

University of North Texas  
School of Merchandising and Hospitality Management

SMHM 4860: Hospitality Business Strategies  
Fall, 2011

**Course Information**

Course Instructor: Young Hoon Kim, Ph.D.  
Office Location: Chilton Hall 343G  
Class Time: Wednesday 5:30 – 8:20 pm  
Office Hours: Monday & Wednesday 12:30 – 3:00 pm or by appointment  
Telephone: (940) 565 – 4786  
E-mail: [younghoon.kim@unt.edu](mailto:younghoon.kim@unt.edu)  
Class Location: Gateway Center 132

\*Prerequisite (s): **MUST have taken prior to enrollment in SMHM 4860:** SMHM 1420, 1450, 1470, 1500, 2280, 2480, 2800, 2860 (or Management 3720), 3200, 3250, 3260, 3300, 3600, 3700, 3790, 3800, 3950, 4210, 4250, 4480, 4750, 4820. The following courses may be taken **concurrently** with SMHM 4860: SMHM 3800, 4250, 4480, 4750, & 4820.

Required Text:

- Enz, C. (2010). *Hospitality strategic management: Concepts and cases* (2nd ed.). Hoboken, NJ: John Wiley & Sons, Inc.
- Assigned Readings (Journal Articles will be distributed via WebCT in PDF format), PowerPoints™ (distributed via WebCT), Case Studies, & In Class Handout Materials.

Suggested Textbook:

- American Psychological Association. (2004 or 2010). *Publication Manual of the American Psychological Association* (5th or 6th Ed.). Washington, DC: American Psychological Association.

**Mission Statement**

The mission of the hospitality management division is to educate students for management and leadership in the hospitality industry and to contribute to the profession through teaching excellence, research, consultation, and service activities.

**Course Description**

The course provides students with a comprehensive study, strategic management, leadership and analysis of the hospitality manager's role in operating a successful hospitality operation. This course was designed as the “**capstone course**” of the hospitality management program.

**Learning Outcomes (Upon completion of this course, students will be able to):**

- Apply critical thinking and strategic planning processes for a hospitality operation through case study analysis and discussion.
- Develop a personal leadership style for managing hospitality organizations.
- Use spreadsheets to build a financial business plan for a hospitality operation.
- Develop a human resources business plan for a hospitality operation.
- Develop a marketing plan for a hospitality operation.
- Address hospitality cost controls issues pertaining to labor management.
- Analyze legal and ethical issues in hospitality management.
- Analyze problems and create solutions from the executive management perspective.
- Analyze business strategies from both the corporate and entrepreneurial perspectives.

## Course Format

This course utilizes a combination of lecture, class discussion, interactive activities (team-based learning), field assignments (i.e., case studies), and project. You are encouraged to actively participate in discussions by asking questions and/or providing feedback. Quizzes and assignments will be given frequently throughout the semester.

## Exams

Three Exams (Exam I, II, & III) will be given during the semester: each exam will cover about 1 – 4 chapters. The final (challenge) exam will be comprehensive. **Exams** will cover all material presented in lectures, class activities, daily assignments, projects, text, reading assignments, guest speakers, and other indicated sources. **No make-up exam** will be given unless arrangements are made with the instructor's approval.

## Evaluation (Measurement of Performance)

Homework and Quiz (In and Out Class Practice)	10%	50
Class Participation/ Attendance (Sincerity)	10%	50
Group Project (Application)/Case Study	20%	100
Exam (3 Exams and 1 Challenge Exam: Knowledge)	60%	300
Total	100%	500

**\*Executive in Residence Lecture Required (20% of Class Attendance: TBA).**

**\*Challenge Exam:** The lowest exam score can be replaced by "Challenge Exam."

**\*Extra Credits** will be announced during the semester.

## Grading Scale:

A	451 – 500
B	401 – 450
C	351 – 400
D	301 – 350
F	300 and less

## Course Webpage & On-line Communication

The course website is located at Blackboard (Bb). In order to log on to your Bb, you will need your UNT Login and Password. The Bb is intended to enhance class communications, and therefore it **does not** replace regular class sessions and face-to-face appointments with the Instructor. This site provides the following functions:

- Syllabus and Schedule
- Handouts – Class notes, supplementary readings, team projects guidelines, Assignments, quizzes, and exam hints.
- Grade – Attendance, assignment, quiz, extra-credit, project, and exam
- Discussions – Express your views regarding current and contemporary issues and exchange your ideas with your team members and other classmates.
- Email – Communicate freely without having to remember other's e-mail accounts.

