



### **International Marketing Management**

IBUS 1354-0002 | (20867) Campus: Central |Classroom: JDB 211 Tuesday/Thursday | 10:00 a.m. – 12:00 p.m.

> Instructor: Kimberly Cade Office Phone: (713) 718-2993 Email: kimberly.cade@hccs.edu Campus Office: JDB 310C

*Office Hours:* Tuesdays & Thursdays 11:00a.m. - Noon; Wednesdays 1:00-3:00 p.m. or by appointment

## Assignments and due dates contained in the syllabus are subject to change

THE PROFESSOR RESERVES THE RIGHT TO CHANGE OR MODIFY THE SYLLABUS AS NECESSARY TO MEET THE OBJECTIVES OF THE COURSE.

CHECK EAGLE ONLINE REGULARLY FOR ANNOUNCEMENTS.

### COURSE DESCRIPTION (HCC Catalog)

Analysis of international marketing strategies using market trends, costs, forecasting, pricing, sourcing, and distribution factors. Development of an international export/import marketing plan.

### WORKFORCE EDUCATION COURSE MANUAL TEXAS HIGHER EDUCATION COORDINATING BOARD COURSE DESCRIPTION

Introduction to the marketing mix functions and process. Includes identification of consumer and organizational needs and explanation of environmental issues.

### **COURSE SEMESTER CREDIT HOURS**

Credit Hours = 3.00 Lecture Hours = 3.00 Laboratory Hours = 0 Total course contact hours = 48

### **COURSE LENGTH**

12 weeks

### TYPE OF INSTRUCTION

Lecture/Hybrid (Classroom Instruction and Online Content)

CREDIT HOURS: 3; Lecture Hours: 3; Lab Hours: 0

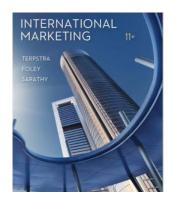
PREREQUISITES: None

### FREQUENT REQUISITES:

- ENGL 0300 or 0347
- GUST 0342 (9th -11th Grade Reading)
- MATH 0306 (Basic Math Pre-Algebra)

METHOD OF PRESENTATION: Lecture and class discussion.

### **TEXTBOOK INFORMATION**



Title: International Marketing, 11th edition Author: Vern Terpstra, James Foley, Ravi Sarathy, Publisher: Naper Publishing Group LLC Copyright: 2016 ISBN-10: 098172938X ISBN-13: 978-0-9817293-8-1

Rental textbooks are a less expensive alternative and are available through HCC's bookstore or from outside online sources. Many students have been pleased with this option.

### MATERIALS NEEDED

Textbook

• Internet access: Available in HCC computer labs if you do not have access to a computer at home.

- Data Storage Device (flash drive)
- Scantron card and pencil for exams
- An active HCC email account

### **INSTRUCTIONAL METHODS** Web Enahnced

This course utilizes chapter reading assignments, homework and exams based on reading assignments other instructional material and a semester project which demonstrates a student's mastery of the subject material. Our class meets twice a week. Homework assignments will be posted and completed in Eagle Online. Exams will be taken in class.

### **COURSE GOALS**

The primary goal of this course is to provide the student an overview of the basic elements of global marketing. The course covers the actions directly involved in global strategy, the global marketing mix and managing the global marketing effort.

### ACADEMIC DISCIPLINE/CTE PROGRAM LEARNING OUTCOMES

- 1. Identify global issues and trends.
- 2. Examine legal issues and proper documentation necessary for international trade.
- 3. Analyze various sources of international business research.
- 4. Demonstrate knowledge of global and world geography.

### COURSE STUDENT LEARNING OUTCOMES (SLO)

The primary goal of this course is to provide the student an overview of the basic elements of global marketing. The course covers the actions directly involved in global strategy, the global marketing mix and managing the global marketing effort.

### SCANS AND/OR CORE CURRICULUM COMPETENCIES

The Secretary's Commission on Achieving Necessary Skills (SCANS) from the U.S. Department of Labor was asked to examine the demands of the workplace and whether our young people are capable of meeting those demands. Specifically, the Commission was directed to advise the Secretary on the level of skills required to enter employment. In carrying out this charge, the Commission was asked to do the following:

- Define the skills needed for employment,
- Propose acceptable levels of proficiency,
- Suggest effective ways to assess proficiency, and
- Develop a dissemination strategy for the nation's schools, businesses, and homes.

