

MKTG 5260 Marketing Metrics for Managers

Fall 2021 offered via UNT Canvas

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Office hours via Zoom, scheduled or by appointment

UNT Catalog Description: MKTG 5260 – Marketing Metrics for Managers. Metrics for assessing the financial implications of marketing decisions in the areas of market segmentation, targeting, positioning and in evaluation of marketing plans. Intensive case analysis using real-world data is the primary pedagogical method.

Prerequisite(s): MKTG 3650 or equivalent.

Students who have previously completed the undergraduate MKTG 3700 at UNT must substitute another online course in place of MKTG 5260. Please contact the COB Graduate Programs Office for details.

Text and Other Needed Material:

1. **REQUIRED:** Marketing Metrics for Managers 2021 by Gopala GG Ganesh (MMMGG). Please purchase this printable e-book only from the VitalSource.com site via the link under Canvas/Start Here. No royalty to the author. About \$25.00.
2. **REQUIRED:** www.Management-by-the-Numbers.com (links to an external site.) Purchase access to a set of 24 +1=25 MBTN modules. MBTN will contact you on 10/18 at your UNT email address to complete the purchase and activate your login credentials. About \$25.00.
3. **STRONGLY RECOMMENDED:** Marketing Metrics 4/e by Bendle, Farris, Pfeifer, and Reibstein (MMBFPR, Pearson 2021). A significant part of the MBTN exercises are based on this book but the MBTN assignment does not require it. Therefore, MMBFPR is a “strongly recommended, very beneficial reading.” About \$32.00.

Course Objectives:

This course aims to provide a managerial relevant understanding of various marketing metrics that facilitate managerial decision-making in marketing contexts. Hands-on calculation will be an integral part of this class. Specifically, at the end of the course, students will be able to:

1. Describe the metrics for decision-making in different marketing management areas.
2. Recognize the data requirements for each marketing metric.
3. Compute each marketing metric correctly.
4. Interpret each metric in marketing management contexts
5. Explain how the metric, as interpreted, would impact marketing management decisions.
6. Construct worksheets to calculate various marketing metrics.

Assessment Components:

Assignment	Course Objectives	Points
6 @ 25 Excel home works	2, 3, 6	150
MBTN Set I 8 modules	1, 2, 3	100
MBTN Set II 8 modules	1, 2, 3	100
MBTN Set III 8 modules	1, 2, 3	100
Any 2 @ 25 MBTN Certificates	1, 2, 3	50
3 Review Quizzes	1, 2, 3, 4, 5	200
Final Examination	1, 2, 3, 4, 5	300
Course Total		1,000

Note: All assignments except MBTN are based on the MMMGG book content.

Please note the following eight bonus point opportunities (together, 45 points or a 4.5% semester grade boost)

5 for briefly introducing yourself by 10/22/2021 under Canvas/Start Here

5 for completing the I am Here survey by 10/22/2021 under Canvas/Start Here

5 for completing the pre-course assessment quiz by 10/22/2021 under Canvas/Start Here

5 for the 9th module (Marketing ROI) in MBTN Set III (only 1 thru 8 required) by 12/10/2021.

15 @ 5 each for completing MBTN Sets I, II, and III by the earlier deadline for each.

10 bonus course points for completing the MS Excel 2019 or 2016 Specialist GMetrix certification by 12/10/2021.

End-of-semester Letter Grades:

Your course grade will be assigned based on earned cumulative % using the cutoffs stated below. The grade interpretations are per COB. If you are a non-COB student, please check with your department of major.

90%+	= A	Means "Excellent"	50% - 69%	= D	Means "Failing"
80% - 89%	= B	Means "Good"	less than 50%	= F	Means "Failing"
70% - 79%	= C	Means "Passing"			

This is VERY important! The Canvas Inbox:

All course-related messages are through the Canvas Inbox. You may auto-forward these to your preferred email address. Just click the Account link on the course menu to the left, followed by Settings, then look for the Email cluster. Add and * your preferred email address to make that the default.

