



MASTER OF BIOTECHNOLOGY PROGRAM

*Compulsory Course Component*

BTC 2010H LEC0101

FUNDAMENTALS  
OF  
MANAGERIAL CONCEPTS

Prof. Kevin E. Yousie

Fall Term, 2021

# MASTER OF BIOTECHNOLOGY

## UNIVERSITY OF TORONTO MISSISSAUGA

### BTC 2010H LEC0101 – Fundamentals of Managerial Concepts

#### Course Outline (Fall, 2021)

Class Location: Virtual *via* synchronous Zoom.  
Class Times: Mondays, 2:00-5:00PM (*i.e.*, Toronto Time)  
Instructor: Prof. Kevin E. Yousie, HBA, MBA, CMC, FICB, ICD.D  
Office Location: Virtual or Kaneff Centre, Room 239 (KN-239)  
Office Hours: “On Demand” virtual meeting by appointment  
Contact: 416-371-3726

#### Course Description

BTC2010H is a foundational course that introduces a number of the critical managerial concepts required to operate successfully in today’s biotechnologically focused organizations. Topics covered include financial statement analysis, financial management and marketing management. Theory and application are combined through the use of readings, case studies, in-class discussions and a team project.

#### Course Objectives

The course is designed to enable the students to gain a more in-depth appreciation and understanding of the foundational managerial concepts associated with running a business. Students are expected to be actively engaged in the course and participate fully in each class discussion. This course will enable students to—

- 1 Acquire foundational analytical (*e.g.*, financial ratio analysis, break-even analysis, *etc.*) and strategic skills in Financial Statement Analysis, Financial Management, and Marketing Management;
- 2 Provide students with the opportunity to enhance their skills in effective problem-solving and to practice decision-making with imperfect or incomplete information, and under time constraints;
- 3 Examine how specific factors in the external environment impact business decision-making and better understand the linkages between these external factors and the internal configuration of resources within the organization;
- 4 Gain a more in-depth understanding of the types of challenges businesses face; and
- 5 Further enhance the student’s oral communication skills and ability to convey ideas in a persuasive and compelling manner.

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## Required Text

Please note that there are two electronic sources you will need to visit to download and purchase the materials for this course. These electronic materials are being used in order to reduce the cost to you.

1. The **“BTC2010 Pearson Custom Book by Prof. Kevin E. Yousie”** contains important Finance and Marketing chapter readings that you will need for the course and be tested on.
  - These materials are delivered online by Pearson Education.
  - To purchase online with a major credit card or PayPal, go to: <https://console.pearsoned.com/enrollment/wmc1r0>
  - Once there, sign in or create a new Pearson account.
2. The **CoursePack** is available for purchase from the Harvard Business School Publishing website. This contains the case studies and supplemental readings you will need for the course. You must go to the following site to access our readings package: <https://hbsp.harvard.edu/import/860961>.

### IMPORTANT – PLEASE NOTE:

Each student **MUST** purchase their own copy of BOTH of these copyrighted materials **IN THEIR OWN NAME**, otherwise they are in violation of both our copyright laws and our code of conduct within the university community. The instructor can identify whether you have purchased the materials as the websites track your purchases as a registered student. Any student who has not purchased **the FULL SET of BOTH SETS** of materials will **NOT HAVE THEIR WORK IN THE COURSE GRADED** and the matter will be referred to the program office for appropriate disciplinary action.

## Other Materials

Students are also encouraged to read the *Globe & Mail* newspaper daily, as well as other periodicals such as *The Economist*, *Wall Street Journal*, and a range of other on-line publications that focus on business issues.

## Determination of Grades

		<u>Date</u>
Term Test .....	15%	Fri, 24-Sep (2:00-5:00PM)
Finance Exam .....	25%	Fri, 29-Oct (10:00AM-1:00PM)
Team Case Assignment .....	15%	Fri, 19-Nov (Before 5:00PM)
Class Participation .....	10%	Each class
Final Examination .....	35%	Fri, 26-Nov (2:00-5:00PM)
<b>TOTAL .....</b>	<b>100%</b>	

## Requirements and Criteria

### Virtual Delivery Methodology

- BTC2010H LEC0101 (BioPh) will be delivered *via* three-hour interactive synchronous video sessions in real-time using Zoom video communication technology.