SCANS research verifies that what we call workplace know-how defines effective job performance today. This know-how has two elements: competencies and a foundation. This report identifies five competencies and a three-part foundation of skills and personal qualities that lie at the heart of job performance. These eight requirements are essential preparation for all students, whether they go directly to work or plan further education. Thus, the competencies and the foundation should be taught and understood in an integrated fashion that reflects the workplace contexts in which they are applied.

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Foundation Skills - Basic - Reading

Foundation Skills - Basic -Writing

Foundation Skills - Basic -Mathematics

Foundation Skills - Basic -Listening

Foundation Skills - Basic – Speaking

### COURSE REQUIREMENTS AND GRADING POLICY

It is the policy of the Dean of Workforce that a grade of Incomplete may be given only for extenuating circumstances (i.e., family illness, accident, or an unforeseen event occurring at final exam time).

No part of your grade will be based on anything other than your coursework and attendance. Text readings, prompt class attendance and participation, cases, exams, a final paper are all required. Your final grade for this course is based on the total point system of 100 pts. as follows:

| Four (4) exams (Highest 3 grades)                  | 50 pts.        |
|--|----------------|
| Four (4) case studies (homework- highest 3 grades) | 20 pts.        |
| International Business Final Project               | 20 pts.        |
| Class Attendance and Participation                 | <u>10 pts.</u> |
| TOTAL  | 100 pts.       |

### HCC GRADING SCALE

 $\begin{array}{l} A = 100 - 90 \\ B = 89 - 80 \\ D = 69 - 60 \\ C = 79 - 70 \\ F = 59 \mbox{ and below } \\ W = Withdrawn \\ I = Incomplete \end{array}$ 

### TESTING (EXAMS)

The format of the tests will be 40 -50 multiple choice questions with a possible short answer question.

The lowest test score will be dropped in the calculation of the student's final grade. NO MAKE-UP EXAMS WILL BE GIVEN UNDER ANY CIRCUMSTANCES. In the event a student fails to take an exam, the zero earned will be deducted as the lowest grade.

### MAKE-UP POLICY

**There will be no make-up tests given in this course**. The lowest test score will be dropped. If a student is unable to take an exam, the exam will be assigned a grade of zero (0). All assignments such as homework must be submitted timely. Late homework will not be accepted.

Please make every effort to attend class regularly and monitor exam and homework due dates carefully.

### ACCESS STUDENT SERVICES POLICIES ON THE HCC WEB SITE

http://hccs.edu/student-rights

### PROJECTS, ASSIGNMENTS, PORTFOLIOS, PRESENTATIONS, SERVICE LEARNING, INTERNSHIPS, ETC.

Specific Assignments:

1. Four (4) homework (case studies) provided by the instructor will be assigned to provoke critical thinking and analysis that relate to the reading assignments. Each assignment will include questions that should be answered in depth and submitted through Eagle Online.

2. Four (4) exams will be given covering the reading assignments and class discussion. The questions relate to our current business environment and the application of human resources theory, application, and coursework. The format of the exams will be multiple choice and short answer.

3. A final project will be a research paper, using APA format, on an international marketing topic/product approved in advance by the instructor during the first month of class.

4. Each student is expected to make a contribution towards making the class stimulating for other class members.

### EGLS3 -- EVALUATION FOR GREATER LEARNING STUDENT SURVEY SYSTEM

At Houston Community College, professors believe that thoughtful student feedback is necessary to improve teaching and learning. During a designated time near the end of the term, you will be asked to answer a short online survey of research-based questions related to instruction. The anonymous results of the survey will be made available to your professors and department chairs for continual improvement of instruction. Look for the survey as part of the Houston Community College Student System online near the end of the term.

### CLASSROOM CONDUCT AND ETIQUETTE

Students are required to follow all HCC Policies & Procedures, the Student Code of Conduct, the Student Handbook, and relevant sections of the Texas Education Code when interacting and communicating in a virtual classroom with faculty and fellow students. Students who violate these policies and guidelines will be subject to disciplinary action that could include denial of access to course-related email, discussion groups, and chat rooms or being removed from the class from the class.

Open and mutually respectful communication of varied opinions, beliefs, and perspectives during classroom or online discussion encourages the free exchange of ideas that is essential to higher learning and to the ability to learn from each other. Unless you have turned in authorization from the Office of Ability Services, laptops will not be allowed in the classroom.

