University of North Texas
College of Merchandising, Hospitality and Tourism
HMGT 5530: International Sustainable Tourism (Fall 2020)

Class Schedule: Tuesday 5:30 PM - 8:20 PM (Building: Chilton 345)
Instructor: Dr. Birendra KC; Office: 343E, Chilton Hall
Email: birendra.kc@unt.edu
Office Hours: By appointment
Student Assistant: Araceli Hernandez Calderon (Email: Araceli.HernandezCalderon@unt.edu)

Course Description

This course examines the philosophy, concepts, and attitudes prevalent in practices of sustainable tourism in global destinations. Emphasis is placed on the social/cultural, environmental, and economic elements of sustainable tourism development. The variety of ways sustainable tourism activities are being organized internationally and best practices will also be explored.

Expected Outcomes

Upon completion of the course, students will be able to:

- Seek sustainable tourism leadership positions and identify abilities necessary for successful sustainable tourism management.
- Determine the unique challenges inherent in sustainable tourism management at the operational and destination level.
- Evaluate sustainable tourism concepts and practices in global destinations.
- Analyze the various social/cultural, environmental, and economic impacts of tourism development.
- Utilize best practices in relation to sustainable tourism development at the policy and operational level.
- Analyze and evaluate criteria for establishing sustainable tourism policy at the operational and destination level.
- Analyze and develop sustainable tourism policy strategies in tourism destinations.
- Discuss major issues related to sustainable tourism management and marketing.
- Develop communication skills through written projects, case studies, team-based work, and oral presentations.

Instructional Methods

This class uses a combination of lectures (PowerPoint & video/audio), case studies, guest speakers, videos, student presentations, and online and in-class discussions (faculty and student-led). In addition, readings, assignments, and take-home problems will be required to enhance the student’s application and retention of the material. Also, internet-based projects (e.g. participation in course blogs and discussion boards) will be used to enhance student learning and keep stakeholders apprised of our activities during the course of the semester.
Important Information

Remember to visit the course Canvas page frequently throughout the semester. Your instructor will utilize this system to post course content (PowerPoint’s, Cases, Guides and Project Specifics, Announcements and/or changes regarding your course) and other relevant information during the course of the semester.

Course Requirements

Exam
There will be only one exam. This will be a take-home exam that will assess your understanding of the content covered in the class. Details for the exam will be provided later.

Make-up Examination
A make-up exam will NOT be scheduled unless arrangements are made prior to the examination. A make-up exam will be arranged only under reasonable circumstances deemed as such by the instructor. All requests should be made as early as possible and sufficient evidence must be presented to support requests (i.e., doctor’s note, Emergency Dean Note etc.).

Class Project
Students are expected to work on a sustainable tourism paper. The guideline for this assignment will be discussed in the class and uploaded on Canvas for your reference. Details will be further discussed in the class.

Class Discussion Moderator
Each student will moderate a class discussion based on a specific topic/case. The discussion moderator will be responsible to present and facilitate in-class discussion (45 minutes to an hour). Your instructor will help lead the discussion. Readings will be pre-assigned for the discussion. Dates and topics will be assigned during the first day of the class.

In-Class Participation and Discussion (Attendance)
Attendance for the class session is mandatory. However, considering COVID-19, absences will be evaluated leniently to allow excused absence. Policies will be revisited to accommodate unforeseen circumstances. You must engage and actively participate in discussions based upon assigned readings and course content. During each class, we will be discussing key issues from selected readings and assignments.