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- Classes will be held at the prescribed time shown on the course calendar, *i.e.*, 2:00-5:00PM (EST) on Mondays.
  - Slides will be posted on the class Quercus site prior to class. The Zoom sessions will be recorded for future reference however in person participation is required and attendance will be taken.

### **Term Test (15%)**

The term test will be held on Friday, September 24<sup>th</sup> from 2:00-5:00PM.

1. It will be an open-book test. Notwithstanding that, students will need to know the material well to do well in the allotted time.
2. Three hours have been allocated for this test.
3. The test will be released in **Assignments** in the course Quercus site at 2:00PM.
4. Your completed test paper must be uploaded into **Assignments** in Quercus BEFORE 5:00PM (EST) the same day.
5. Your answers are to be typed directly into exam paper which will be a Word Document. No handwritten papers will be accepted.
6. **Do not cut and paste** text from slides or other sources into your exam paper (graphs/charts/images are okay to insert but not text.). **Use your own words.**
7. Ensure your name and student number are on the paper.
8. Save frequently. Failing to save will not be accepted as a reason for late submissions.
9. There may be a word limit for each question. Word limits must be adhered to.
10. No resubmissions permitted — one-time upload only.
11. Late test papers will not be accepted.
12. The [Turnitin.com](https://www.turnitin.com) function in Quercus will be employed to ensure students do not plagiarize or share answers. **Academic Integrity will be strictly enforced.**

### **Finance Exam (25%)**

The mid-term Finance exam will be written on Friday, October 29<sup>th</sup> from 10:00AM-1:00PM.

1. It will be an open-book exam. Notwithstanding that, students will need to know the material well to do well in the allotted time.
2. Three hours have been allocated for this test.
3. The exam will be released in **Assignments** in the course Quercus site at 10:00AM.
4. Your completed test paper must be uploaded into **Assignments** in Quercus BEFORE 4:00PM (EST) the same day.
5. Your answers are to be typed directly into exam paper which will be a Word Document. No handwritten papers will be accepted.
6. **Do not cut and paste** text from slides or other sources into your exam paper (graphs/charts/images are okay to insert but not text.). **Use your own words.**
7. Ensure your name and student number are on the paper.

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8. Save frequently. Failing to save will not be accepted as a reason for late submissions.
  9. There will be a word limit for each question. Word limits must be adhered to.
  10. No resubmissions permitted — one-time upload only.
  11. Late test papers will not be accepted.
  12. The [Turnitin.com](https://www.turnitin.com) function in Quercus will be employed to ensure students do not plagiarize or share answers. **Academic Integrity will be strictly enforced.**

### **Team Case Assignment (15%)**

Please note that this is a Team Project. Working in your assigned teams, you will analyze a case study (to be provided), and, drawing upon the concepts, discussions and materials covered in the course, you will prepare a short report (*i.e.*, five to ten pages, typed, single-spaced, Arial, eleven-point font, plus attachments) putting forward the Team's assessment and addressing the key issues set out in the case. This report is to be uploaded to the **Assignments** section of the course Quercus site BEFORE 5:00PM (EST) on Friday, November 19<sup>th</sup>. Each student in the team will receive the same grade for this assignment.

The Turnitin.com function in Quercus will be employed to ensure student teams do not plagiarize or collaborate in any way.

### **Class Participation (10%)**

Students are expected to actively participate in class discussions and to ask questions. We learn a great deal from each other by sharing experiences, viewpoints, and opinions. Attendance as well as verbal and chat participation will be objectively monitored throughout each class using the features within the video technology platform. Credit will be given based on the quality of your participation in each class. It is what you say and how it contributes to the class discussion that matters, not necessarily how much you say each time you speak (*i.e.* both verbal, chat, *etc.*). The following are some guidelines for quality participation:

- The student's comments add to our understanding of the situation.
- Comments go beyond simple repetition of the facts.
- Student shows an understanding of the theories and concepts presented in lectures and/or readings.
- Student presents ideas in a concise and convincing fashion.
- The points made are relevant to the discussion.
- Participation in every class.

