top student. Our vision is that you will become a productive employee, an effective project leader, a future division leader, perhaps a future CEO. Some of you will work in traditional companies; some will work for nonprofits; some will become professional business consultants; some will grow a family business or start your own successful business. **All these career paths have something thing in common: to succeed in a constantly changing business world, you must constantly seek new information from the environment, make sense of it with your colleagues and business partners and act on it to develop and implement your business strategy. You must be able to think critically.**

Readings and Class Participation

Come to class ready to join the discussion on the day's reading. Your knowledge and experience will add to class learning, making the discussion informative and productive. *Students will be cold-called*, so it is in your best interest to come prepared and to participate actively. High-quality class participation includes:

- Offering good analysis of class topics supported by facts from class readings, outside readings, or from your own experience
- Adding constructive disagreement to the class conversation (in-class and online)
- Letting others speak, and, in fact, encouraging them to speak
- Posting questions, comments, and information on the class discussion board

Hoot.me Discussion Board

We'll be conducting all class-related discussion on Hoot.me (<https://app.hoot.me/?sid=5Yyt3ByGv>) this term. Hoot.me is a Facebook-based question-and-answer platform specifically designed to get you answers fast. They support LaTeX, code formatting, embedding of images, and attaching of files. The quicker you begin asking questions on Hoot.me (rather than via individual emails to a classmate or one of us), the quicker you'll benefit from the collective knowledge of your classmates and instructors. Don't worry – you don't have to "friend" me, the TA, or that weird guy in the back row to be able to interact with us.

Deliverables

In most business settings, a deliverable is the product of your work that can be conveyed to and assessed by someone else. A deliverable does not have to be a tangible document, but it does serve as the evidence that you have completed an assigned task.

Deliverable Detail	Points
Critical Thinking Assignments	180
Microsoft Case Write-Up	40
Apple Case Write-Up	40
Developing an App for That Case Write-Up	40
Oracle v. salesforce.com Write-Up	40
Dropbox Quiz	10
iPremier Quiz	10
Quantitative Analysis Assignments	105
HTML Assignment	20
SAM Exercise 1 – Basic Excel Skills	10
Major Excel Assignment 1: Gradebook and Retirement Portfolio	20
SAM Exercise 2 – Advanced Formulas (IF, COUNTIF, IFERROR)	10
SAM Exercise 3 – Data Analysis (Filters, VLookups and Pivots)	10
Major Excel Assignment 2: Survey Analysis	25
SAM Exercise 4 – What-if Analysis	10
Capstone Case Analysis – Dropbox Case	125
Application Development Project (ADP)	180
ADP1: Team List	5
ADP2: Project Proposal – PowerPoint Presentation	75
ADP3: Final Deliverable – Paper and Financial Analysis	100
Exams	610
Exam 1	160
Exam 2	200
Exam 3	250
Total Available Points	1200

Critical Thinking Assignments

Several times throughout the semester, you will be asked to write short (1 page) write-ups about the cases assigned as outside reading. These assignments are designed to help you practice applying the concepts from class to real-life business examples. This type of assignment is very common in upper division and graduate business classes. Specific instructions for these assignments will be posted on Blackboard as we go through the semester.

Quantitative Analysis Assignments

You will be responsible for various assignments related to learning Microsoft Excel. Excel proficiency is absolutely required in today's business world, regardless of major. You will be using a self-paced online tutorial (SAM) to complete these deliverables. The SAM tool will help you learn the mechanics of Excel (where to click, how to set up formulas, etc.) The subsequent substantial Excel assignments will give you a chance to practice analyzing the output of these tools. Specific details for these assignments will be posted on Blackboard.

Projects

There are two substantial projects required in MIS 301 – the Dropbox Case Analysis and the Application Development Project (ADP). Detailed assignment instructions will be posted on Blackboard. For the Dropbox case, you will be allowed to work by yourself or with one partner. The ADP assignment is to be completed by teams of five. At the end of both projects, you will be required to submit feedback about your partner/teammates. **I reserve the right to adjust your grade based on feedback from your team members. If your peer evaluation is low, you may receive as low as 0% of the grade.** Be a good team member!