Recommended Textbooks/Course Materials:

- Assigned Readings –Journal Articles, Industry Reports, etc.
Grade Breakdown:
Your individual course grade will be based on a 500 Point Total:
- Discussion Participation = 100 Points
- Discussion Moderator = 75 Points
- Exam = 125 Points
- Project Paper & Presentation = 200 Points

Grading Scale:
This following grading scale will be used to determine final grade:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>90%-100%</td>
</tr>
<tr>
<td>B</td>
<td>80%-89.9%</td>
</tr>
<tr>
<td>C</td>
<td>70%-79.9%</td>
</tr>
<tr>
<td>D</td>
<td>60%-69.9%</td>
</tr>
<tr>
<td>F</td>
<td>Below 60%</td>
</tr>
</tbody>
</table>

Revisions:
The instructor reserves the right to revise this syllabus and list of requirements when, in his judgment, such revision will benefit the advancement of the course goals and objectives.
COVID-19 Precautions

The College of Merchandising, Hospitality and Tourism abides by university policy regarding COVID-19 precautions. All rules and guidelines established by the university apply to CMHT courses. You can find regularly updated information on the UNT Return to Learn website: https://vpaa.unt.edu/return.

Some of the safety precautions we have put into place in the CMHT classrooms include:

- Social distancing in the classrooms
- Lowered in-person class capacity
- Hand sanitization stations in the Chilton hallways
- Gym etiquette in the classrooms – meaning that students will:
  - Clean your space prior to class. Plan to enter the classroom in time to do so. Cleaning materials are supplied for you.
  - Clean your space – and all surfaces you have touched – at the end of class. Your teacher will allow you time to do so.
- Reduced hallway seating to allow for social distancing

In order to maintain this protocol, students:

- Should not remove cleaning materials from the classrooms
- Should clean your space before and after class
- Should wear face coverings for the duration of class
- Be aware of social distancing while in the classroom and hallways
- Exercise patience as we work together as a CMHT family to discover what is working and what is not

If you have anxiety about attending face-to-face classes, alert your teacher now. We may be able to make an accommodation that reduces your anxiety and helps you be more ready to learn.

Advising and Degree Progression

Academic Status

- This term is used as an indication of a student’s academic standing with the university. Graduate students must maintain a minimum cumulative grade point average (CGPA) of 3.0 to remain in good academic standing.
- A graduate student is placed on academic probation at the end of any enrollment period in which the CGPA drops below 3.0.
ACADEMIC ADVISING

CMHT Graduate Faculty Advisor

- CMHT MS students: plan to contact your assigned graduate faculty advisor at least once a semester, preferably twice. After the degree plan is completed, provide updates specifically on any change related to your degree plan. This includes changing the classes selected on the degree plan, change of minor or change in choice of thesis or non-thesis option.
- CMHT Graduate Academic Certificate students: contact the Department Graduate Coordinator at least once every semester to verify certificate program progression.
- BS Grad-Track Students: contact your Undergraduate Advisor and Department Graduate Coordinator regarding any questions related to your Grad-Track plan.

Degree Plan

- The degree plan is an official document prepared and approved by the student’s faculty advisor and the Department Chair and lists courses completed, courses to be completed, and any other requirements for a particular degree program. The degree plan is then submitted for department chair approval during the student’s first term/semester of enrollment. The degree plan is subject to the requirements of the catalog in effect at the time the degree plan is approved. Policy found at: http://www.unt.edu/catalog/grad/academics.htm

Non-Degree Students

- Non-degree seeking students are admitted to the Toulouse School of Graduate Studies to enroll in graduate or undergraduate courses and are not admitted to a degree program or do not intend to complete a degree at UNT. Up to 12 graduate semester credit hours taken as a non-degree seeking student may be used toward a degree only with approval from the academic department. Non-degree seeking students must meet graduate school admission requirements.
- Students who continue to register for courses beyond the first 12 hours risk earning credits that cannot be applied to a degree program if admission is obtained later. Satisfactory completion of course work and/or other degree requirements does not imply acceptance of those credits toward a degree program. It is the responsibility of the student to know his or her admission status and seek admission to a degree program in a timely manner. http://www.unt.edu/catalog/grad/academics.htm