Submitting the 6 Excel Homework Assignments:

These are due every Sunday starting October 31 and ending December 5. Each homework requires solving a specified case from a different chapter of MMMGG using Excel and then uploading to Canvas a single PDF of the solution. This PDF may be produced in one of three ways: (1) print to PDF using the Adobe Acrobat software available to you either at your home/work OR at the COB Computer Labs (real only, not available in virtual lab), (2) Using the DocHub free website, (3) print, then scan to PDF. I strongly recommend (1) or (2).

Presentation requirements for assignments:

I expect a superior level of compliance from graduate students with the specific, detailed presentation requirements of each assignment. Please note:

1. Professional presentation includes high-quality printing, correct sequencing, and legible scanning.
2. Poor writing, three or more grammatical and spelling errors, and/or aspects of poor presentation will result in a minimum penalty of one letter grade. If English is not your primary language, it is your responsibility to use all available resources such as the spelling/grammar checker within MS Word and/or have your assignment proofread by someone else.

Academic Integrity:

[Academic integrity policies at UNT](#) clearly state expectations for original and honest work to be submitted in all courses. UNT has a zero-tolerance policy towards plagiarism.

TENTATIVE Schedule for the Semester				
Week	Topic	MMBFPR Modules	MMMGG Chapters	Assignments Due
1 (10/18-10/24)	Introduction to class; Growth Rates; Weighted Average; Introduction to Financial Statements	4,11	1,2	
2 (10/25-10/31)	Channel Markups and Margins; Markdowns	3	3	EH1; MBTN I
3 (11/1-11/7)	Contribution; Breakeven; Profit dynamics; Market Share	2,3	4	EH2; RQ1
4 (11/8-11/14)	Net Present Value; Customer Lifetime Value	5,11	9	EH3; MBTN II
5 (11/15-11/21)	Pricing and Pricing Strategy; Elasticity of Demand	7	7	EH4; RQ2
6 (11/22-11/28)	Channel Management Issues; Salesforce Issues	6	8	EH5
7 (11/29-12/5)	Product Cannibalization; Sales Promotion; Cannibalization; Sales Forecasting	4	5,6	EH6;MBTN III
8 (12/6-12/9)	Non-web Advertising; Web Advertising	8,9,10		RQ3
12/10	Online Final Examination, details later.			

Abbreviations: EH = Excel Homework; RQ=Review Quiz; MBTN=Management by the Numbers

Note: The EH's and RQ's are based entirely on MMMGG book content, while MBTN is based on the MMBFPR book. The objective of the course is to develop familiarity with a range of marketing metrics by using both resources.

Important Semester Drop Dates:

This website <https://registrar.unt.edu/registration/spring-registration-guide> has information on drop dates.

Netiquette Guidelines:

[Netiquette, or online etiquette](#), helps guide us in expected classroom behaviors online. Please remember to remain respectful of your instructor and classmates.

Disability Support:

COB complies with, and I am personally committed to, the Americans with Disabilities Act. If you need assistance, please let me know. For additional information, see “Policies” under Start Here on Canvas and the Office of Disability Accommodation [website](#). You may also contact them by phone at 940.565.4323 or by email at Apply.ODA@unt.edu.

Important Notice for F-1 Students taking Distance Education Courses**Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at <http://www.ecfr.gov/>. The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken online or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to the completion of the class. An online or distance education course is a course that is offered principally through the use of television, audio, or computer transmission, including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no online or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

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 (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experiences 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 Student and Scholar Services Office. ISSS 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, s/he should contact the UNT International Student and Scholar Services Office (email internationaladvising@unt.edu or telephone 940-565-2195 or) to get clarification before the one-week deadline.

1/15/04; Rev. 7/22/2016

Your task for the Management-by-the-Numbers.com exercise this semester

The above URL to access the MBTN website has been placed under Canvas-Start Here.

While there is some overlap between the two resources, MBTN nicely supplements the MMMGG book by covering metrics and topics that are not covered in the latter.

The customized MBTN website for our class consists of 24+1 modules, as shown on the next page. All the modules are active at the start of the semester. Please note that their correspondence to the MMMGG book modules approximate, in the general topic area. You don't need to wait for the completion of the MMMGG book module before attempting the corresponding MBTN module.