Some of you may be uncomfortable speaking in a large group setting. However, presenting your views in a group setting is an essential management skill, and we can all benefit from practice.

### **Final Examination (35%)**

The final examination will be held on Friday, November 26<sup>th</sup> from 2:00-5:00PM.

1. It will be an open-book exam. Notwithstanding that, students will need to know the material well to do well in the allotted time.

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2. Three hours have been allocated for this test.
  3. The exam will be released in **Assignments** in the course Quercus site at 2:00PM.
  4. Your completed test paper must be uploaded into Assignments in Quercus BEFORE 5:00PM (EST) the same day.
  5. Your answers are to be typed directly into exam paper which will be a Word Document. No handwritten papers will be accepted.
  6. **Do not cut and paste** text from slides or other sources into your exam paper (graphs/charts/images are okay to insert but not text.). **Use your own words.**
  7. Ensure your name and student number are on the paper.
  8. Save frequently. Failing to save will not be accepted as a reason for late submissions.
  9. There will be a word limit for each question. Word limits must be adhered to.
  10. No resubmissions permitted — one-time upload only.
  11. Late test papers will not be accepted.
  12. The Turnitin.com function in Quercus will be employed to ensure students do not plagiarize or share answers. **Academic Integrity will be strictly enforced.**

## Conduct of Classes

Each class will consist of interactive lecture and break-out sessions (*i.e.*, students will be encouraged to become engaged) as well as a general discussion of the material and/or case to be analyzed. Each class will be 3 hours in-length and a break will be taken during this period.

## Procedures and Rules

### Missed Tests

In the event a student misses the mid-term test due to illness or domestic tragedy, the student must contact the professor and submit a completed University of Toronto official "Student Medical Certificate" (available at: <http://www.illnessverification.utoronto.ca/index.php>) indicating type of illness and date of illness (or other applicable documentation for domestic situations) to the **MBIOTECH** office within 48 hours of the test date, if possible. In the event that a test is missed and the instructor deems the explanation reasonable, the instructor may **a)** re-allocate the grades at his/her discretion **b)** require an alternate test of a written or oral nature or **c)** assign an alternate assignment.

### Re-marking

Requests for remarking will be entertained. This may result in a higher or a lower grade than that initially given. Requests for remarks are to be provided to the professor within one week of receipt of the grade and each request is to be accompanied by a written explanation (*i.e.*, up to one page) from the student outlining why he/she believes the paper is worthy of a higher grade.

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## Academic Misconduct

**Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the University. Any student abetting or otherwise assisting in such misconduct may also be subject to academic penalties.**

Students agree that by taking this course all required papers may be subject to submission for textual similarity review to [Turnitin.com](http://Turnitin.com) for the detection of plagiarism. All submitted papers will be included as source documents in the [Turnitin.com](http://Turnitin.com) reference database solely for the purpose of detecting plagiarism of such papers. The terms that apply to the University's use of the [Turnitin.com](http://Turnitin.com) service are described on the [Turnitin.com](http://Turnitin.com) web site.

### Logging in to your Quercus Course Website

Like many other courses, BTC2010H uses Quercus for its course website. To access the BTC2010H website, or any other Quercus-based course website, go to the U of T log-in page at <http://q.utoronto.ca/> and log in using your UTORid and password. Once you have logged in to the Quercus portal using your UTORid and password, you should see the BTC2010H module listed along with the link to all of your other Quercus-based courses.

### Activating your UTORid and Password

If you need information on how to activate your UTORid and set your password for the first time, please go to [www.utorid.utoronto.ca](http://www.utorid.utoronto.ca). Under the "First Time Users" area, click on "activate your UTORid" (if you are new to the University) or "create your UTORid" (if you are a returning student), then follow the instructions. New students who use the link to "activate your UTORid" will find reference to a "Secret Activation Key." This was originally issued to you when you picked up your T-Card at the library. If you have lost your Secret Activation Key you can call 416-978-HELP or visit the Help Desk at the Information Commons on the ground floor of Robarts Library to be issued a new one. **The course instructor will not be able to help you with this.** 416-978-HELP and the Help Desk at the Information Commons can also answer any other questions you may have about your UTORid and password.

