Management Principles and Concepts
6500:301 (3 credits)

Instructor Information		Class Information	
Instructor:	Scott C. Bible, BS, MA	**Year/Term**	Fall 2021
Office Hours:	By appointment (virtual)	**Phone:**	(330) 972-6300
Office:	College of Business Administration (CBA) Room 369	**Email:**	scb3@uakron.edu

Course Information

Course Description

An interdisciplinary approach in the study of the basic principles of general management theory and practice.

Prerequisites

48 completed credit hours.

Course Overview

Management Principles & Concepts is designed to increase students' awareness and sensitivity to the functions of management and to provide a knowledge base to use when addressing challenges inherent in managing people. Management is about working through others to accomplish tasks that help fulfill organizational objectives as efficiently and effectively as possible. Students are expected to develop a general understanding of basic management principles and concepts in preparation for careers working with and through others to achieve organizational objectives in a very competitive, diverse and dynamic environment.

This is a hybrid course (in-person and online). The role of your instructor is to make the information for learning available to you and your role is to follow through with the structures put in place to help you learn. You must read all directions, follow all calendars, and ask questions when you are unsure of what to do. You need to log into the course and check your university e-mail on a regular basis—daily is best—to ensure that you have the most up-to-date information. Specific directions for assignments will be posted in Brightspace. If you are new to Brightspace, you can get started by watching the tutorials here. You need to locate and understand all instructions, follow through on all assignments, and stay on track with due dates. You are also responsible for the technical requirements necessary for this course. This means that if you have computer or connectivity problems you are not guaranteed an extension; you must always have backup systems available. The University Library is always available to you, and technical support is only a phone call away. If you have technical questions or require technical assistance, please contact I.T. Helpdesk at: 330.972.6888 or supportdesk@uakron.edu . Brightspace self-help guides can be found here.

The COVID-19 pandemic is still present and serious. Before entering class, you should have completed your daily health assessment. You should not come to class if you fail your health check or feel ill. At that

time, I also ask you notify me that you will be absent. Regardless of any campus-wide policy on masks, all students are required to wear a mask when this class meets in-person. While you are in class on campus, you are required to: sit in your designated seat, always cough or sneeze into your elbow or tissue and adhere to other public safety protocols and directives for your specific classroom/lab/studio. Students who do not follow these health and safety requirements will be instructed to leave class immediately. Students who violate this protocol will need to leave the classroom and MAY be marked absent. Repeated violations of these health-saving protocols may lead to sanctions under the Student Code of Conduct up to and including suspension or expulsion. Current guidelines can be found at: https://www.uakron.edu/return-to-campus/.

Student Course Level Learning Objectives

Upon successful completion of the course, the student will be able to demonstrate course-specific knowledge and skills in the following areas:

1. *Organizational Structure & Design*: Explain the complementary relationship between organizational structure and the organization's strategy and its industry.
2. *Planning Change & Innovation*: Describe the techniques for leading change and innovation.
3. *Organizational Culture*: Demonstrate an understanding of the nature and components of organizational culture, as well as understanding of how the culture can impact individual, group and organizational performance.
4. *Management Fundamentals*: Demonstrate knowledge of fundamental concepts and principles for managing organizations and employees including the functions of management (planning, organizing, leading, and controlling).
5. *Decision Making & Ethics*: Illustrate an awareness of factors that influence individual and group decision-making processes for managers and organizations.
6. *Motivation & Engagement*: Describe the major theories of motivation and apply them to work situations.
7. *Individual Differences*: Demonstrate an understanding of the concepts of individual differences, diversity, and related behavior issues in the workplace, as we as how they impact performance.
8. *Groups & Teams*: Demonstrate knowledge of individual and group behavior, as well as the functioning of work teams.
9. *Goals & Objectives*: Describe the nature of goals and objectives as a critical component of management for the organization and individuals.
10. *Leadership:* Demonstrate knowledge of leadership theories and the impact leaders have on organizations.
11. *Human Resource Management*: Demonstrate knowledge of human capital management practices including talent acquisition, performance management, talent development and legal issues.