Exams

There are three exams in MIS 301. Two are in-class midterms, and the last exam is given during the final exam period. The final exam is NOT cumulative. There are no make-up exams. If you miss a midterm exam for an extreme emergency, you can have the final exam grade count for both the missed midterm and the final. That one exam will thus constitute a greater portion of your course grade. *This extreme emergency must be approved by the instructor BEFORE the exam date.* Counting one exam twice is a gutsy move and not recommended.

Attendance

You will learn more if you attend class regularly, take notes, ask questions, and contribute to discussions. Coming to class is important, since many exam questions come from lectures and class discussion. Attendance is taken periodically because it is helpful for me to know who is coming to class. At the end of the semester, those with **perfect** attendance will receive a bonus – 10 extra points added to their overall final grade. (There are no “excused” absences for the bonus).

Fairness, Deliverable Deadlines and Time Management

Deliverables are also due at designated times and in specific formats, all of which will be described in assignment criteria. To be fair to everyone in class and to get assignments returned in a timely fashion, we have to have deadlines. Please turn things in on time.

- Deliverables handed in *after* the due date/time but *during the next 24 hours* will receive half credit. Deliverables will not be accepted more than 24 hours after the due date.
- PLEASE double-check deliverables submitted through Blackboard to make sure your assignment file is attached. If your file is not attached, you will not receive credit for the assignment!

Extra Credit

Additional extra credit assignments may be offered to the entire class at the discretion of the instructor. There will be no opportunity to raise your course grade by doing individual extra credit work at any point during or after the semester, as this would violate University policy. Also, I will NOT, under any circumstance (including scholastic probation) report a result that wasn't EARNED fairly. This would be unfair to other students and a major ethical violation.

Final Grade Calculations

Points	Percent	Letter
0 - 713	0% - 59.49%	F
714 - 759	59.50% - 63.32%	D-
760 - 799	63.33% - 66.66%	D
800 - 833	66.67% - 69.50%	D+
834 - 879	69.50% - 73.32%	C-
880 - 919	73.33%- 76.66%	C
920 - 953	76.67% - 79.49%	C+
954 - 999	79.50% - 83.32%	B-
1000 - 1039	83.33% - 86.66%	B
1040 - 1073	86.67% - 89.49%	B+
1074 - 1119	89.50% - 93.32%	A-
1120 - 1200	93.33% - 100%	A

The final letter may be adjusted depending on proximity to the cutoff and the final overall distribution of class grades. I will NEVER curve grades DOWN. That is, my discretion can only HELP you!!

Re-Learning on Assignments and Exams

Assignment feedback will be reported on Blackboard. It is your responsibility to check the site frequently to confirm that your assignment feedback is correct. Asking questions after your deliverables are returned reinforces learning and helps you to understand your strengths and weaknesses with course material. Therefore, I encourage you meet with me OUTSIDE OF CLASS to discuss your assignments. However, you must do so within **one week** of the day the homework is returned or feedback is posted on Blackboard. *After the one-week window, your grade for that assignment is permanent.*

Writing Quality Policy

Written communication is a key part of any professional's day-to-day responsibilities. Throughout your career, your writing will be used to assess your priorities, personality, and capabilities. In today's world, it is common to have a close working relationship with someone exclusively through email. In short, YOU ARE WHAT YOU WRITE! To succeed in a networked world, you need to create effective, professional and error-free work in a variety of formats.

You won't receive the results you want in any McCombs class if your deliverables contain major grammatical or syntactical errors, spelling mistakes or poor organization. Slang, "text speak," and other highly informal language is not appropriate in any business context (including emails to your professor). This is not an English or a Writing course, but you MUST write well to succeed. The more you practice professional writing, the sooner it will become second nature.

It is acceptable and encouraged to ask a peer to proofread your deliverable before handing it in. (Just follow the Academic Dishonesty Guidelines – proofreading doesn't mean copying!) Peer editing helps both editor and edited improve their writing skills and understanding of the material. You can also bring a draft of your paper to the professor, the TAs, or the Undergraduate Writing Center (<http://uwc.utexas.edu>) for help.