Application for Graduation

- It is the responsibility of the student to stay well-informed of progress toward the degree and to file the appropriate degree application with the office of the graduate dean. This is handled by accessing the online form and following the directions at http://tsgs.unt.edu/academics/graduation. Consult the online academic calendar at http://registrar.unt.edu/graduation-and-diplomas for the proper dates. The applicant’s grade point average on all graduate work attempted must be at least 3.0 for the application to be accepted.
Dropped for Non-payment

- Students will be dropped for nonpayment for enrolled courses, parking fees, schedule change fees, etc. Please check your account daily through the 12th class day to ensure you have not been dropped for non-payment of any amount. It is the student’s responsibility to make all payments on time.
- **Students cannot be reinstated for any reason after the 12th class day regardless of situation.**

Dropping a Course

- A decision to drop a course may affect your current and future financial aid eligibility. Talk to your academic advisor or Student Financial Services if you are thinking about dropping a course.
- Speak with the course instructor to discuss any possible options to be successful in the course before dropping.
- Meeting deadlines for dropping a course are the student’s responsibility.

- **After the 12th class day, students cannot drop a course online** through your my.UNT Student Portal. Please see the instructions for dropping a class here: [https://registrar.unt.edu/registration/dropping-class](https://registrar.unt.edu/registration/dropping-class)

Financial Aid Requirements

- A student must maintain Satisfactory Academic Progress (SAP) to continue receiving financial aid by maintaining a minimum 2.0 cumulative GPA and successfully completing the required number of credit hours based on total registered hours per semester. Students cannot exceed attempted credit hours above 150% of their required degree plan. If a student does not maintain the required standards, the student may lose financial aid eligibility. Visit [https://financialaid.unt.edu/sap](https://financialaid.unt.edu/sap) for more information about financial aid Satisfactory Academic Progress.

What if You Are In Distress?

The University has a number of resources that can be useful if you find yourself in need of help. Faculty and advisors can help direct you to resources; please note that any reports of sexual harassment, sexual assault, dating violence, or stalking must be reported to the UNT Dean of Students, per Texas law. Some resources you might consult are:

<table>
<thead>
<tr>
<th>Resource</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>UNT Police</td>
<td>940-565-3000</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>940-565-2648 or 940-565-2039</td>
</tr>
<tr>
<td>Counseling and Testing</td>
<td>940-565-2741</td>
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<tr>
<td>Student Health and Wellness Center</td>
<td>940-565-2333</td>
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<tr>
<td>Office of Disability Access</td>
<td>940-565-2333</td>
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<tr>
<td>Housing and Residence Life</td>
<td>940-565-2610</td>
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<tr>
<td>Substance Use and Resource Education Center</td>
<td>940-565-3177</td>
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### Dates and Deadlines

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>August 24</td>
<td>First day of class</td>
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<tr>
<td>August 28</td>
<td>Last day for change of schedule other than a drop. (Last day to add a class.)</td>
</tr>
<tr>
<td>September 5</td>
<td>Census date – Students cannot be added to a course for any reason after this date.</td>
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<tr>
<td>September 7</td>
<td>Labor Day (no classes, University closed)</td>
</tr>
<tr>
<td>November 2</td>
<td>Last day for a student to drop a course and receive a W.</td>
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<tr>
<td>November 20</td>
<td>Last day to withdraw (drop all classes) and receive W’s.</td>
</tr>
<tr>
<td>November 26-27</td>
<td>Thanksgiving Break (no classes, University closed)</td>
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<tr>
<td>December 2-3</td>
<td>Pre-finals days</td>
</tr>
<tr>
<td>December 3</td>
<td>Last class day</td>
</tr>
<tr>
<td>December 4</td>
<td>Reading day (no classes)</td>
</tr>
<tr>
<td>December 5-11</td>
<td>Final exams (Exams begin on Saturday)</td>
</tr>
</tbody>
</table>

### Grade and Class Concerns

**Do you know who to contact for a course-related issue?**

Understanding the academic organizational structure is important when resolving class-related or advising issues. When you need problems resolved, please follow the steps outlined below:

- Your Professor
- Department Chair
- Associate Dean, College of Merchandising, Hospitality & Tourism
- Dean, College of Merchandising, Hospitality & Tourism
**Do you require special accommodations?**
The University of North Texas and the College of Merchandising, Hospitality and Tourism make reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Office of Disability Accommodation website at [http://www.unt.edu/oda](http://www.unt.edu/oda). You may also contact them by phone at 940.565.4323.