### E-mail Communication with the Course Instructor

At times, the course instructor may decide to send out important course information by e-mail. To that end, all UofT students are required to have a valid UofT e-mail address. You are responsible for ensuring that your UofT e-mail address is set up AND properly entered in the ROSI system. You can do that by using the following instructions:

- To submit the information to activate your UTORid and password (see above), you will need to click the "Validate" button.
- Follow the instructions on the subsequent screens to receive your utoronto.ca address.
- Once you have your UofT e-mail address, go to the ROSI system at [www.rosi.utoronto.ca](http://www.rosi.utoronto.ca), log in and update the system with your new UofT e-mail address.

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You can **check your UofT e-mail** account from:

- The UofT home page <http://www.utoronto.ca>: Under **Resources**, click 'Webmail & Scheduling' and on the next page, under **Quicklinks**, click either UTOReMail or UTOReExchange (depending upon your setup). Enter your UTOReID and password, and proceed to your mailbox.
- E-mail software installed on your computer, for example Microsoft Outlook or Mozilla Thunderbird. Visit the Help Desk at the Information Commons or call 416-978-HELP for help with the set up.

**Forwarding** your utoronto.ca e-mail to a Hotmail, Gmail, Yahoo or other type of e-mail account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that e-mails from your course instructor may end up in your spam or junk mail folder.

As a student you are responsible for:

1. Ensuring that you have a valid UofT e-mail address that is properly entered in the ROSI system.
2. Checking your UofT e-mail account on a regular basis.

### **Standard of Conduct in this Course**

As this course is part of a graduate degree program designed to give you a broad understanding of a number of the key managerial concepts of business, it will be run in a manner consistent with the world of business. For example:

1. Be on-time for class.
2. Be prepared for class (*i.e.*, homework) and be prepared to participate.
3. Cell phones, pagers, *etc.* turned off.
4. Respect the learning opportunities of others. Contribute to your own learning and also to the learning of others.
5. Be engaged, ask questions and also, have some fun.
6. Demonstrate ethical behaviour at all times.



BTC2010H LEC0101: Course Timetable, Monday Classes, 2-5PM (3 h), unless specified.

Unit	Date	Topic	Assignment
1	13-Sep	<p>Course Introduction</p> <p><b>FINANCE</b></p> <ul style="list-style-type: none"> <li>▪ Forms of Business Ownership</li> <li>▪ Introduction to Financial Statements</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>READ: <i>Forms of Business Ownership</i></b> at: <a href="https://www.bdc.ca/en/articles-tools/start-buy-business/start-business/pages/advantages-different-business-structures.aspx">https://www.bdc.ca/en/articles-tools/start-buy-business/start-business/pages/advantages-different-business-structures.aspx</a></li> <li>2. <b>READ: <i>The Financial Statements</i></b> (Chapter One) in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>3. <b>FAMILIARIZE YOURSELF</b> with the “<b>GLOSSARY</b>” (i.e., of financial terminology). This has been posted on the course Quercus site.</li> <li>4. If you have time attempt some of the OPTIONAL “<b>Quick Quiz</b>” questions (pages 33-34). The <u>answers</u> to these <u>self-study questions</u> can be found on page 54. Also, if you have time please <u>begin working on the assigned questions</u> for the next class.</li> </ol>
2	20-Sep	<p>Understanding Financial Statements</p> <ul style="list-style-type: none"> <li>○ Income Statement</li> <li>○ Statement of Retained Earnings</li> <li>○ Balance Sheet</li> <li>○ Auditor’s Report &amp; Footnotes</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>REFER TO: <i>The Financial Statements</i></b> (Chapter One) in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>2. <b>COMPLETE</b> the following <b>assigned questions</b>: <ol style="list-style-type: none"> <li>a) P-30A (page 41-42)</li> <li>b) P-33A (page 43)</li> <li>c) P-41B (pages 47)</li> <li>d) P-43B (page 48-49)</li> </ol> </li> <li>3. If you have time attempt some of the OPTIONAL “<b>Quick Quiz</b>” questions (pages 33-34). The <u>answers</u> to these <u>self-study questions</u> can be found on page 54.</li> </ol>
3	24-Sep	<p><b>TERM TEST — FINANCIAL STATEMENTS</b> (2:00-5:00PM)</p>	