In-Class Technology Use Policy

Based on strong feedback from previous students and agreement among all the MIS 301 instructors, **the use of laptops is not allowed in class**. The rule applies to all McCombs MBA classes, so you are in good company. When students surf the web, answer email, check Facebook, and stray from the topic at hand, they do themselves and distracted peers a disservice. For this reason, **texting in class is also a violation of the no laptop policy**. When a true need to communicate with someone outside of the class exists (e.g., a medical emergency, etc.), inform me before class. Thanks for respecting this simple rule.

Blackboard Use & Class Learning

Your use of Blackboard's email should be for course-related messages only; please see UT Austin's Acceptable Use Policy. Messages for selling football tickets and posting party invites are not considered course-related unless your instructor has specifically allowed this usage for his/her class. See UT's Acceptable Use Policy at http://www.utexas.edu/academic/blackboard/answers/email_abuse.html.

Information Privacy

Password-protected class sites, such as Blackboard, are available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources may be available within these sites. Site activities could include exchanging email, engaging in class discussions and chats, and exchanging files. In addition, class email rosters are a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For more information, see <http://registrar.utexas.edu/students/records/ferpa/>. **If you choose anonymity, please email your JDOE number to your instructor so she can post feedback on Blackboard.**

Using Email for Official Correspondence to Students

Email is recognized as an official mode of university correspondence; therefore, **you are responsible for reading your email for university and course-related information and announcements**. You are responsible for keeping the university informed about changes to your email address. You should check your email regularly and frequently. You can find UT Austin's policies and instructions for updating your email address at <http://www.utexas.edu/its/policies/emailnotify.php>.

Religious Holidays

By UT Austin Policy, you must notify me of your pending absence at least 14 days before the date of observing a religious holy day. If you must miss a class, an examination, a work assignment, or a project to observe a religious holy day, I will give you an opportunity to complete the missed work within a reasonable time after the absence.

Documented Disability Statement

The University of Texas at Austin provides, upon request, appropriate academic accommodations for qualified students with disabilities. If you require special accommodations, you must obtain a letter that documents your disability from the Services for Students with Disabilities area of the Division of Diversity and Community Engagement (471-6259 or 471-4641 TTY). Present the letter to me at the beginning of the semester so we can discuss the accommodations you need. No later than five business days before an exam, you **should remind me** of any testing accommodations you will need so that I can make arrangements. For more information, visit <http://www.utexas.edu/diversity/ddce/ssd/>.

University of Texas Honor Code

The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.

Scholastic Dishonesty Policy

I take this issue seriously. *Any dishonesty—such as cheating, false representation, plagiarism, etc.—that comes to my attention will result in an F in the course.* The University defines academic dishonesty as cheating, plagiarism, unauthorized collaboration, falsifying academic records, and any act designed to avoid participating honestly in the learning process. Scholastic dishonesty also includes, but is not limited to, providing false or misleading information to receive a postponement or an extension on an exam or other assignment, and submission of essentially the same written assignment for two different courses without faculty permission.

“The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program’s Statement on Scholastic Dishonesty at <http://www.mcombs.utexas.edu/BBA/Code-of-Ethics.aspx>. By teaching this course, I have agreed to observe all faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all student responsibilities described in that document. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjsl> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.”

Behavior Concerns Advice Line (BCAL)

BCAL is a service for students, faculty, and staff of the university to discuss their concerns about another individual’s behavior. Trained staff members will assist the caller in exploring available options and strategies. They will also provide appropriate guidance and resource referrals to address the particular situation. Dialing (512) 232-5050 will connect you to trained staff members 24/7/365. Calls to BCAL can be anonymous, and there is also an on-line reporting form (not anonymous).

Campus Safety

Please note the following recommendations regarding emergency evacuation from the Office of Campus Safety and Security, 512-471-5767, <http://www.utexas.edu/safety/>

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation should inform their instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- Behavior Concerns Advice Line (BCAL): 512-232-5050
- Further information regarding emergency evacuation routes and emergency procedures can be found at: www.utexas.edu/emergency.”