**Are you aware of safety regulations?**
Students are urged to use proper safety procedures and guidelines. In lab sessions, students are expected and required to identify and use property safety guidelines in all activities requiring lifting, climbing, walking on slippery surfaces, using equipment and tools, handling chemical solutions and hot and cold products. Students should be aware that the University of North Texas is not liable for injuries incurred while students are participating in class activities. All students are encouraged to secure adequate insurance coverage in the event of accidental injury. Students who do not have insurance coverage should consider obtaining Student Health Insurance for this insurance program. Brochures for this insurance are available in the UNT Health and Wellness Center on campus. Students who are injured during class activities may seek medical attention at the UNT Health and Wellness Center at rates that are reduced compared to other medical facilities. If you have an insurance plan other than Student Health Insurance at UNT, please be sure that your plan covers treatment at this facility. If you choose not to go to the UNT Health and Wellness Center, you may be transported to an emergency room at a local hospital. You are responsible for expenses incurred there.

**Do you know the penalties of academic dishonesty?**
Academic dishonesty includes, but is not limited to, the use of any unauthorized assistance in taking quizzes, tests, or exams; dependence upon the aid of sources beyond those authorized by the instructor, the acquisition of tests or other material belonging to a faculty member, dual submission of a paper or project, resubmission of a paper or project to a different class without express permission from the instructors, or any other act designed to give a student an unfair advantage. Plagiarism includes the paraphrase or direct quotation of published or unpublished works without full and clear acknowledgment of the author/source. Academic dishonesty will bring about disciplinary action which may include expulsion from the university. This is explained in the UNT Student Handbook.
Class Recordings - COVID

Synchronous (live) sessions may be recorded for students to refer to throughout the semester. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

Do you meet ALL expectations for being enrolled in a course?

- CMHT students are expected to meet all prerequisites for the courses in which they are registered.
- Student are expected to be respectful of other students, guests, and faculty. Behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT.
- Students engaging in unacceptable behavior will be directed to leave the classroom and may be referred to the Dean of Students for possible violation of the Code of Student Conduct.
- UNTs expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.deanofstudents.unt.edu.

The College of Merchandising, Hospitality and Tourism requires that students respect and maintain all university property. Students are accountable through disciplinary action for any intentional damages they cause in classrooms. (e.g., writing on tables). Disruptive behavior is not tolerated (e.g., arriving late, leaving early, sleeping, talking on the phone, texting or game playing, making inappropriate comments, ringing cellular phones/beepers, dressing inappropriately).

Feedback and Communications

Image Release

The College actively posts images and descriptions of class and student accomplishments. If you do not want your image posted on the CMHT website and/or social media sites, (1) you should avoid being in group photographs or in photographs taken by your teachers or the IT staff and (2) send an email to TKinley@unt.edu and request that your name and image not be shared. Dr. Kinley will share this information with the IT staff and the faculty who post to social media. Faculty and staff are asked to honor your wishes without question.

What is SPOT?

The Student Perceptions of Teaching (SPOT) is a requirement for all organized classes at UNT. This short survey at the end of the semester gives students the opportunity to comment on the course. Student feedback is important and is essential as we strive for excellence. You will be able to access these surveys through your my.unt toward the end of the semester.
Do you know the date/time of the final exam in this course?

Final exams or other appropriate end of semester evaluations are administered at the designated times during the final week of each long semester and during the specified day of each summer term. *Please check the calendar early in the semester to avoid any schedule conflicts.*

Do you know what you may be missing?