A significant part of the MBTN content is based on MMBFPR, the highly recommended Marketing Metrics 4e book, by Professors Farris, Bendle, Pfeifer, and Reibstein. Since this is a graduate class, I would prefer that you buy and read MMBFPR. However, the printable module-overview PDF tutorials on the MBTN website, derived from the book, are adequate to get going on each module.

How to proceed? First, watch my intro to MBTN video, then do a quick review of the PDF tutorial for Percentages, the first module before working on it. Refer to MMBFPR, if necessary, while working through the modules.

Each MBTN module consists of four problem sets or cases that go from relatively easy to more challenging. Each case consists of between 4 to 10 questions, mostly non-multiple-choice. You start with the first case and get two attempts to answer each question right. After the second, wrong attempt of a question, MBTN shows you how to calculate it correctly, AND it remembers that you got that question wrong. There is NO time limit for answering a question. You may refer to the pdf for clarification and then attempt.

After you have answered all questions in a case (right or wrong), MBTN moves to the next case. Once all four cases in a module are complete if you missed any questions MBTN cycles through all four cases again, but with different input numbers. This time it gives you the option of skipping questions you answered correctly previously, but it does not allow you to skip those that you got wrong. You may keep doing this until you get every question correct.

You start each module as "Mailroom Clerk." You move from there to "Brand Assistant" (one case completed or correctly answered 60% of all questions in that module), Brand Manager" (two cases completed or 80% of all questions), and finally "CEO/CMO" (all four cases completed or 100% of all questions).

If you feel exhausted by a particular module, say after completing the second case and reaching the Brand Manager level, feel free to leave that module, go to another, and come back later to complete it. Therefore, please do not stay stuck and frustrated.

I urge you to "Go for the Gold!" Achieve CEO/CMO (i.e., 100%) in all 24+1 modules!

MBTN Schedule

SET	MBTN Module	Pdf?	Deals with these Metrics	MMBFPR 4e Chapter	MMMGG Chapter
Set I: Due 11/19; bonus deadline 11/3					
I	1	Yes	Percentages	None	1
I	2	Yes	Growth Rates	4	1
I	3	Yes	Introduction to Financial Statements	None	2
I	4	Yes	Introduction to Margins	3	3
I	5	Yes	Calculating Margins	3	3
I	6	Yes	Breakeven Analysis	3	4
I	7	Yes	Profit Dynamics	3	4
I	8	Yes	Market Share I	2	4
Set II: Due 12/1; bonus deadline 11/19					
II	9	Yes	Market Share II	2	4
II	10	Yes	Product and Cannibalization	4	5
II	11	Yes	Advertising	10	6
II	12	Yes	Web	11	6
II	13	Yes	Pricing I: Linear Demand	8	7
II	14	Yes	Distribution	7	8
II	15	Yes	Net Present Value I	5	9
II	16	Yes	Customer Lifetime Value I	5	9
Set III: Due 12/10, bonus deadline 12/1					
III	17	Yes	Pricing II: Constant Elasticity	8	7
III	18	Yes	Net Present Value II	5	9
III	19	Yes	Customer Lifetime Value II	5	9
III	20	Yes	New Product Forecasting	4	Not covered
III	21	Yes	Promotion Profitability	9	6
III	22	Yes	Salesforce Management I	6	6
III	23	Yes	Salesforce Management II	6	6
III	24	Yes	Marketing Variance Analysis	None	Not covered
III	25	Yes	(for 5 bonus points) Marketing ROI	12	Not covered

The following MBTN Certificates are recommended for the two required submissions.

1. Profitability Metrics (25 semester points): Based on the following MBTN modules: Breakeven Analysis, Profit Dynamics, Margins 1, Margins 2 (all Set I), and Cannibalization (Set II).
2. Advertising Metrics (25 semester points): Based on Advertising Metrics, Web Metrics (both Set II).

Your two certificate performances will be evaluated on a 0-25 scale which is explained on the Canvas site.

