

**MARK 3520**  
**Competitive Positioning**

Fall 2020-21  
Course Syllabus  
Ver 24 September 2020

**INSTRUCTOR AND INSTRUCTIONAL ASSISTANT**

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**COURSE OBJECTIVES**

How does the market perceive your offering? How are you different from your competitors? Are you able to deliver value to your target markets? As the market situation dramatically changes across time, one has to understand how such dynamics influence buyers' preferences and competitive response, and should be able to present an appropriate value proposition in order to remain competitive.

On successful completion of this course, students should be able to:

- analyze evolving market issues arising from external environmental factors, market behavior, and competitor actions
- apply relevant analytical tools for a coherent analysis of the competitive market space
- construct a persuasive value proposition for a company's offering
- formulate proactive and reactive strategic options for effective marketing management that will help create a sustainable competitive advantage

This course is of a blended learning format. It utilizes a mix of online and face-to-face components to maximize students' learning.

- The Online Component provides students with the fundamental knowledge through an online self-study mode.
- The Face-to-Face Component utilizes the contact time to develop students higher order thinking.

**TEXTBOOK AND REFERENCE MATERIALS**

There is no prescribed textbook in this course. However, supplementary readings and cases will be assigned on occasion.

Students will go through a direct-competitive marketing simulation (MARKSTRAT) and will thus need to read and consult the *Markstrat* Participant Manual (provided on CANVAS or downloadable through the MARKSTRAT website).

<b>CLASS SCHEDULE AND DELIVERY</b>
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This is a Blended Learning course. It combines online course materials and opportunities for interaction with traditional face-to-face classroom sessions.

The schedule listing for this course is **Tuesday and Thursday, 4:30- 5:50 p.m.**, with a tutorial session on **Tuesday 7:00- 7:50 p.m.**

As part of the blended learning course design, one session of the week is devoted to traditional classroom learning, and the other session is allocated to online video viewing by the student.

- The classroom sessions are generally held on **Thursdays, 4:30- 5:50 p.m.** Please note, however, that there may be certain weeks when the classroom sessions may be switched to Tuesdays (e.g., Week 1) or may be held on both Tuesday and Thursday (last two weeks of the semester). These adjustments are duly noted on the class timetable at the end of this syllabus.
- In addition to the classroom sessions, students are required to watch the online video materials and perform the required online coursework / exercises/ quizzes. Online video resources for the week will be published not later than **4:30 p.m. on Tuesdays**, thus allowing students to work on the materials at their own pace.
- Tutorial sessions, scheduled on **Tuesdays 7:00- 7:50 p.m.**, will be utilized to serve one of the following purposes:
  - consultation sessions where students may ask questions regarding the class materials and/or seek advice on certain MARKSTRAT issues (*Attendance is optional*)
  - extra/make-up classes that we might need to assure complete coverage of the syllabus (*Attendance is required*)
  - Presentation times of the final group reports during the last two weeks of the semester (*Attendance is required*)

Since these are scheduled tutorials, you should treat each tutorial session as a class that requires attendance, unless otherwise stated (as optional). The nature of the tutorial session for the week shall be announced on the ANNOUNCEMENT page of CANVAS on the Monday preceding the tutorial.

The first three classroom sessions will be conducted in real-time interactive online mode (ZOOM meeting). We will switch to mixed mode/ hybrid delivery starting 28 September. *Please note that opportunities for face-to-face interactions and mixed-mode delivery in classes will depend on the pandemic situation and restrictions may need to be imposed at any time. You will be informed of any change(s) in the mode of instruction in a timely manner.*

**ONLINE (ZOOM) CLASS RULES AND GUIDELINES:**

1. Please join Zoom a few minutes earlier than the scheduled actual class start time as much as possible in order to avoid missing any class proceedings.
2. You should sign in with your full name and preferred name displayed on your video window, in the following format
 

<PREFERRED NAME> <Surname> <First Name>, e.g.  
RONNIE Chan Weng Li
3. Students are required to keep their video cameras on during the entire class. Failing to do so means risking loss of points for attendance and class participation.

4. Silence alarms and notifications on your device (phone, tablet, or computer) as these alarms can be heard on the background.
5. Mute your microphone unless you have been given permission to speak by the professor. Use the “raise hand” function if you have an urgent comment or question. Otherwise, you may use the chat function to send your comment and/or question to the professor. The professor will address said comments/ questions in a timely manner.
6. Do not use the chat function to send non-course-related messages (private and general).