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Unit	Date	Topic	Assignment
4	27-Sep	<p><i>Financial Statement Analysis/Ratio Analysis</i></p> <ul style="list-style-type: none"> <li>○ Vertical &amp; Horizontal Analyses</li> <li>○ Liquidity</li> <li>○ Leverage</li> <li>○ Profitability</li> <li>○ Investment Returns</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>READ: <i>Financial Statement Analysis (Chapter Two)</i></b> in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>2. <b>PRINT AND FAMILIARIZE YOURSELF</b> with the “<b>THE RATIOS USED IN THIS TEXT</b>”. This has been posted on the course Quercus site. Please bring it to class.</li> <li>3. <b>COMPLETE</b> the following <b>assigned questions</b>: <ol style="list-style-type: none"> <li>a) S-4 (Page 98)</li> <li>b) S-7 (Page 100)</li> <li>c) P-27A (Pages 107-108)</li> <li>d) P-33A (Page 113)</li> </ol> </li> </ol> <p>If you have time attempt some of the OPTIONAL “<b>Quick Quiz</b>” questions (pages 95-97). The <u>answers</u> to these <u>self-study questions</u> can be found on page 123.</p>
5	4-Oct	<p><i>Financial Statement Analysis/Ratio Analysis (Continued)</i></p>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>REFER TO: <i>Financial Statement Analysis (Chapter Two)</i></b> in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>2. <b>ASSIGNED QUESTIONS AS HOMEWORK:</b> These will be posted on Quercus.</li> <li>3. <b>CASE: <i>Chang Dental Clinic</i></b>; Ivey Publishing (#9B08N012). Undertake an analysis of the Chang Dental Clinic including: <ol style="list-style-type: none"> <li>a) A qualitative an analysis including Chris Miller as the new potential owner.</li> <li>b) A quantitative analysis including an examination of the key ratios and other factors for the Chang Dental Clinic.</li> <li>c) If you were the bank loan manager would you give Chris Miller financing to purchase the clinic? Consider the 4 C’s: <ul style="list-style-type: none"> <li>▪ Personal Character</li> <li>▪ Business Conditions</li> <li>▪ Capacity to Repay</li> <li>▪ Collateral Available as Security</li> </ul> </li> </ol> </li> </ol>
—	11-Oct	<b>Thanksgiving &amp; Reading Week — No class</b>	

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Unit	Date	Topic	Assignment
6	18-Oct	<ul style="list-style-type: none"> <li>▪ Time Value of Money</li> <li>▪ TVM Exercises</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>READ: <i>The Time Value of Money: Calculating the Real Value of Your Investment</i></b>; Harvard Business School Publishing (#5863BC).</li> <li>2. <b>PRINT AND FAMILIARIZE YOURSELF</b> with the <b>"THE TIME VALUE OF MONEY TABLES"</b>. This document has been posted on the course Quercus site. Please bring it to class.</li> <li>3. <b>ASSIGNED QUESTIONS AS HOMEWORK:</b> These will be posted on Quercus.</li> </ol>
7	25-Oct	<ul style="list-style-type: none"> <li>▪ Finance (<i>Review</i>)</li> </ul> <p><b>MARKETING MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>▪ Introduction to Marketing <ul style="list-style-type: none"> <li>○ Market Analysis – the 5 C's</li> <li>○ Market Segmentation</li> <li>○ Target Market Selection</li> <li>○ Product Positioning</li> <li>○ The Marketing Mix</li> <li>○ Product Decisions</li> <li>○ Marketing Channels</li> <li>○ Marketing Communications</li> <li>○ Pricing Decisions</li> </ul> </li> <li>▪ Marketing Strategy</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. Please come prepared with any questions you may have about Finance.</li> <li>2. <b>READ: <i>Marketing: Creating Customer Value and Engagement</i></b> (Chapter Three) in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>3. <b>CASE: <i>Bright Horizons Children's Centers: "How We Built a Strong Company in a Weak Industry"</i></b> (HBR R0102B) <ol style="list-style-type: none"> <li>a) How would you characterize the child care industry in North America <u>prior to</u> Bright Horizons?</li> <li>b) How is Bright Horizon's <u>value proposition</u> different from the rest of the industry?</li> <li>c) How does Bright Horizon's <u>capture value</u> from customers to create profit and customer equity?</li> <li>d) What will Bright Horizon's <u>need to do</u> to sustain its success within the industry?</li> </ol> </li> </ol>
8	29-Oct	<b>MID-TERM EXAM — FINANCE</b> <b>(10:00AM-1:00PM)</b>	