Common courtesy is an extremely important trait in the business world. It is a minimum requirement for getting and keeping most jobs. Using common courtesy in college is good practice for the real world.

Respect is this classroom is reciprocal. I will respect you, your comments, opinions and beliefs and in return I expect you to respect my time and form of instruction, opinions and beliefs. Class disruption will not be allowed under any circumstances. It breaks my concentration and that of those who have paid for the privilege to be a part of this class. I reserve the right to dismiss students who violate this classroom conduct policy.

The class starts at 10:00 a.m. Late students miss the first part of class, which is valuable instructional time. Not only late students missing part of the class, but they disrupt the learning of students that make the sacrifice to arrive on time. **Tardiness is disruptive to the learning process.** While it may be unavoidable on the rare occasion, persistent and chronic tardiness will not be allowed. If you have a chronic situation which will cause you to arrive late or have to leave early, please discuss the issue with the instructor immediately.

The late student is responsible for obtaining any missed information, handouts, etc. from the course site on Eagle Online or from a fellow student.

### ACADEMIC HONESTY

#### SCHOLASTIC DISHONESTY (reference the HCCS STUDENT HANDBOOK)

Students are responsible for conducting themselves with honor and integrity in fulfilling course requirements. Penalties and/or disciplinary proceedings may be initiated by College System officials against a student accused of scholastic dishonesty.

### Scholastic dishonesty

Includes, but is not limited to, cheating on a test, plagiarism, and collusion.

Cheating on test includes:

- Copying from another student's test paper;
- Using materials during a test that are not authorized by the person giving the test;
- Collaborating with another student during a test without authority;
- Knowingly using, buying, selling, stealing, transporting, or soliciting in whole or in part the contents of an un-administered test;
- Bribing another person to obtain a test that is to be administered.

#### Plagiarism

The appropriation of another's work and the unacknowledged incorporation of that work in one's own written work offered for credit.

#### Collusion

The unauthorized collaboration with another person in preparing written work offered for credit.

### ATTENDANCE AND WITHDRAWAL POLICIES

In accordance with HCCS rules, the instructor has the authority to drop a student from any class after the student has been absent for periods equivalent to two weeks of class (6 classes). However, the student has the ultimate responsibility to withdraw from the course. If there are extreme circumstances that require absence from class, it is the student's responsibility to notify the instructor. For additional information refer to the HCCS catalog. **IN THIS CLASS YOU ARE** 

### RESPONSIBLE FOR DROPPING THE CLASS IF YOU NO LONGER PLAN TO ATTEND. THE INSTRUCTOR WILL NOT DO THIS FOR YOU.

The State of Texas has begun to impose penalties on students who drop courses excessively. That is, if you repeat the same course more than twice, you have to pay extra tuition. In addition, as of Fall 2007, students are limited to no more than SIX total course withdrawals throughout their educational career at a Texas public college or university.

In order to withdraw from your class, you MUST contact your professor and this must be done PRIOR to the withdrawal deadline to receive a "W" on your transcript. If you do not withdraw before the deadline, you will receive the grade that you have earned by the end of the semester. Zeros averaged in for required assignments/tests not submitted will lower your semester average significantly, most likely resulting in a failing grade ("F").

Please visit the online registration calendars, HCC schedule of classes and catalog, any HCC Registration Office, or any HCC counselor to determine class withdrawal deadlines. *Remember to allow a 24-hour response time when communicating via email or telephone with your professor. Do not submit a request to discuss withdrawal options less than a day before the deadline.* 

### EARLY ALERT PROGRAM

To help students avoid having to drop/withdraw from any class, HCC has instituted an Early Alert process by which your professor may "alert" you and HCC counselors that you might fail a class because of excessive absences and/or poor academic performance. It is your responsibility to visit with your professor or a counselor to learn about what, if any, HCC interventions might be available to assist you – online tutoring, child care, financial aid, job placement, etc. – to stay in class and improve your academic performance.