There is nothing to upload to Canvas for Sets I, II, and III. MBTN automatically keeps track of your progress.

Your syllabus score ?/100 on **Sets I, II, and III** will be determined by averaging the % scores earned by you in the eight required modules of each set by the due date.

Those students who complete Set I by 11/3, Set II by 11/17, and Set III by Dec 1 will receive 5 bonus points for each set. Please note that completing a set means scoring 100/100 in each module of that set. This will result in an average of 100/100 for the set. Any student also fully completing Set III Module 9 (Marketing ROI) will receive 5 bonus points for that.

Review Quizzes

- The quizzes require the UNT-version of the Respondus Lockdown Browser, downloadable through the link under Canvas/Quizzes. However, camera monitoring is NOT required.
- Three mandatory Canvas quizzes are scheduled during the semester. All of these are exclusively based on the relevant MMMGG e-book chapters and Canvas video material. No MBTN content in the quizzes.
- May refer to the MMMGG e-book + Canvas materials + your notes during the quiz.
- Completing the quizzes using your computer from home or work or through campus Wi-Fi hotspots is appropriate. Please do not take the quizzes in the COB or other UNT labs because that would inconvenience other students.
- Please use Chrome or Firefox browser on a desktop or laptop for trouble-free quiz attempts.
- You are permitted to take each quiz twice, and the higher score will be recorded as your score. If you did not take a quiz twice, the score from your single attempt will be recorded.
- Each quiz consists of 25 multiple-choice questions. Quiz 1 is worth 50 points, that is, 2 points per question. Quiz 2 and Quiz 3 are worth 75 points each, that is, 3 points per question. The questions draw randomly from a large pool, resulting in a customized quiz for each student.
- There is a 75-minute time limit per quiz attempt from the start time. You must complete the attempt in that time window because the quizzes auto-submit. The clock will be ticking while you take breaks if any.
- The questions will be presented one at a time. Going back to skipped questions and changing previous answers are both allowed.
- Missed quizzes score as zeros

Availability Window for Review Quizzes

Review Quiz#	MMMGG chapters	Opens	Closes
1	Chapters 1 and 2	October 18	Nov 3
2	Chapters 3 and 4	October 18	November 17
3	Chapters 5 through 9	October 18	December 8
All three quizzes open at 12:01 am on 10/18 and close @ 11:59 pm on the indicated date for each quiz.			
Please ensure a convenient single block of time to take each quiz during its availability window.			
Quizzes “auto-submit” when the time expires. Hence, time management is VERY important!			
Your score and complete feedback will post to My Grades as soon as you submit a quiz.			

The Online Final Exam on December 10: This will cover all 9 MMMGG chapters. It will consist of 75 multiple-choice questions and you will have 225 minutes to answer them.

Get certified as a Microsoft Office Specialist (MOS) in Excel 2019 or 2016: 10-bonus point Challenge

The goal is to be certified as a MOS in Excel 2019 or 2016 by the end of Fall 2021. Without spending a dime!

The certification consists of two stages. In Stage I, students train themselves for the certification exam using the GMetrix software. In Stage II, they take the online, proctored certification exam offered by Certiport at the UNT Testing Center in Sage Hall on the Denton campus.

You need to set up accounts with both Gmetrix.net and Certiport.com. I suggest using your UNT euid as the UserID but a non-UNT (but same) password for both sites.

How to proceed with GMetrix? First, watch my short GMetrix video introduction under Start Here-MS Excel Certification. Then, once you log in at GMetrix.net, "Courses," when prompted, enter the access code 64311-Glenn-18548. Choose Office 2019 or 2016, followed by Take a Test - Excel (NOT Excel Expert). GMetrix prompts you with the following six practice tests. I suggest the indicated sequence and strongly recommend completing each in the Training Mode (no time limit, access help through the "bulb" icon), followed by the Testing Mode (50-minute limit, no help). When I completed the six practice tests myself in the Training Mode, I also used Google to locate help on the specific task online instead of using the bulb icon. However, when I repeated under the Testing Mode, I did not seek help since the intent was to ensure I could score 70% without help within the time limit.