College of Business Administration Core Learning Goals

Management Principles is part of your CBA Core Curriculum. As such, it supports the following CBA Core Learning Goals:
- Master integrated business knowledge
- Analyze data using quantitative techniques
- Be informed decision makers
- Develop leadership and collaboration competencies

- Use writing and oral communication skills to persuade and to mobilize action
- Demonstrate a global perspective and cross-cultural awareness
- Recognize and understand how to address ethical concerns

Career Readiness Competencies

Career readiness is the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace. As such, the CBA programming and events are available to students that support our identified career readiness competencies:

1. Critical Thinking / Problem Solving
2. Oral / Written Communications
3. Teamwork / Collaboration
4. Digital Technology
5. Leadership
6. Professionalism / Work Ethic
7. Career Management
8. Global / Intercultural Fluency

Required Text & Readings

All three (3) of the texts for this course is available to you as an "open resource". That means it is *free*. You can access and read the book in various formats. Below is the link.

Book 1: Principles of Management (PoM)

https://open.umn.edu/opentextbooks/textbooks/principles-of-management

Book 2: Business Communications for Success (BCS)

https://resources.saylor.org/wwwresources/archived/site/textbooks/Business%20Communication%20for%20Success.pdf

Book 3: Business Ethics (BE)

https://openstax.org/details/books/business-ethics

Instructor Contact and Reply Policy

You may contact me via email. During the week you can expect a reply within 24 hours. Over the weekend, you can expect a reply within 48 hours. Assignments will typically be graded within 3-5 days. Please include your full name, course name, section on all correspondence with your instructor.

In Class and Online Etiquette

It is essential that we always remain professional in verbal and written communication. Online etiquette, sometimes called *Netiquette*, takes special attention because it lacks the visual cues that we rely on to give meaning to communication. Keep some commonsense tips in mind when communicating verbally or in writing – online or in class:

1. Avoid language that may come across as strong or offensive.
2. Keep writing and speaking to a point and stay on topic.
3. Take a minute to reflect before responding – especially in potentially high stakes situations. Review, review, and then send.
4. An online discussion is still a classroom.
5. Certain aspects of internet communication can help us be more efficient. However, this is a professional setting so do not write in all capital letters, avoid overuse of emoticons and always put your name/class/section on correspondence to your instructor.
6. Consider the privacy of others. Ask permission prior to giving out a classmate's email address or other information.
7. If possible, keep attachments small. If it is necessary to send pictures, change the size to an acceptable 100K.
8. No inappropriate material. Do not forward virus warnings, chain letters, jokes, etc. to classmates or instructors. The sharing of pornographic material is forbidden.

Required Technologies and Technology Skills

You must have access to a computer capable of handling Brightspace (including uploading papers, streaming listening excerpts, and taking quizzes if applicable).
To succeed in this course, you should be able to:

1. Use a mouse or keyboard to navigate online content.
2. Type information for coursework.
3. Create documents, spreadsheets, and presentations.
4. Properly name uploaded files.
5. Open, minimize, and close computer applications.
6. Participate in online discussion boards.
7. Participate in online chat rooms.
8. Identify, open, and create common file formats such as .doc or .docx, .pdf, and .txt.
9. Use appropriate plug-ins when required.
10. Perform all necessary functions in Brightspace: Access course content, calendar, gradebook and upload to assignment folders.

Evaluation and Assessment

Grading:

As you can see, there are various forms of assessment in this class. Assessments, including exams and other assignments, show you and your instructor that you are learning and able to apply the class concepts. While grades and degrees are very important, employers will certainly be interested in "*what you know and what you can do*"!   Below is the breakdown of assessments for this course:

Grade Component	Points	Percentage of Final Grade
Reading Quizzes (3 @ 40 points)	120	30%
Discussion Forum Activity (3 @ 50 points)	150	38%
Final Exam	130	32%
Total	**400 Points**	**100%**

Grading Scale:

Below is the default University of Akron Grading Scale:

Grade	Points	Percentage
A	372 – 400 points	93 – 100%
A-	360 – 371 points	90 – 92.99%
B+	348 – 359 points	87 – 89.99%
B	332 – 347 points	83 – 86.99%
B-	320 – 331 points	80 – 82.99%
C+	308 – 319 points	77 – 79.99%
C	292 – 307 points	73 – 76.99%
C-	280 – 291 points	70 – 72.99%
D+	268 – 279 points	67 – 69.99%
D	252 – 267 points	63 – 66.99%
D-	240 – 251 points	60 – 62.99%
F	less than 240 points	Below 60%

IMPORTANT NOTE REGARDING GRADES: Please take responsibility to monitor grades in Brightspace throughout the semester and plan accordingly. Reading the feedback that is written for most assignments will guide you in ways to perform better on future assignments. There are times that I leave feedback and provide an opportunity to earn more points.