The course Bb is only open to students registered in this course and can only be used for the purpose of this course. You are expected to check the site on a regular basis. **I strongly recommend you to check your student e-mail with a regular basis. I may announce the cancellation of class, a change of class time and room, and other important information you may need for this course.**

## Group Project:

The group project consists of several different component is due in class on the designated date. Each student is required to work with 4 others for the group project. Each group must prepare a binder for the project and build each project

component into the binder throughout the semester. At the end of the semester, a complete project must be submitted for a comprehensive grade. Each component submission that misses the deadline time will cause a **10% (10 points/day)** deduction from the allocated weight. Guideline for conducting each project component will be discussed in class and the instructor will provide handouts when appropriate. For the final presentation of project, all group members are required to participate. Each group will be given up to **18 (± 2)** minutes for the presentation. This means that a good coordination among team members is important for a smooth and consistent participation of each member during the presentation. The presentation must be formal with proper dress.

**In the modern business environment, teamwork is one of the most important factors to organizational success. Through this group project, you are expected to learn how to collaborate with coworkers to achieve common objectives: individual projects are not allowed for this reason.**

### ATTENTION

- If you have any questions about class, please do not hesitate to **Ask Any questions at Any time**
- There is **No Make-up quiz**.
- Please let me know **who you are and what you want to know** when you email to me.

### Course Contents

#### *PART I: Strategic Management*

Chapter 1: Strategic Management  
Chapter 2: The Environment and External Stakeholders  
Chapter 3: Strategic Decision

#### *PART II: Strategy for Organization*

Chapter 4: Organizational Resources and Competitive Advantage  
Chapter 5: Strategy Formulation at the Business-Unit Level  
Chapter 6: Corporate-Level Strategy and Restructuring

#### *PART III: Strategy Implementation Internally and Externally*

Chapter 7: Strategy Implementation through Interorganizational Relationships and Management of Functional Resources  
Chapter 8: Strategy Implementation through Organizational Design and Control  
Chapter 9: Strategies for Entrepreneurship and Innovation  
Chapter 10: Global Strategic Management and the Future

**SMHM 4860 – Tentative Class Schedule**

<b>DATES</b>	<b>TOPICS / ACTIVITIES</b>	<b>ASSIGNMENTS / EXAMS DUE DATE</b>
Week 1		
AUG 31	Introduction & Chapter 1	
Week 2		
SEP 07	Chapter 1	
Week 3		
SEP 14	Chapter 2	PREVIEW PROJECT & TEAM
Week 4		
SEP 21	Chapter 3 & Review Chapter 1 – 3	Assignment #1 Due
Week 5		
SEP 28	<b>Chapter 1 – 3</b>	<b>EXAM I/Project Meeting</b>
Week 6		
OCT 05	Chapter 4	CASE STUDY PREVIEW/PM
Week 7		
OCT 12	Chapter 5	Assignment #2 Due
Week 8		
OCT 19	Chapter 6 & Review Chapter 4 – 6	Assignment #3 Due
Week 9		
<b>OCT 26</b>	<b>Chapter 4 – 6</b>	<b>EXAM II/Project Meeting</b>
Week 10		
NOV 02	Chapter 7 & 8	Assignment #4 Due

### SMHM 4860 - Tentative Class Schedule

<b>DATES</b>	<b>TOPICS / ACTIVITIES</b>	<b>ASSIGNMENTS / EXAMS</b>
Week 11		
NOV 09	Chapter 9 & 10 & Review Chapter 1 - 10	Draft & Review in Class/PM
Week 12		
NOV 16	<b>Chapter 7 - 10</b>	<b>EXAM III</b>
Week 13		
NOV 23	<b>No Class (Project Due by 5:00pm, Nov. 21)</b>	<b>FINAL PROJECT DUE W/ C. STUDY</b>
Week 15		
NOV 30	Group Projects & Presentation (9)	
Week 16		
DEC 07	Group Projects & Presentation (9) & Final Review	
DEC 14 <b>Wednesday 5:30PM</b>	Chapter 1 - 10 Chilton Hall Room 345	<b>FINAL EXAM</b>

**Hospitality & Tourism Management  
School of Merchandising and Hospitality Management**

**ACADEMIC REQUIREMENTS**

- Students majoring in Hospitality Management are required to have a minimum grade point average of at least 2.35 on all courses completed at UNT. First term/semester transfer students must have a transfer grade point average of 2.35.
- A grade of C or above must be earned in each hospitality and tourism management (HMGT or SMHM) course completed in residence or transferred to UNT.
- Academic requirements for graduation with a BS in Hospitality Management from the School of Merchandising and Hospitality Management include:
  - A minimum GPA of at least 2.35 on all courses completed at UNT.
  - A grade of C or above in each hospitality management course completed in residence or transferred to UNT. This includes all courses with prefixes SMHM, HMGT, MDSE, DRTL and HFMD.
  - A minimum of 2.35 GPA in all work attempted, including transfer, correspondence, extension and residence work.