Your access point for ALL business and academic services at UNT occurs within the [https://my.unt.edu](https://my.unt.edu) site, and EagleConnect is the official method of communication for UNT. If you do not regularly check EagleConnect or forward it to your favorite e-mail account, please do so to learn about job and internship opportunities, CMHT events, scholarships, and other important information. The website that explains EagleConnect and how to forward your email is: [https://it.unt.edu/eagleconnect](https://it.unt.edu/eagleconnect).

Do you know what to do in an emergency or UNT closure?

- UNT uses a system called Eagle Alert to quickly notify you with critical information in an event of emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at [https://my.unt.edu](https://my.unt.edu).

- Some helpful emergency preparedness actions include: 1) ensuring you know the evacuation routes and severe weather shelter areas, determining how you will contact family and friends if phones are temporarily unavailable, and identifying where you will go if you need to evacuate the Denton area suddenly.

- In the event of a university closure, your instructor will communicate with you through Canvas regarding assignments, exams, field trips, and other items that may be impacted by the closure. **FACULTY - SPECIFY HERE HOW YOU WILL CONTACT STUDENTS and CONTINUE WITH THE CLASS.**

Career Resources

**Resume Help**

For one-on-one help with your resume or other job-search skills, Ms. Janice Lader, from the Career Center and also one of our CMHT 2790 (Career Development) instructors, will be available to you. Contact her at Janice.Lader@unt.edu to set up an appointment.

**Career Center**

The Career Center is currently located in Sage Hall. They provide *free* help with resumes, interview skills, business cards, professional portraits, etc. They also host several recruiters throughout the year and host job fairs.
Internship / Career Industry Contact Opportunities

- In the fall semester, watch for information about the Executive in Residence (EIR) Lecture. This is an opportunity to hear about innovative industry and network with CMHT Board members and speakers. In Fall 2020, if we have an EIR event, it will be virtual.
- Also in fall, look for the MDR Career Expo, which provides opportunities to talk with recruiters and maybe interview on the spot! There may also be an opportunity to have lunch with recruiters.
- In the spring semester, watch for information about the Consumer Experience Symposium. The format will be similar to the EIR in that it affords you an opportunity to hear directly from industry and network with Board members and speakers.
- Spring semester also brings the HTM Career Expo, where our industry recruiters come to campus to visit with you!
- CMHT Student organizations bring industry opportunities to campus in their monthly or bi-monthly meetings. Join them and participate!
- We sometimes have an Industry Partner of the Day set up in the hallway near the advising offices. For Fall 2020, these will be virtual. These may be publicized in your classes and are posted on the bulletin board in that Chilton hallway.

Online Job Board and Social Media Sites

- [https://cmht.unt.edu/jobs](https://cmht.unt.edu/jobs)
- Facebook CMHT Careers Group - [https://www.facebook.com/groups/CMHTCareers/](https://www.facebook.com/groups/CMHTCareers/)
- LinkedIn - [https://www.linkedin.com/in/unt-cmht-2023b8173/](https://www.linkedin.com/in/unt-cmht-2023b8173/)
- Twitter - @UNTCMHT
- Facebook Social Site - @UNTCMHT and @UNTHTM
- Instagram - @untcmht

IT Resources

CMHT-IT Services Student Laptop Checkout Information

The CMHT-IT Services desk located on the 3rd floor of Chilton Hall outside room 386 will have Dell laptops available for checkout for all UNT students. These laptops and the CMHT-IT Services desk will be available during the following hours:

<table>
<thead>
<tr>
<th>Day</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Monday</td>
<td>8:00AM – 9:00PM</td>
</tr>
<tr>
<td>Tuesday</td>
<td>8:00AM – 9:00PM</td>
</tr>
<tr>
<td>Wednesday</td>
<td>8:00AM – 9:00PM</td>
</tr>
<tr>
<td>Thursday</td>
<td>8:00AM – 9:00PM</td>
</tr>
<tr>
<td>Friday</td>
<td>8:00AM – 5:00PM</td>
</tr>
</tbody>
</table>
These Dell laptops can be checked out at any point during the above hours and must be returned on the same business day to the CMHT-IT Services personnel. These laptops must remain on campus and will not save your data. So be sure to use a USB or email yourself to save your work!