Requests at the end of the semester to "give you" extra points to get you to the next highest letter grade will not be entertained. Your percentage grade will not be "rounded up". Your grade is based on the number of points you earn – points are then translated into a percentage/letter grade. Please make it a point to earn as many points as possible during the semester by submitting quality work on time. If you have questions regarding specific assignments and grades, please contact your instructor as soon as possible.

Grade Component Description

1. **Final Exam** –Multiple-choice exam. A study guide will be provided before the exam. Sources for exam include textbook chapters recorded lectures, and power points. The exam in this class will be proctored virtually.   You must download Respondus Monitor before taking an online assessment. Select this link for more information on Respondus Monitor, including directions on how to download and install it on the computer you will be using. ***Picture ID Requirement:*** *During examinations, students will be asked to display their University of Akron picture IDs by showing them on their webcam and/or presenting them at the testing center.*

2. **Reading Quizzes** – Due on Fridays by 11:59pm and are open-book, open-note. The quiz is closed after that. Your textbook is the primary source for quiz questions.   You have 90 minutes to complete. The answers are available to you Saturday after 8am. Each quiz is worth 30 points. If you do not complete by the due date/time, you will receive zero points for that quiz. Quizzes will not be re-opened if you miss the due date/time.

3. **Discussion Forum Activities** – There are three class discussion activities throughout the semester. Discussions will be open for 8 to 14 days (but always due at 11:59pm). These activities take a variety of formats. You will be asked to **conduct research**, reflect on questions, apply course concepts, and relate current events or your own experience to course concepts, formulate an opinion, conduct an interview, argue a position, and/or make a recommendation.   Instructions are posted in the relevant forum on Brightspace. Your participation in the discussion will be evaluated in the following ways:
    a. *Thoroughness*. The posts are thorough enough to provide a good understanding of what the individual is trying to get across. The questions were answered in their entirety, citing appropriate sources and content.
    b. *Value.* The content of the post is thoughtful, reflective, and relevant and help move the discussion forward. Quality is judged based on your ability to add substantively to class discussions and your ability to link to others' comments in the class or to advance the class discussion. One sign of a successful post is the number and quality of responses it receives. Just like on social media, you will be able to 'up-vote' posts during each discussion (look for the plus sign +). These are referred to as 'up votes.' Therefore, when you see a post of high quality, please give it an 'up vote'.
    c. *Interaction.* Interaction refers to the extent to which the individual engages in conversation with others and helps build a learning community. The student meets the minimum requirements by posting one original comment and responding to two others.
    d. *Professionalism.* Posts timely contributions. Adheres to netiquette guidelines.
    e. *Style.* Spelling and grammar are generally appropriate for graduate level students.

Recommended Writing Reference
All college students should have a personal writing reference. The CBA recommends this one: *Lunsford, A. (2010). Easy Writer. (4th ed) Bedford/St. Martin's*.   There are also online resources for writing such as Purdue University's OWL (Online writing lab) that you may want to reference in this class: https://owl.purdue.edu/. You may also use the UA Writing Lab as a resource. Professional writing is important and expected in this class. You will be held accountable for professional writing.

General thoughts about your assignments:
1. Be sure that you receive confirmation that your dropbox submissions have uploaded.   If there is nothing in the dropbox by final due date (including the week extension), you will receive a zero in the Brightspace gradebook.   It is up to you to make sure that your submissions are properly uploaded and in proper document format (see note later in syllabus about formats).
2. Here is the recommended path to success in this course:
    a. **Subscribe to course notifications**. Click on "your name" in upper right of Brightspace screen, click on Notifications and then select appropriate items so that you are getting what you need. No excuse for missing important dates with this technology!!
    b. Read the chapters for the week (and other assigned readings)
    c. Listen to your instructors' lecture and PowerPoint – take your own notes
    d. Take the Reading Quiz
    e. Engage in assigned discussion(s)
    f. Log into Brightspace daily

g. Complete assignments in a quality and timely manner; pay attention to the assignment requirements
h. Manage your due dates
i. Complete your assignments with time to spare in case something gets in the way
j. Use Exam Study guides to prepare for exams.