**For additional information regarding requirements and policies, refer to the 2011-2012 Undergraduate Catalog.**

**ACADEMIC ADVISING**

- The SMHM Advising Staff recommends that students meet with their Academic Advisor at least one time per long semester (Fall & Spring). It is important to update your degree plan on a regular basis.
- **Departmental Contact Information (Chilton Hall 385):**

Assistant Director of Advising (Digital Retailing)	Lynne Hale, Ph.D.	940.565.3518
Hospitality (A-M)	Ernestine Denmon	940.565.4810
Hospitality (N-Z)	David Watkins	940.369.7599
- Please check prerequisites carefully prior to enrolling in courses. Students **MUST** complete all prerequisite courses before enrolling in upper division courses.
- It is imperative that students have paid for all enrolled classes. Please check your online schedule daily through the 12<sup>th</sup> class day (September 9) to insure you have not been dropped for non-payment. Students unknowingly have been dropped from classes for various reasons such as financial aid, schedule change fees, etc. SMHM will not be able to reinstate students for any reason after the 12<sup>th</sup> class day regardless of situation. It is the student's responsibility to ensure all payments have been made.

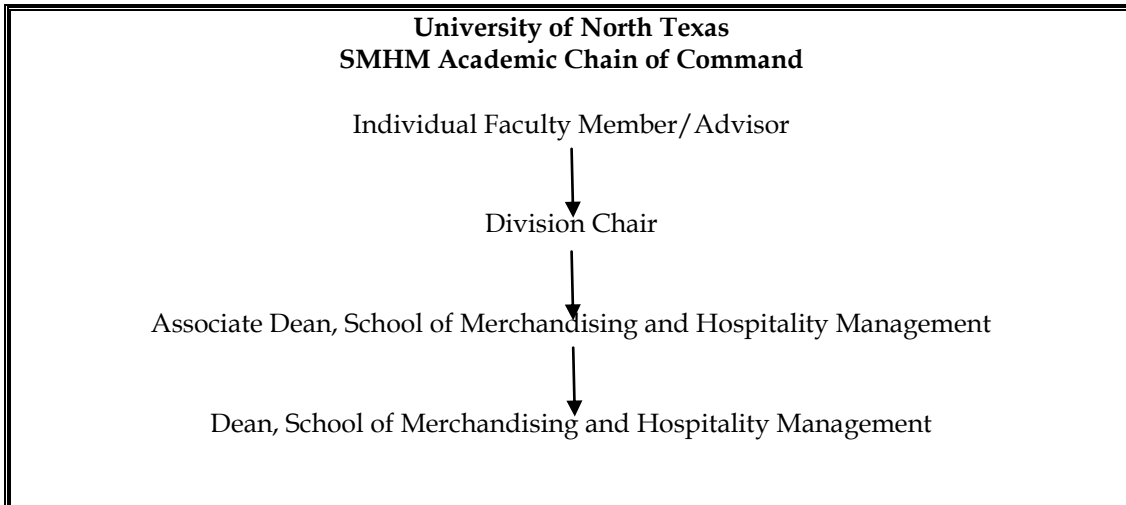
**IMPORTANT Fall 2011 DATES**

August 24	Last day for 100 percent refund
August 31	Last day to change schedule other than a drop.
September 5	Labor Day - No Classes
September 8	Twelfth class day
September 9	Beginning this date a student who wishes to drop a course must first receive written consent of the instructor.
September 10	Apogee Stadium Opens for first Home Game - Game time 6:00 pm
September 15	Graduation applications due
October 5	Beginning this date, instructors may drop students with grade of WF for nonattendance.
October 22	Homecoming - Join us for pre-game fun!
October 28	Last day for a student to drop a course with consent of instructor.
November 18	Last day for an instructor to drop a student with a grade of WF for nonattendance.
November 18	Last day to withdraw from the semester (Dropping all UNT courses) A grade of WF may be assigned if student is not passing.
November 24-27	Classes dismissed for Thanksgiving holiday. University closed.
December 3-9	Pre-finals week
December 9	Reading day. No classes.