For more information, please stop by the CMHT-IT Services desk or visit us at https://cmht.unt.edu/cmht-it-services or give us a call at (940) 565-4227.

**CMHT Virtual Lab**

UNT Students currently enrolled in a CMHT course have access to the CMHT Virtual Lab provided by VMware Horizon View virtual desktop system. This is useful if your course requires specific software and you need access to the software on your personal machine. You can find more information and installation steps here: https://cmht.unt.edu/vmware-virtual-lab. The CMHT-IT Services desk can assist you with installing the VMware client on your personal machine. Please see above hours of operation for our IT services desk.

**Additional Information**

**Are You An F-1 Visa Holder?**

- To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component must be approved in advance by the instructor and can include activities such as taking an on-campus exam, participating in multiple on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

- If such an on-campus activity is required, it is the student’s responsibility to do the following:
  1. Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
  2. Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Advising Office. The UNT International Advising Office has a form available that you may use for this purpose.

- Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, students should contact the UNT International Advising Office (telephone 940-565-2195 or email international@unt.edu) to get clarification before the one-week deadline.
<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topics</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>8/25</td>
<td>Syllabus overview &amp; course expectations</td>
<td>First Day of Class!</td>
</tr>
<tr>
<td>Week 2</td>
<td>9/1</td>
<td>Introduction to sustainable tourism</td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td>9/8</td>
<td>Three pillars of tourism</td>
<td>Moderator Discussion 1</td>
</tr>
<tr>
<td>Week 4</td>
<td>9/15</td>
<td>Three pillars of tourism (continue)</td>
<td>Moderator Discussion 2</td>
</tr>
<tr>
<td>Week 5</td>
<td>9/22</td>
<td>Three pillars of tourism (continue)</td>
<td>Moderator Discussion 3</td>
</tr>
<tr>
<td>Week 6</td>
<td>9/29</td>
<td>Impact of tourism at destinations: A global perspective</td>
<td>Moderator Discussion 4</td>
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<tr>
<td>Week 7</td>
<td>10/6</td>
<td>Principles of sustainable tourism</td>
<td>Moderator Discussion 5</td>
</tr>
<tr>
<td>Week 8</td>
<td>10/13</td>
<td>Sustainable tourism planning</td>
<td>Moderator Discussion 6</td>
</tr>
<tr>
<td>Week 9</td>
<td>10/20</td>
<td>Tourism development process and governance</td>
<td>Moderator Discussion 7</td>
</tr>
<tr>
<td>Week 10</td>
<td>10/27</td>
<td>Hospitality businesses and tourism sustainability</td>
<td>Moderator Discussion 8</td>
</tr>
<tr>
<td>Week 11</td>
<td>11/3</td>
<td>Overtourism and Limits of Acceptable Change</td>
<td>Moderator Discussion 9</td>
</tr>
<tr>
<td>Week 12</td>
<td>11/10</td>
<td>Sustainable Niche Tourism Markets</td>
<td>Moderator Discussion 10</td>
</tr>
<tr>
<td>Week 13</td>
<td>11/17</td>
<td>Exam</td>
<td></td>
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<tr>
<td>Week 14</td>
<td>11/24</td>
<td>Contemporary Issues in Tourism</td>
<td>Moderator Discussion 11</td>
</tr>
<tr>
<td>Week 15</td>
<td>12/1</td>
<td>Project Presentation</td>
<td>In-Class</td>
</tr>
<tr>
<td>Week 16</td>
<td>12/8</td>
<td>Project Presentation</td>
<td>In-Class</td>
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