Tentative Spring 2013 MIS 301 Class Schedule – Katie Gray

Please complete the assigned readings BEFORE class on the day they are assigned! This schedule is subject to change.

Wk	Cl	Date	Class Topics	Readings	Deliverables
1	1	M Jan 14	Introduction to MIS <ul style="list-style-type: none"> • What is MIS? Why do I care? • How can I be successful in MIS 301? • How do mental models influence IT? 	<i>The Great Tech War of 2012</i> (BB)	Buy course packet
	2	W Jan 16	Complex Adaptive Systems Theory (CAST) <ul style="list-style-type: none"> • What are the characteristics of a CAS? • Why study CAST in a class about IT Management? 	<i>Embracing Complexity</i> (Packet)	
2		M Jan 21	No Class - MLK Day Holiday		
	3	W Jan 23	Robust Adaptive Strategies (RAS) <ul style="list-style-type: none"> • What's the difference between a theory and a strategy? • What RAS can firms use to succeed in a CAS? 	<i>Robust Adaptive Strategies</i> (BB)	SAM Assignment 1 due by 11:59pm on Friday, January 25
3	4	M Jan 28	Strategy, Technology and Competitive Advantage (CA) <ul style="list-style-type: none"> • How can firms create sustainable CA? • How does industry structure influence strategy? • How can a value chain enable strategy? 	Ch. 2 - "Strategy and Technology" <i>Thoughts on Case Analysis</i> (BB)	Substantial Excel Assignment 1 due on Blackboard by 11:59pm Monday, January 28
	5	W Jan 30	IT-Based Strategy and Network Effects <ul style="list-style-type: none"> • How do digital products change business? • How can companies compete with network effects • What can other companies learn from Microsoft? 	Ch. 6 - "Understanding Network Effects" <i>Microsoft in 2005</i> (Packet)	Case write-up due in hard copy beg. of class Wednesday, January 30
4	6	M Feb 4	Hardware and Software Ecosystem <ul style="list-style-type: none"> • How does Konana's model influence the avg user? • How does Konana's ecosystem model influence strategy for creators of IT? 	Ch. 9 - "Understanding Software: A Primer for Managers"	HTML Assignment due in hard copy at beg. of class Monday, February 4
	7	W Feb 6	Hardware and Software Ecosystem Continued <ul style="list-style-type: none"> • How is Apple's strategy different from Microsoft's? • What can companies (HW and beyond) learn from Apple's successes and challenges? 	<i>Apple in 2010</i> (Packet)	Case write-up due in hard copy at beg. of class Wednesday, February 6
5	8	M Feb 11	Catch-up Day		ADP1 due in hard copy at beg. of class Monday February 11
	9	W Feb 13	Exam 1		Exam 1
6	10	M Feb 18	Open Source Software (OSS) <ul style="list-style-type: none"> • How can firms make money giving OSS away for free? • How does TCO for OSS compare with traditional SW? • How has the OSS model changed the structure of the SW industry? 	Ch. 10 - "Software in Flux" <i>Developing an App for That</i> (Packet)	Case write-up due in hard copy beg. of class Monday February 18