Class Policies and Expectations

Participation

As a college student, you most likely have multiple roles and commitments to juggle. In addition to a student, you may be an employee, a parent, a community leader, or a caregiver to a family member. If you are a full-time student, you are working to learn a wide variety of new skills and to meet the expectations for multiple courses. Online courses make it possible to manage your learning around these other roles, but you must carefully plan your education to make this work.

You are expected to participate in this course as follows:

- You must review all course content posted to the Content tab in Brightspace.

- You must login to this course everyday throughout the semester to check for new content and new discussion posts. Additional access may be required to meet course due dates and to complete all required learning activities.

- You must read all Announcements items posted on the course home page.

- You must read all posts to the course discussion in Brightspace. You are responsible for all information posted to the course discussions.

- You are responsible for completing and submitting all assignments to the course Assignments folder before the due date. You are responsible for clearly labeling your papers so I can identify your submission.

- You are also responsible for submitting files in a format that I can open such as .doc, .docx, .pdf, .ppt, pptx, or .txt. Note that the University provides a Google Apps account to all students, and you can use Google Apps to create files in these file types.

- You are responsible for maintaining copies of your work and verifying that your Assignments submission has been received. You will receive an email confirmation when you submit assignments. You will be also able to track your submissions in Brightspace.

- You are responsible for completing all quizzes and exams before the due date.

If you have any questions or concerns about any of the assignments or your performance, please contact me immediately. Do not wait until the assignment is due or until your performance cannot be rectified.

Attendance Policy

Logging into an online class without active participation is NOT considered attendance in an online course. Responsible attendance means that you will plan your schedule so that you can meet course participation requirements and manage your time so that you can complete your assignments on or before the date they are due. The tentative course calendar will be posted in Brightspace. If the calendar needs to be changed for any reason during the course, written notice will be provided. Examples of active participation

might include submitting an assignment, participating in a student-student class discussion, or interaction with faculty by phone, email or in person. For reporting purposes, your attendance will be recorded as the last time you actively participated.

Additional Instructor Policies

1. _Late assignments_: Late assignments may be accepted in highly extenuating circumstances and then only with appropriate documentation. Grade penalties may be applied.
2. _Quality Work:_ Assignments must be typed and free from errors in grammar, punctuation, spelling, and word usage. A well-written paper presented in a professional manner will convey the author's meaning in a clear, compelling, and convincing manner. Be sure your papers are reflective of your status as a university student and future business professional. If necessary, access the UA Writing Lab for tutoring BEFORE you submit your work. Assignments may be returned for revision which would likely result in point reduction. In extreme cases, unprofessional assignments may receive a grade of zero. Submit your best work the first time!
3. _Course Schedule:_ The schedule is tentative and is subject to change with appropriate notice to students.

Withdrawal Policy

- A student may drop a course through the 14th calendar day of a semester or proportionately equivalent dates during summer sessions, intersession, and other course terms. A "drop" will not appear on your transcript. The class simply "disappears."
- After the 14th calendar day period, students may withdraw from a course through "**My Akron**" until the 49th calendar day of a semester or proportionally equivalent dates during summer session, intersession, and other course terms. If you withdraw, a "WD" will appear on your transcript. You should know that _a withdrawal may affect your financial aid, eligibility for on-campus employment and eligibility for insurance_. Speak with your advisor for details.
- A student who leaves a course without completing the coursework and without going through the withdrawal procedure _will be given an "F"_ for the course.

Questions regarding your registration can be addressed by the Office of the Registrar, 330-972-5400. The official University Withdrawal Policy is located here.

For undergraduate students only:
- You must consult your academic advisor:
    - before withdrawing from more than two courses before you have earned 32 credits; and
    - before withdrawing from more than two courses after you have earned 32 credits but before you have earned 64 credits. (This does not count withdrawals that occurred before you earned 32 credits.)
- You may not withdraw from more than four courses before you have earned 64 credits.
- You may not withdraw from the same course more than twice.
- Exceptions may be made for extraordinary non-academic reasons (e.g., medical treatment or convalescence, military service).