### **REPEAT COURSE FEE**

The State of Texas encourages students to complete college without having to repeat failed classes. To increase student success, students who repeat the same course more than twice, are required to pay extra tuition. The purpose of this extra tuition fee is to encourage students to pass their courses and to graduate. Effective fall 2006, HCC will charge a higher tuition rate to students registering the third or subsequent time for a course. If you are considering course withdrawal because you are not earning passing grades, confer with your instructor/counselor as early as possible about your study habits, reading and writing homework, test taking skills, attendance, course participation, and opportunities for tutoring or other assistance that might be available.

### INTERNATIONAL STUDENTS

Receiving a W in a course may affect the status of your student Visa. Once a W is given for the course, it will not be changed to an F because of the visa consideration. Please contact the International Student Office at 713-718-8520 if you have any questions about your visa status and other transfer issues.

**Title IX** 

Title IX of the Education Amendments of 1972 requires that institutions have policies and procedures that protect students' rights with regard to sex/gender discrimination. Information regarding these rights is on the HCC website under Students-Anti-discrimination. Students who are pregnant and require accommodations should contact any of the ADA Counselors for assistance. It is important that every student understands and conforms to respectful behavior while at HCC. Sexual misconduct is not condoned and will be addressed promptly.

### Log in to www.edurisksolutions.org Sign in using your HCC student email account, then go to the button at the top right that says Login and enter your student number.

### **Access HCC Online Policies:**

All students are responsible for reading and understanding the HCC Online Student Handbook, which contains policies, information about conduct, and other important information. For the HCC Online Student Handbook click on the link below or go to the HCC Online page on the HCC website.

The HCC Online Student Handbook contains policies and procedures unique to the online student. Students should have reviewed the handbook as part of the mandatory orientation. It is the student's responsibility to be familiar with the handbook's contents. The handbook contains valuable information, answers, and resources, such as HCC Online contacts, policies and procedures (how to drop, attendance requirements, etc.), student services (ADA, financial aid, degree planning, etc.), course information, testing procedures, technical support, and academic calendars. Refer to the HCC Online Student Handbook by visiting this link:

http://www.hccs.edu/media/houston-community-college/distance-education/studentservices/HCC-Online-Student-Handbook.pdf

### **STUDENTS WITH DISABILITIES:**

Any student with a documented disability (e.g. physical, learning, psychiatric, vision, hearing, etc.) who needs to arrange reasonable accommodations must contact the appropriate HCC Disability Support Service (DSS) Counselor at the beginning of each semester. Faculty is authorized to provide only the accommodations requested by the Disability Support Services Office. Students who are requesting special testing accommodations must first contact the appropriate DSS Counselor for assistance.

Students who require testing accommodations need to schedule an appointment for testing to ensure that staff will be available for proctoring and to arrange for any adaptive equipment that may be required. Students should contact the instructor's "Instructional Support Specialist" (ISS) the week prior to each exam throughout the semester to confirm that the requested testing accommodations will be met. PLEASE GET THIS INFORMATION TO THE INSTRUCTOR WITHIN THE FIRST TWO WEEKS OF THE SEMESTER.

### **Disability Support Services Offices:**

System: 713.718.5165 Central: 713.718.6164 – also for Deaf and Hard of Hearing Services and Students Outside of the HCC District service areas. Northwest: 713.718.5422 Northeast: 713.718.8420 Southeast: 713.718.7218 Southwest: 713.718.7909 After student accommodation letters have been approved by the DSS office and submitted to DE Counseling for processing, students will receive an email confirmation informing them of the Instructional Support Specialist assigned to their professor.

### **GRADE APPEAL, REFUNDS, DISCIPLINE ISSUES and SEXUAL HARASSMENT POLICY** Refer to the Student Handbook, Catalog and Schedule.

### ACTIVITIES

You have the opportunity to enhance your personal and intellectual growth by participating in a variety of activities. Those activities can be located in the Student Handbook or through the HCCS Web resources at: <a href="http://www.hccs.edu/handbookHome2.html">www.hccs.edu/handbookHome2.html</a>.

### COURSE TECHNOLOGY

You **must** use your Houston Community College email account for communicating with me and with other students in the course. You should check your e-mail to assure that your account is active. You will want to check it often throughout your enrollment to keep up on important course and HCC information. There are many technical reasons for this email policy. Please manage your Eagle Online and campus mailboxes to ensure they do not become full.

### STARTING THE COURSE

So how exactly do you access the technological resources for this course?

The following steps will walk you through the process of accessing assignments for the first week of classes. Assignments for all subsequent weeks will be accessed in the same way.