December 10-16	Finals week.
December 16	Master's commencement
December 17	Undergraduate commencement

### ACADEMIC ORGANIZATIONAL STRUCTURE

Understanding the academic organizational structure and appropriate Chain of Command is important when resolving class-related or advising issues. When you need problems resolved, you should start with your **individual faculty member and/or advisor** who will then help you navigate the Chain of Command shown below:



### QUALIFIED STUDENTS UNDER THE AMERICANS WITH DISABILITIES ACT OR SECTION 504 OF THE REHABILITATION ACT OF 1973

The School of Merchandising and Hospitality Management cooperates with the Office of Disability Accommodation to make reasonable accommodations for qualified students with disabilities. If you have a disability for which you will require accommodation, please present your written accommodation request by the *end of the first week* and make an appointment with the instructor to discuss your needs.

### COURSE SAFETY STATEMENTS

Students in the School of Merchandising and Hospitality Management are urged to use proper safety procedures and guidelines. While working in laboratory 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.

### 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.

### **CLASSROOM POLICIES**

Student 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 the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including university and electronic classrooms, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [http://www.unt.edu/csrr/student\\_conduct/index.html](http://www.unt.edu/csrr/student_conduct/index.html).

The School of Merchandising and Hospitality Management requires that students respect and maintain all university property. Students will be held 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).

### **STUDENT EVALUATION OF TEACHING EFFECTIVENESS (SETE)**

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available at the end of the semester to provide students a chance to comment on how this class is taught. Student feedback is important and an essential part of participation in this course.

### **FINAL EXAM POLICY**

Final exams will be 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 course calendar early in the semester to avoid any schedule conflicts.

### **ACCESS TO INFORMATION**

As you know, your access point for business and academic services at UNT occurs within the my.unt.edu site [www.my.unt.edu](http://www.my.unt.edu). If you do not regularly check Eagle Connect or link it to your favorite e-mail account, please so do, as this is where you learn about job and internship opportunities, SMHM events, scholarships, and other important information. The website that explains Eagle Connect and how to forward your email: <http://eagleconnect.unt.edu/>

### **COURSES IN A BOX**

Any SMHM equivalent course from another university must receive prior approval from the SMHM academic advisor to insure that all UNT Merchandising and Hospitality Management degree plan requirements are met. For example, courses that are taken online or from a program that offers course material via CD, booklet, or other manner of correspondence must have prior advisor approval. This includes "courses in a box" from other educational institutions (HMGT 4250, HMGT 4820, etc.). "Courses in a box" do not meet the UNT Merchandising and Hospitality and Tourism Management degree plan requirements and will not be approved.

### **IMPORTANT NOTICE FOR F-1 STUDENTS TAKING DISTANCE EDUCATION COURSES**

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 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](mailto:international@unt.edu)) to get clarification before the one-week deadline.**

### EMERGENCY NOTIFICATION & PROCEDURES

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 [www.my.unt.edu](http://www.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 you will be notified through Blackboard.

## CLASS REQUIREMENTS BY INSTRUCTOR

### Classroom Code of Civility

Students are expected to attend class and honor other students' educational rights by arriving **ON TIME** and conducting themselves in a professional manner at all times in the classroom. Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class, students are prohibited from the following: *using cellular (smart) phones, texting message, personal digital assistants or beepers, eating, dominating discussion, making offensive or threatening remarks, reading newspapers or other materials not related to the class, leaving or sleeping during lecture, exhibiting violent behavior, talking excessively during lectures, or engaging in any other form of distraction.*

Inappropriate behavior in the classroom shall result in "minimally" a request to leave class. The instructor, in accordance with departmental policy, will determine any further disciplinary action. Repeated offenses may result in Initiation of Academic Discipline Cases and / or administrative withdrawal (drop) from the course. Student 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 the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's 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.unt.edu/csrr](http://www.unt.edu/csrr) Course drop information: see schedule at - <http://essc.unt.edu/registrar/schedule/scheduleclass.html> Policies on academic dishonesty: <http://www.vpaa.unt.edu/academic-integrity.htm>

### Academic Conduct

**HONESTY is required of students in the presentation of any and all phases of course work as their own.** Failure to maintain academic integrity will be regarded as a serious offense liable to consequences, possibly suspension. **CHEATING on exams and assignments will not be tolerated and will result in disciplinary action and letter grade, "F."** Cheating includes, but is not limited to, dishonesty on exams or on written assignments, illegal possession of examinations, the use of unauthorized notes during an exam, obtaining information during an exam from another student, assisting others to cheat, alteration of grade records, illegal entry to or unauthorized presence in an office are instances of cheating. Plagiarism refers to offering the work of another's as one's own. The **SMHM** adheres to and enforces UNT's policy on academic integrity (cheating, plagiarism, forgery, fabrication, facilitating academic dishonesty and sabotage). Students in this class should review the policy (UNT Policy Manual Section 18.1.16), which may be located at [http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student\\_Affairs-Academic\\_Integrity.pdf](http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf). Violations of academic integrity in this course will be addressed in compliance with the penalties and procedures laid out in this policy. Students may appeal any decision under this policy by following the procedures laid down in the UNT Policy Manual Section 18.1.16 "Student Standards of Academic Integrity."