Incompletes

An Incomplete grade indicates that the student has completed passing work but that some part of the work is, for good and acceptable reason, not complete at the end of the term. Failure to make up the omitted work satisfactorily by the end of the following term, not including summer sessions, converts the "I" to an "F." When the work is satisfactorily completed within the allotted time the "I" is converted to the grade that the student has earned. Permission to obtain an Incomplete is not common. Talk with your instructor and advisor about your specific situation.

Student Conduct and Community Standards

Professional and considerate behavior during class is expected. In addition, each student must submit his/her own work, or the work of the students and his/her assigned team members. Plagiarism of a case assignment will result in an immediate F for the assignment. Integrity of scholarship is essential for the university community. The University community is governed by the policies and regulations contained with the Code of Student Conduct and enforced by the Department of Student Conduct and Community Standards, Simmons Hall 302, (330) 972-6380. The University of Akron Code of Student Conduct can be downloaded here.

It is each student's responsibility to know what constitutes student misconduct and academic dishonesty, and to seek clarification directly from the instructor if necessary. Examples of misconduct and dishonesty include, but are not limited to:

- Plagiarism (intentional or unintentional representation of ideas or works of another author or creator, in whole or in part, without properly citing the original source for those ideas or works).
- Use of unauthorized assistance in taking quizzes, tests, or examinations.
- Submitting substantially the same work to satisfy requirements for one course or academic requirement that has been submitted in satisfaction of requirements for another course, without permission of the faculty member
- Use of sources prohibited by the faculty member in writing papers, preparing reports, solving problems, or carrying out other assignments.
- Inappropriate acquisition and/or improper distribution of tests or other academic materials without the permission of the faculty member.
- Engaging in any behavior specifically prohibited by a faculty member in the course syllabus or during class discussion.
- Knowingly furnishing false or misleading information to university officials or faculty members.
- Engaging in or threatening physical abuse, verbal abuse, threats, intimidation, harassment, coercion, and/or other conduct which threatens the welfare or safety of any person.
- Disorderly or disruptive conduct.
- Behavior that the student knew or reasonably should have known would cause a disruption or obstruction of teaching or research.

Students that are suspected of having violated the Academic Misconduct provision in the Code of Student Conduct, action will be taken as outlined in the Code of Student Conduct.

Accessibility Statement

Pursuant to University policy #33-59-20-01 subsection C, The University of Akron recognizes its responsibility for creating an institutional atmosphere in which students with disabilities can be successful. Any student who feels he/she may need an accommodation based on the impact of a disability should contact the Office of Accessibility at 330-972-7928 (v), 330-972-5764 (tdd) or access@uakron.edu. The office is in Simmons Hall Room 105.

Support

Technical Support

If you have technical questions or require technical assistance, we encourage you to review the variety of methods for obtaining support. You can contact the I.T. Help Desk directly at 330-972-6888 or support@uakron.edu.

Academic Support

The University of Akron provides both on ground and online help with writing and other content areas. More information is available on the Student Services tab in Brightspace.

Brightspace Apps

Brightspace offers two apps for students to complement your online courses. The Brightspace Pulse app is an app for your smartphone that makes it easier for you to stay on top of due dates, course announcements, grades and content updates. The Brightspace Binder app is for your tablet devices and allows you to download course materials to view offline and annotate with your own notes.

Onsite Tutoring in Writing: The Writing Commons, Writing Lab, and Writing Center

The University of Akron provides free tutoring in writing to currently enrolled students at two main campus locations as well as Wayne College.

Onsite Tutoring in Other Content Areas

The University of Akron provides free tutoring in many subject areas on main campus and at Wayne College.

eTutoring

The University of Akron also offers online tutoring, called eTutoring, which is provided through the Ohio eTutoring Collaborative. Students at The University of Akron have access to online tutoring in Writing, Accounting, Chemistry, Math (through Calculus II), and Statistics. The Online Writing Lab allows you to submit a draft of your paper to a tutor, ask for specific feedback, and receive your work back with a tutor's comments in approximately 24 to 48 hours. You may submit up to three drafts per paper. eChat will allow you to meet with a tutor in one-on-one tutoring sessions via a fully interactive, virtual online environment. Offline questions will allow you to leave a specific question for an eTutor, who will respond within 48 hours (but usually sooner). Select this link to learn more about eTutoring services.