**STEP 1:** Go to **http://de.hccs.edu/de/distance-education-readiness** to ensure that you are ready to begin an online course and that yours meets the basic computer requirements. You will also be given information about the kinds of technology you're likely to encounter in this class, as well as some tips on how to make the most of this type of learning experience.

**STEP 2:** Log in to Eagle Online (see instructions below)

- Go to the HCC Central Campus Home Page
- Click on Eagle Online under the "Connect" tab
- You will then be taken to the EO home page where you follow the instructions to get registered or log in.

Or go directly to EO by going to https://hccs1.mrooms3.net/login/index.php and follow the instructions to log on to Eagle Online. If you have trouble accessing the any of the webbased material, click on "Student Help" or call for HCC technical assistance at (713) 718-8800.

<u>http://smartipantz.perceptis.com/hccs/content/default.aspx</u> is the Eagle Online home page and provides links to registration information for the system, "how-to" videos, customer service and a wealth of other useful information.

### What is Eagle Online?

Eagle Online is the new distance education learning management system adopted by Houston Community College in 2011. The system became mandatory for all courses as

of January, 2012 thereby retiring the BlackBoard system which had been previously used.

### STUDENT E-MAIL ACCOUNTS

The HCC e-mail system is Microsoft Exchange. You may access your account from anywhere, at any time using a Web browser such as Netscape, Internet Explorer or Firefox. The URL to access the system is <u>http://webmail.hccs.edu</u>.

- Your login ID is the same as your HCC User ID which is used for Online Registration. [example: W0034567]. If you are new to HCC and don't know your login ID, go to the HCC Central web page (www.hccs.edu), click on "CURRENT STUDENTS" on the left bar of the main page, go to "STUDENT E-MAIL" to look it up.
- Your initial password has been reset to your date of birth (mm/dd/yyyy). For example, the password for February 8, 1982 would be '02/08/1982'.

### Forgot your password or need help with your account?

• Call the HCC Help Desk at (713) 718-8800 (7:00 a.m. – 8:00 p.m.)

The professor reserves the right to change or modify the syllabus as necessary to meet the objectives of the course. Check Eagle Online regularly for announcements.

Joe Student IBUS 1354 February 3, 2015

### Sample Homework Assignment #1

#### THIS IS AN EXAMPLE OF HOW HOMEWORK ASSIGNMENTS SHOULD BE COMPLETED.

#### CASE 1-2: McDonald's Expands Globally While Adjusting Its Local Recipe 1. Identify the key elements in McDonald's global marketing strategy (GMS). In particular, how does McDonald's approach the issue of standardization?

The popularity of American-style hamburgers, fries, and soft drinks is growing around the world. The restaurants offer the consumers a chance to experience for themselves a fast food legend. In many locations, menu items are adapted according to the customs and tastes of individual countries. For example, in India where the Hindu religion prohibits eating beef, McDonald's sells the Maharaja Mace which uses lamb in place of beef.

### 2. Do you think government officials in developing countries such as Russia, China, and India welcome McDonald's? Do consumers in these countries welcome McDonald's? Why or why not?

McDonald's and other franchises with well-known brand names are generally welcome. Such businesses provide jobs and employee training.

McDonald's does a good job of earning the support of local authorities and the local population by working with agricultural producers to develop local supply sources for beef, potatoes, and dairy products. As lifestyles change globally, more people are embracing the concept of fast food.

## 3. At the end of 2003, McDonald's announced that was selling the Donatos Pizza unit. Then, in 2006, the Chipotle chain was spun off. In light of these strategic actions, assess McDonald's prospects for success beyond the burger-and-fries model.

McDonald's spent a period of time acquiring businesses they believed to be complimentary to their core business but in the end this strategy backfired. Competitors made inroads in the burgers and fried business. The company reasserted themselves in their core business; they re-established themselves as innovators in the market.

McDonald's learned that attention cannot be diverted from their core business model.

## 4. Is it realistic to expect that McDonald's – or any well-known company – can expand globally without occasionally making mistakes or generating controversy? Why do anti-globalization protesters around the world frequently target McDonald's?

McDonald's has a reputation for being sensitive to local issues and mentalities. One of the company's guiding principles is that our restaurants should always be a reflection of the communities they serve.