### ADA Statement

If you have a disability for which you will require accommodation under the terms of the Americans with Disabilities Act or Section 504 of the Rehabilitation Act of 1973, please discuss your needs with the instructor during office hours, or present your request in writing after class. The School of Merchandising and Hospitality Management cooperates with the Office of Disability Accommodation to make reasonable accommodations for qualified students with disabilities. If you have not registered with the ODA, we encourage you to do so. Please present your written Accommodation Request on or before the 2<sup>nd</sup> class day.

### Assignment Policy

Refer to the Class Itinerary under **Topics/Activities** for dates when chapters, topics, and assignments will be introduced and discussed in class. Due dates for assignments are under **Assignments/Exams** on the Class Itinerary. It is the responsibility of each student to obtain the information regarding chapters, topics, and assignments if absent from class on the day the chapter, topic, or assignment is discussed. **Students are expected to come to class prepared to participate in the discussion of assigned chapters in the textbook, and homework assignments.** Chapters in the textbook and assignments are discussed in detail in class on the day noted under **Topics / Discussion** on the Class Itinerary. Class

discussion of chapters and corresponding assignments extend on the learning process and are not intended to *orient* students to the material covered in the assigned readings and assignments. **Daily assignments are to be completed as assigned.** Students will be required to present and explain assigned summary problems in class. The summary problems will be reviewed in class the next class meeting after each assignment is made. This is done to encourage the student to work the problems and not copy the answer for a daily grade. Students will work similar problems on exams; therefore, problems should be utilized as a test of an individual's understanding of the concepts covered. **Assignments with points given must be turned in during class to be considered for evaluation for course credit.** Assignments are to be turned into the instructor at the beginning of class on the designated due date to be considered on time for evaluation and course credit. **Late Assignments will not be accepted. Additionally, it is also your obligation to obtain the information of assignments and turn in your assignment(s) to the instructor. Although you have an excuse for a sick absence, the assignment(s) will not be excused.**

### Exam Policy

Refer to the Class Itinerary under **Assignments/Exams** for the dates exams will be administered. It is the responsibility of each student to obtain the information regarding an exam if absent from class on the days the material to be covered on the exam is discussed. All exams are to be taken. **Make-up exams** will be given only to students with an excused absence. If it is necessary for a student to miss an exam, it is student's responsibility to make arrangements for taking the make-up exam. Failure to make-up an exam on the scheduled date will result in a grade of zero [0] for the exam. **If you miss an exam, you must notify the instructor within 24 hours.**

**Excused Absence Policy:** Excused absences require written proof. Excused absences are given for the following reasons:

- **Illness** - Written evidence of your excuse is required the **FIRST DAY BACK** in class after the absence. A doctor's dated excuse or a dated slip from Student Health Services can be used.
- **Death in the Immediate Family** - Written evidence agreed on by student and instructor of the excuse is required the **FIRST DAY BACK** in class after absence.
- **Religious Observances**- Written evidence of your excuse is required **PRIOR** to the absence and should be provided by the **15<sup>TH</sup> DAY AFTER THE FIRST DAY OF THE SEMESTER.**
- **Approved University or Department Activities** - Written evidence of your excuse is required to be given **PRIOR** to the absence. Example of approved activities: Class field trips and professional meetings.
- **Legal Business** - Written evidence of your excuse is required **PRIOR** to the absence. Example of legal business: Being called as a witness for a trial.

### Attendance Policy

Class attendance has a direct bearing on the student's grade because the content of material covered in class extends on information presented in the text. Class attendance will be taken at the beginning of each class session through the use of an attendance sheet. It is the responsibility of each student to sign the attendance sheet before leaving each class session. Failure to sign the attendance sheet on the day of attendance will result in a recorded absence for the day. Class attendance will not be considered on days for a student who (a) arrives to class five (5) minutes or **later** into the class meeting time or (b) leaves class prior to the designated ending time. Signing the attendance sheet for another student will result in disciplinary action to be determined by the instructor of record. **\*More than 3 times (one-third of total attendance) absences will result in "F" in your total letter grade for this course. One absence will result in 10 points deduction in your attendance grade after two absences (excused and/or unexcused). Class Exercises and Quizzes will be awarded and up to 20 points per class. These points cannot be made up, even with a doctor's note. Class Points comprise a significant portion of the course total points. Attendance will affect your final grade!**