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Wk	Cl	Date	Class Topics	Readings	Deliverables
	11	W Feb 20	Cloud Computing/Software as a Service (SaaS) <ul style="list-style-type: none"> • What are the benefits and risks for companies SaaS? • What are the business models, benefits, and risks for companies PROVIDING SaaS? 	<i>Oracle v. salesforce.com</i> (Packet)	Case write-up due in hard copy at beg. of class Wednesday February 20
7	12	M Feb 25	Databases <ul style="list-style-type: none"> • How are databases structured to allow data sharing across the value chain? • What are the tactical and strategic reasons for using databases? 	Section 11.2 - "Data, Information, and Knowledge" <i>Konana's Intro to Databases</i> Pages 1-6 ONLY (BB)	SAM Assignments 2 & 3 due by 11:59pm on Tuesday, February 26
	13	W Feb 27	Enterprise SW and Business Process Management (BPM) <ul style="list-style-type: none"> • What are the five steps of BPM? • What is the importance of inherent processes? When does it make sense to match the process to the SW? When does it make sense to match the SW to the process? 	<i>Deep Change: How Operational Innovation Can Transform Your Company</i> (BB) <i>Nestlé's ERP Odyssey</i> (BB)	Substantial Excel Assignment 2 due on Blackboard by 11:59pm Friday, March 1
8	14	M Mar 4	Guest Speaker, TBA		SAM Assignment 4 due by 11:59pm on Tuesday, March 5
	15	W Mar 6	Dropbox Case Work Day Meet in MOD Lab (CBA 5.304)	<i>Dropbox: "It Just Works"</i> (Packet)	Dropbox Quiz due on Blackboard by 2:00pm Wednesday March 6
9	16	M Mar 18	History of the Internet <ul style="list-style-type: none"> • Why study the history of the Internet? • What factors led to the creation of the Internet? • What are the business implications of switching from analog to digital? 	<i>Nerds 2.0.1</i> (BB)	Dropbox Case due in hard copy by 5pm Friday, March 8 OR Beg. of class Monday, March 18
	17	W Mar 20	Data Communications <ul style="list-style-type: none"> • Why is Skype free? • What is a VPN? Firewall? IP Address? Why do I care? 		
10	18	M Mar 25	Guest Speaker, TBA		
	19	W Mar 27	Information Security <ul style="list-style-type: none"> • What are the sources of information security threats? • What are the ways that companies can manage risks? • What is the business proposition of info security? 	Ch. 13 - "Barbarians at the Gateway"	
11	20	M Apr 1	Catch-up Day		
	21	W Apr 3	Exam 2		Exam 2

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Wk	Cl	Date	Class Topics	Readings	Deliverables
12	22	M Apr 8	Software Project Management <ul style="list-style-type: none"> • What are the phases of project management (PM)? • What tasks are associated with each phase? • How does the triple constraint influence PM? • What is scope creep? How can it be prevented? 	<i>What is Project Management</i> (BB)	
	23	W Apr 10	Supply Chain Management <ul style="list-style-type: none"> • Why is inventory mgmt so important to retailers? • How has Zara's strategic use of IT created CA? • How can IT reduce the bullwhip effect? 	Ch. 3 - "Zara: Fast Fashion from Savvy Systems" <i>Konana's Definitions for SCM</i> (BB)	ADP2 Due in Hard copy and on BB by 5:00pm Friday April 12
13	24	M Apr 15	Data Mining and Business Intelligence (BI) <ul style="list-style-type: none"> • How can operational data be transformed into BI? • What re some problems with operational data? • What kinds of systems create business intelligence? 	<i>Data Deluge</i> (BB)	
	25	W Apr 17	Data Mining and Business Intelligence Continued		
14	26	M Apr 22	Netflix <ul style="list-style-type: none"> • What factors made Netflix so profitable? • How does the long tail create CA? • What is net neutrality? Who is for it? Against it? Why? 	Ch. 4 - "Netflix in Two Acts" Section 12.4.7 - "Net Neutrality: What's Fair"	
	27	W Apr 24	Outsourcing <ul style="list-style-type: none"> • How does outsourcing differ from offshoring? • Why do organizations outsource IT services? • What are the risks of outsourcing? 	<i>The Tough Game You Have to Play</i> (BB)	
15	28	M Apr 29	iPremier <ul style="list-style-type: none"> • What could iPremier have done differently to recover more quickly from the denial of service attack? • How did iPremier's relationship with qData make it more difficult for iPremier to resolve the attack? • What do they do next? What is the future of the firm? 	<i>iPremier: Denial of Service Attack</i> (Packet)	iPremier Quiz due on Blackboard by 2:00pm Monday, April 29
	29	W May 1	Learning Takeaways and Course Evaluations		ADP3 Assignment due in hard copy at the beginning of class Wednesday, May 1
FINAL		F May 10	MW 3:30-5:00 class (03945) Final Exam 7:00 - 10:00pm		Exam 3
FINAL		Sa May 11	MW 2:00-3:30 class (03945) Final Exam 2:00 - 5:00pm		Exam 3