<b>COURSEWORK AND ASSESSMENT</b>
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<i>Coursework</i>	<i>Weighting (%)</i>	<i>Individual/Team</i>
Term Test 1	20	Individual
Term Test 2	20	Individual
On-line Quizzes	5	Individual
In-class Exercises, Homework, and Pop Quizzes	10	Individual/ Team
Attendance and Class Participation	8	Individual
MARKSTRAT Performance (Scores benchmarked against the team’s final standing in terms of Stock Price Index)	15	Team (subject to iPeer assessment)*
MARKSTRAT Initial Plan	5	
Final Report on MARKSTRAT (Written and Oral Presentation)	15	
Research Experiment (part of the Department of Marketing Subject Pool)	2	Individual
<b>TOTAL</b>	<b>100%</b>	

\*Team activities will be peer-assessed to reflect individual contributions to the group effort.

*Letter grades will be assigned at the end of the semester based on the HKUST Grading Guidelines.*

## **MARKSTRAT**

Students, working in teams, will participate in a simulation specifically designed for teaching strategic marketing management concepts, highlighting the competitive positioning aspect of business management. The simulation provides a good setting for planning, control, feedback, and adaptation of marketing activities, and incorporates important strategic marketing and competitive positioning issues.

There will be one or two independent industries in each class, depending on the class size. Four to six firms (teams) will compete against each other within an industry.

### Decision Making

Each firm will submit a collective strategic marketing decision on designated dates. Decisions should be entered on the MARKSTRAT website (decision interface) not later than the specified time on the designated date. Check the timetable at the end of this syllabus for the detailed schedule.

Results for the period can be accessed through the MARKSTRAT website within two hours of the decision submission deadline, except in Period 8 where final results will be announced in-class on **01 December**. Students will have access only to their own company’s reports, and they need to authenticate their access by entering their respective passwords.

It is important that decisions are submitted on a timely basis as the period will roll over soon after the deadline expires. Thus, late submissions are not possible.

## Assessment

Students will be assessed based on their team's simulation performance, and final report.

### *Market Performance*

Teams will be awarded grades based on their performance (SPI) in their respective industries.

### *Initial Plan*

At the start of the simulation, each team shall submit a written plan that discusses the firm's

- understanding of the MARKSTRAT competitive environment
- initial objectives
- blueprint of the firm's strategies to achieve the above objectives

### *Final Report*

At the end of the simulation, each team will submit an 8-page (max) written report that discusses the firms

- short-term and long-term objectives and strategies
- overall performance analysis up to Period 7
- long-range strategic plans as it hands over the firm over to a new management team (Period 8 onwards).

Guidelines for report/ plan preparation will be published in a separate document on CANVAS.

The team's final written report and presentation files have to be uploaded on CANVAS not later than 12:00 noon on **23 November** (Monday).

Presentation dates are listed on the timetable at the end of this document.

## **In-class Exercises, Homework, Case Analysis, and Short Quizzes (Online and In-class)**

This coursework component includes graded in-class exercises, online submissions of exercises, and quizzes (both online and in-class).

Homework will be assigned from time to time, either on an individual basis or as a group work. This activity is designed to monitor the level of understanding of a past class discussion and/or to reinforce understanding of said topics. It may also be assigned to motivate your interest on the upcoming topic(s) for discussion. Homework answers should be uploaded on CANVAS, as instructed. Late submission is not acceptable.

Short/ pop quizzes are designed to evaluate your understanding of previous and/or current discussions, and are administered anytime during the class period. Online quizzes are scheduled every week and should be taken after watching the online video materials.

In-class exercises will typically require students to work in groups and answer questions based on given scenarios in a case or in their respective MARKSTRAT situations. Each team will then get some time (15-20 minutes) to discuss the assignment with one another. All groups should submit their answers on Canvas. All members of the team will receive the same marks for the in-class exercises. However, only team members who are present during the class will get credit for the exercise on a given session. *It is a requirement therefore that complete names of team members who participated in the exercise be written on the front page of the answer sheet, otherwise the team will not get credit for the submission.*

Following this, I will ask one group to provide the solution to the assignment. The other groups will be expected to add their comments and join in a discussion of the assignment.

A number of cases will also be assigned as pre-reading and will be discussed in class as scheduled.

## Attendance and Class Participation

Attendance during classroom sessions is required and is linked to your Class Participation grade. *Please note that your attendance may not be acknowledged if you switch off your video camera during Zoom online sessions, or if you fail to sign on the attendance sheet when face-to-face classes are in effect.*

Students are expected to participate in class discussion so they can learn from each other. Active involvement in learning increases what is remembered, how well it is assimilated, and how the learning is used in new situations. In making statements to peers about their own thoughts on a class topic, students must articulate those thoughts and also submit them to constructive examination by others. In listening to their peers, students hear different ways of interpreting and applying class material, and thus are able to integrate many examples of how to use the information.