1. Excel 2019 or 2016 Skill Review 1 (called Core Skill Review in 2016)
2. Excel 2019 or 2016 Skill Review 2
3. Excel 2019 or 2016 Skill Review 3

4. Excel 2019 or 2016 Practice Exam 1 (called Core Practice Exam in 2016)
5. Excel 2019 or 2016 Practice Exam 2
6. Excel 2019 or 2016 Practice Exam 3

Please note that going through the Training mode is only to get you ready for the more challenging Testing mode. Your main task for this assignment is to pass (score 70% or better) in each of the six tests in the TESTING mode and submit proof as follows. Go to GMetrix.net, log in with your GMetrix credentials. Look under the completion tab and locate your successful result for each of the six tests. For each, click the GO key at the end of its row. That will take you to the results screen for THAT test. Print the first page of that screen and clip just the top portion that shows (1) your name, (2) the Test name (including that it is in the Testing mode), and (3) that you have passed. Once you have all 6 clippings, tape them in the above sequence 1 through 6 on two blank 8 ½ x 11 sheets, 3 clippings to each sheet. Finally, scan those two pages to a single PDF file and upload that to Canvas/GMetrix. Your deadline for completing GMetrix, as explained previously is 12/10/2021.

Once you provide me with proof of completion of GMetrix certification as detailed above, I shall schedule your 50-minute Certiport, online, proctored, MS Excel 2019 or 2016 certification exam in Sage Hall. I believe that the successful completion of GMetrix would ensure success in the MOS Excel 2019 or 2016 certification exam. However, passing the Certiport exam is not required for the 10 bonus points which will be awarded based only on your completion of the GMetrix training as explained above in the TESTING mode.

Learning Objectives for Each Week

	Objectives for the Week	Learning Content	Assessed using
Week 1 (10/18-24)	<ol style="list-style-type: none"> 1. Compute growth rates correctly. 2. Explain simple trend extrapolation. 3. Predict using growth rate % and simple trend extrapolation. 4. Recognize the difference between the year-to-year growth rate and CAGR. 5. Compute weighted average in different managerial contexts. 6. Interpret and use weighted average in managerial contexts. 7. Recognize the basic features of a Balance Sheet. 8. Recognize the basic features of an Income Statement. 9. Construct a simple Income Statement. 10. Recognize which, BS or IS, is more important for marketing. 11. Recognize the differences between Pro-forma IS and IS. 12. Compute and use Index Numbers from BS and IS. 	MMMGG: C1 (Objectives 1 through 3, 5,6), C2 (Objectives 7 through 12) MBTN: M1 (Objective 1), M2 (Objective 2,3) M3 (Objectives 7,8,9)	Review Quiz 1, MBTN I, Final Exam
Week 2 (10/25-31)	<ol style="list-style-type: none"> 1. Compute channel markups in dollars and as a %. 2. Recognize the cost and selling price bases for expressing markup as a %. 3. Recognize and use the correct markup formula for a given situation. 4. Recognize what markup information is known and unknown in a given situation and proceed further correctly based on that knowledge. 5. Recognize top-down and bottom-up markup situations correctly. 6. Write the correct top-down or bottom-up markup chain for a situation. 7. Convert markup % from one base to another. 8. Recognize the difference between markup and markdown. 9. Compute the markdown % correctly. 	MMMGG: C3 (Objectives 1 through 9) MBTN: M4 (Objectives 1,2,4), M5 (Objectives 4,5,6)	Excel Homework 1, Review Quiz 2, MBTN I, Final Exam
Week 3 (11/1-7)	<ol style="list-style-type: none"> 1. Recognize the difference between variable and fixed costs. 2. Give examples of different types of variable costs and fixed costs. 3. Compute dollar contribution per unit and percentage contribution. 4. Explain the dollar contribution per unit and percentage contribution. 5. Compute the breakeven point in units and dollars. 6. Produce an Excel line chart of the breakeven point. 7. Demonstrate how to handle different profit goals in breakeven analysis. 8. Recognize the difference between full and incremental breakeven points. 9. Recognize and handle sunk costs correctly in breakeven analysis. 10. Estimate the breakeven point in a multi-product situation. 11. Estimate the \$ breakeven point from publicly available IS. 12. Compute and interpret the unit market share % and \$ market share %. 13. Calculate, understand, and interpret the 3 components of market share. 	MMMGG: C4 (Objectives 1 through 12) MBTN: M6 (Objectives 1 through 5), M7 (Objective 7), M8 (Objective 12), M9 (Objective 13)	Excel Homework 2, Review Quiz 2, MBTN I, Final Exam
Week 4 (11/8-14)	<ol style="list-style-type: none"> 1. Recognize the difference between simple and compound interest. 2. Compute repayment, assuming simple and then compound interest. 3. Recognize the similarities and differences between compound interest and present value analysis. 4. Describe the difference between the cost of capital and discount rate. 5. Compute Net Present Value, Payback Period and Internal Rate of Return. 6. Interpret in a managerial sense, NPV, Payback Period, and IRR. 7. Explain the concept of Customer Lifetime Value. 8. Compute and interpret Customer Lifetime Value. 	MMMGG: C9 (Objectives 1 through 6) MBTN: M15 (Objectives 4 through 6), M16 (Objective 7,8)	Excel Homework 3, Review Quiz 3, MBTN II, III Final Exam