Sexual Harassment Statement

The University of Akron is committed to providing an environment free of all forms of discrimination, including sexual violence and sexual harassment. This includes instances of attempted and/or completed sexual assault, domestic and dating violence, gender-based stalking, and sexual harassment. If you (or someone you know) has experienced or experiences sexual violence or sexual harassment, know that you

are not alone. Help is available, regardless of when the violence or harassment occurred, and even if the person who did this is not a student, faculty or staff member.

Confidential help is available. If you wish to speak to a professional, in confidence, please contact:

- Rape Crisis Center – www.rccmsc.org – 24 Hour Hotline: 877-906-RAPE Office Located in the Student Recreation and Wellness Center 246 and the office number is: 330-972-6328

- University Counseling and Testing Center – uakron.edu/counseling 330-972-7082

- University Health Services – uakron.edu/healthservices 330-972-7808

Please know most other University of Akron employees, including faculty members, are "responsible employees" under the law and are required to report sexual harassment and sexual violence. If you tell me about a situation, I will be required to report it to the Title IX Coordinator and possibly the police. You will still have options about how your case will be handled, including whether you wish to pursue a law enforcement or complaint process. You have a range of options available and we want to ensure you have access to the resources you need.

Additional information, resources, support and the University of Akron protocols for responding to sexual violence are available at uakron.edu/Title-IX.

TENTATIVE COURSE SCHEDULE			
Week	DATES	READINGS / CLASS ACTIVITIES	IMPORTANT DUE DATES
1	8/23-8/29	**Reading:** PoM Chapter 1: Introduction PoM Chapter 3: History, Globalization & Values-Based Leadership **Tasks:** • Complete the course orientation in Brightspace • Read the syllabus • Complete the syllabus quiz to unlock Module 1 • Introduce yourself to the class on Brightspace in the 'Classroom Conversations' forum	**Syllabus Quiz DUE 8/29**
2	8/30-9/5	**Reading:** PoM Chapter 4: Developing Mission, Vision & Values PoM Chapter 5: Strategizing PoM Chapter 7: Organizational Structure & Change PoM Chapter 8: Organizational Culture **Tasks:** • Complete Brightspace Module 1 • Complete Brightspace Module 2 • Complete Reading Quiz 1	**Reading Quiz 1 (1,3,4,5,7,8) DUE 9/3**
3	9/7-9/12	**Reading:** PoM Chapter 10: Leading People & Organizations PoM Chapter 11: Decision Making PoM Chapter 15: The Essentials of Control **Tasks:** • Complete Brightspace Module 3 • Complete Discussion Forum Activity 1: Managerial Control	**DFA1: Control DUE 9/12**
4	9/13-9/19	**Reading:** PoM Chapter 2: Personality, Attitudes & Work Behaviors PoM Chapter 6: Goals & Objectives PoM Chapter 9: Social Networks **Tasks:** • Complete Brightspace Module 4 • Complete Reading Quiz 2	**Reading Quiz 2 (2,6,9,10,11,15) DUE 9/17**

		TENTATIVE COURSE SCHEDULE	
Week	**DATES**	**READINGS / CLASS ACTIVITIES**	**IMPORTANT DUE DATES**
5	9/20-9/26	**Reading:** PoM Chapter 13: Managing Groups & Teams PoM Chapter 14: Motivating Employees Power Article posted **Tasks:** • Complete Brightspace Module 5 • Discussion Forum Activity 2: Power & Political Skill	**DFA2: Power DUE 9/26**
6	9/27-10/3	**Reading:** BE Chapter 1: Why Ethics Matter BE Chapter 6: What Employers Owe Employees BE Chapter 7: What Employees Owe Employers BE Chapter 11: Epilogue: Why Ethics Still Matter **Tasks:** • Complete Brightspace Module 6 • Discussion Forum Activity 3: Ethics & Leadership	**DFA3: Ethics DUE 10/3**
7	10/4-10/10	**Reading:** PoM Chapter 12: Communication in Organizations PoM Chapter 16: Strategic Human Resource Management Your Career in Business **Tasks:** • Complete Brightspace Module 7 • Prepare for Final Exam	**Reading Quiz 3 (12,13,14,16) DUE 10/8**
		FINAL EXAM (Comprehensive) **Exam window: at home using Respondus Lockdown** **Open 10/11 – 10/15**	