Another issue is to maintain the service attitude that was a cornerstone of McDonald's U.S. reputation. A German student noted that in Germany, good service is not associated with McDonald's because counter help consists of immigrants who do not exhibit the cheerful demeanor of their U.S. counterparts.

McDonald's will often find it is the target of anti-globalization protesters because they see McDonald's as a prime example of the spread of U.S. style eating habits around the world which is another form of imperialism in their minds.

### INTERNATIONAL MARKETING MANAGEMENT

IBUS 1354-0002 | (20867)

Tuesday/Thursday | 10:00 a.m. – 12:00 p.m.

### COURSE CALENDAR

### Spring 2016 – Second Start

| WK | Dates                           | Chapter   | Activity   |
|----|---------------------------------|---|--|
| 1  | Week of September 19th          | Course Introduction   | Introductory lecture   |
|    |                                 | Chapter 1: Introduction to Global Marketing                                 |  |
| 2  | Week of September 26th          | Syllabus Quiz – Resources Discussion  | Video/exercise/speaker   |
|    |                                 | Chapter 2 – The Global Economic Environment                                 |  |
| 3  | Week of October 3 <sup>rd</sup> | Chapter 3: The Political-Legal Environment                                  | Semester project   |
|    |                                 | Semester Project Discussion   | country choice due<br>by 11:55 p.m. in EO2<br>by Thursday, October<br>6, 2016.                         |
| 4  | Week of October 10th            | Chapter 4: The Cultural Environment   | Video/exercise/speaker<br>Homework #1 -<br>Due in EO2 by 11: 55<br>p.m. Thursday,<br>October 13, 2016. |
| 5  | Week of October 17th            | Chapter 5: Ethics and International Marketing                               | Video/exercise/speaker<br>Exam #1 – Covering<br>chapters 1-5.  |
|    |                                 | Exam #1 – Covering chapters 1-5 In Class (Bring a pencil and scantron card) | Thursday, October<br>20, 2016.   |
| 6  | Week of October 24th            | Chapter 6: Global Marketing Research and Data Sources                       | Video/exercise/speaker<br>Homework #2 -  |
|    |                                 | Discussion of the semester project.   | Due in EO by 11: 55<br>p.m. Thursday,<br>October 13, 2016  |
| 7  | Week of October 31st            | Chapter 7: Foreign Market Selection   | Video/exercise/speaker   |
|    |                                 | Chapter 8: Foreign Market Entry, Partner Selection, and Distribution        |  |

|    | November 7, 2016      | Fall 2016 2nd Start: Last Day to withdraw  |   |
|----|-----------------------|--|---|
| 8  | Week of November 7th  | Chapter 9: International Product Policy<br><b>Exam #2 – Covers Chapters 6-9.</b><br>Chapter 10: International Branding, Advertising &<br>Promotion | Video/exercise/speaker<br>Exam 2 – Covers<br>Chapters 6-9,<br>Thursday, November<br>10, 2016  |
| 9  | Week of November 14th | Chapter 11: Supply Chain Management and International<br>Marketing<br>SEMESTER PROJECT DUE November 17, 2016                                       | Video/exercise/speaker<br>SEMESTER PROJECT<br>DUE IN EO2 BY 11:55<br>P.M. THURSDAY,<br>NOVEMBER 17, 2016  |
| 10 | Week of November 21st | Chapter 12: International Pricing<br>Chapter 13: Global Marketing of Services  | Video/exercise/speaker  |
|    |                       | Thanksgiving Holiday (Thursday November 24-Sunday,<br>November 27, 2016)   | All HCC offices will be<br>closed. No Classes.  |
| 11 | Week of November 28th | Chapter 14: Global Marketing Strategy<br>Chapter 15: Planning, Organization and Control of<br>International Marketing                              | Video/exercise/speaker<br>Exam 3 – Covering<br>Chapters 10-12<br>Homework #4 –<br>Wednesday, April 27,<br>2016.                                   |
|    | December 4, 2016      | Fall 2016 2nd Start: Last day of instruction   |   |
| 12 | Week of December 5th  | Course wrap up<br>Exam #4 covers Chapters 13-15. (In class)  | Video/exercise/speaker<br><b>Exam #4 – C</b> overs<br>Chapters 13-15 on<br>Eagle Online.<br>Deadline 11:55 p.m.<br>Thursday, December<br>8, 2016. |
|    | December 11, 2016     | SEMESTER ENDS  |   |

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