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Unit	Date	Topic	Assignment
9	1-Nov	<ul style="list-style-type: none"> <li>▪ Understanding Marketing Math</li> <li>▪ Marketing - Establishing the Strategic Context</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>READ: Note on Low-Tech Marketing Math</b> (Harvard 599011)</li> <li>2. <b>READ: A Playbook for Strategy: The Five Essential Questions at the Heart of Any Winning Strategy;</b> Rotman Magazine, Winter 2013; Harvard Business School Publishing (#ROT185)</li> <li>3. <b>CASE: Louis Vuitton;</b> Ivey Publishing (W13009) <ol style="list-style-type: none"> <li>a) In preparation for class, apply the “Playing to Win” framework in analyzing Louis Vuitton.</li> <li>b) What are Louis Vuitton’s strengths, and weaknesses?</li> <li>c) Should the company consider outsourcing?</li> </ol> </li> </ol> <p>What would you recommend to Mr. Michael Burke, CEO of Louis Vuitton? Why?</p>
10	8-Nov	<ul style="list-style-type: none"> <li>▪ Product Launch Choices</li> <li>▪ Ethical Dilemmas and the Implications for Marketers</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>READ: Company and Marketing Strategy: Partnering to Build Customer Engagement, Value, and Relationships</b> (Chapter Four) in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>2. <b>CASE: Apple Inc. in 2018</b> (HBS#9-718-439) <ul style="list-style-type: none"> <li>• Why do you think Apple diversified beyond the personal computer business?</li> <li>• Identify the portfolio of products that Apple has today.</li> <li>• Are all of these products equally important to Apple? Why?</li> <li>• Why do you think Apple products have been so successful?</li> <li>• In your view does Apple have a “sustainable competitive advantage”? Why?</li> <li>• Are there any possible “ethical” issues associated with Apple? If so, what are they?</li> </ul> </li> </ol>

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Unit	Date	Topic	Assignment
11	15-Nov	<ul style="list-style-type: none"> <li>▪ Developing and Executing a Successful Marketing Plan</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. <b>READ: <i>Customer Value-Driven Marketing Strategy: Creating Value for Target Customers</i> (Chapter Five)</b> in the BTC2010 Pearson Custom Book – Prof. Kevin E. Yousie</li> <li>2. <b>CASE: <i>ExAblate Neuro</i></b>; Harvard Business School Publishing (#UV7085). <ul style="list-style-type: none"> <li>• You have been hired as a consultant to assist Judy Davis Vice President of Sales and Marketing in the Americas for InSightec.</li> <li>• You have been asked to develop a comp-rehensive marketing strategy and tactical plan for the new ExAblate neuro device.</li> </ul> </li> </ol>
—	19-Nov	<b>TEAM CASE ASSIGNMENTS ARE DUE</b> (To be uploaded in Assignments on Quercus before 5:00PM)	
12	22-Nov	<p><b>Last Class</b></p> <ul style="list-style-type: none"> <li>▪ Artificial Intelligence and the Implications for Business.</li> <li>▪ The Internet of Things</li> <li>▪ Marketing (<i>Review</i>)</li> <li>▪ Q &amp; A Period</li> </ul>	<p><b>Required:</b></p> <ol style="list-style-type: none"> <li>1. The Team Case Assignment case will be discussed in class.</li> <li>2. <b>READ: <i>Competing in the Age of Artificial Intelligence</i></b> (HBR #R2001C)</li> <li>3. <b>READ: <i>Machine Learning in Business: Issues for Society</i></b> (Harvard Publishing ROT402)</li> </ol>
13	26-Nov	<b>FINAL EXAM — MARKETING</b> <b>(2:00-5:00PM)</b>	