	Objectives for the Week	Learning Content	Assessed using
Week 5 (11/15-21)	<ol style="list-style-type: none"> 1. Explain the markup method of pricing a product. 2. Compute price using the markup method of pricing a product. 3. Explain the targeted rate of return method of pricing a product. 4. Compute price using the targeted rate of return method. 5. Explain Price Elasticity of Demand. 6. Compute PED and interpret it managerially. 7. Explain the role of consumer perceived value in adjusting the price. 8. Compute price using the perceived value method of pricing a product. 	MMMGG: C7 (Objectives 1 through 8) MBTN: M13 (Objectives 5,6)	Excel Homework 4, Review Quiz 3, MBTN II, III Final Exam
Week 6 (11/22-29)	<ol style="list-style-type: none"> 1. Explain the various cost components of a channel modification decision. 2. Explain inventory carrying cost in a channel of distribution. 3. Compute inventory carrying cost in a channel of distribution. 4. Explain accounts receivable carrying cost in a channel of distribution. 5. Compute accounts receivable carrying costs in a channel of distribution. 6. Compute the salesforce requirements to service a channel. 7. Recognize the various components of channel modification cost. 8. Estimate the total cost of a channel modification decision. 9. Estimate the profit impact of a channel modification decision. 10. Recognize the various distribution metrics. 11. Compute and interpret the various distribution metrics. 	MMMGG: C8 (Objectives 1 through 9) MBTN: M14 (Objectives 10,11)	Excel Homework 5, Review Quiz 3, MBTN II, III Final Exam
Week 7 (11/29-12/5)	<ol style="list-style-type: none"> 1. Apply breakeven analysis in new product introduction decisions. 2. Apply breakeven analysis in product support decisions. 3. Explain the role of the cannibalization problem in new product introduction decisions. 4. Estimate the profit impact of cannibalization in new product decisions. 5. Estimate a new product's forecast sales from typical test market data. 6. Estimate the profit impact of a new product's forecast sales. 	MMMGG: C5 (Objectives 1 through 4) MBTN: M10 (Objective 5,6)	Excel Homework 6, Review Quiz 3, MBTN II, Final Exam
Week 8 (12/6-9)	<ol style="list-style-type: none"> 1. Apply breakeven analysis in the context of promotion decisions. 2. Apply breakeven analysis in promotion support decisions. 3. Estimate the profit implications of alternative promotional plans. 4. Explain the role of the cannibalization problem in sales promotion. 5. Estimate the profit impact of cannibalization in sales promotion. 6. Compute and interpret various traditional advertising metrics. 7. Compute and interpret various website and web advertising metrics. 	MMMGG: C6 (Objectives 1 through 5) MBTN: M11 (Objective 6), M12 (Objective 7)	Review Quiz 3, MBTN II, Final Exam