Each student has an opportunity to earn a maximum of 4 class participation points every session, on a scale of 0 (lowest) to 4 (highest points), using the criteria below. The criteria focus on what you demonstrate and do not presume to guess at what you know but do not demonstrate.

Points	Criteria
0	<ul style="list-style-type: none"> <li>Absent.</li> </ul>
1	<ul style="list-style-type: none"> <li>Present, not disruptive.</li> <li>Tries to respond when called on but does not offer much.</li> <li>Demonstrates very infrequent involvement in discussion.</li> </ul>
2	<ul style="list-style-type: none"> <li>Demonstrates adequate preparation: knows basic case or reading facts, but does not show evidence of trying to interpret or analyze them.</li> <li>Offers straightforward information (e.g., straight from the case or reading), without elaboration or very infrequently (perhaps once a class).</li> <li>Does not offer to contribute to discussion, but contributes to a moderate degree when called on.</li> <li>Demonstrates sporadic involvement.</li> </ul>
3	<ul style="list-style-type: none"> <li>Demonstrates good preparation: knows case or reading facts well, has thought through implications of them.</li> <li>Offers interpretations and analysis of case material (more than just facts)</li> <li>Contributes well to discussion in an ongoing way: responds to other students' points, thinks through own points, questions others in a constructive way, offers and supports suggestions that may be counter to the majority opinion.</li> <li>Demonstrates consistent ongoing involvement.</li> </ul>
4	<ul style="list-style-type: none"> <li>Demonstrates excellent preparation: has analyzed case exceptionally well, relating it to readings and other material (e.g., readings, course material, discussions, experiences, etc.).</li> <li>Offers analysis, synthesis, and evaluation of case material, e.g., puts together pieces of the discussion to develop new approaches that take the class further.</li> <li>Contributes in a very significant way to ongoing discussion: keeps analysis focused, responds very thoughtfully to other students' comments, contributes to the cooperative argument-building, suggests alternative ways of approaching material and helps class analyze which approaches are appropriate, etc.</li> <li>Demonstrates ongoing very active involvement.</li> </ul>

Your total Class Participation points will be determined at the end of the semester, and will contribute towards 8 percentage points of your grade.

## PEER ASSESSMENT

To ensure equal participation in and contribution to team-based activities, a peer assessment system will be in place. Each student is required to evaluate his/ her team members' performance/contribution to the team via the *iPeer* system. The student will also conduct self-evaluation, although the self-evaluation score will not contribute towards the calculation of the student's average evaluation score.

In addition to the numerically-scaled assessment, the student should input his/ her qualitative evaluation/ comments, especially in cases where his/ her assessment of a teammate's contribution is low.

Evaluation criteria include:

- Attendance during team meetings/ activities
- Quality of input/ work done
- Volume of work contributed
- Overall contribution to the group deliverable

Each student is required to participate in this exercise for two events:

- MARKSTRAT decision-making
- MARKSTRAT Final Report preparation

Evaluators should include qualitative comments/ evaluation especially in case where extreme scores were assigned to the member being evaluated.

The *iPeer* events will open and close on specific dates as indicated in the timetable at the end of this syllabus. A student who fails to submit his/her peer assessment on time will automatically earn a significant mark deduction in that particular coursework component.

Individual peer assessment scores will be released on CANVAS after the closing date. The students will then have an opportunity to raise any concern about their peer assessment scores within a given period of time. No queries or challenges will be entertained after the designated cut-off date for raising queries. Please refer to the timetable at the end of this syllabus for the exact dates and times.

## TERM TESTS

Two term tests will be administered within the semester. The tests will be conducted online using the CANVAS platform. You are allowed to use notes (printed or electronic), but **you may not access any other website other than canvas/site where your notes are stored in.** You may not communicate with any other person in any means. Specific instructions will be given as the test date gets closer.

Tests will be held during regular class hours on **Thursdays**. The test dates are:

**15 October**

**19 November**

The test format will be a combination of Multiple Choice and short-answer/ discussion questions or problems related to MARKSTRAT and/ or a given mini-case.

## RESEARCH EXPERIMENT

Students enrolled in this class are expected to earn 2 research credits (worth 2% of the grade). This can be done through participation in 2 *marketing experiments* (of 1 hour each) OR by completing 2 *research assignments*.

Marketing *experiments* will be scheduled throughout the semester and students can sign up for these experiments. Instructions on how to sign up will be given to you once the add/drop period is over. You will receive an email giving you the instruction. Instructions will also be posted on your course website. (It is your responsibility to familiarize yourself with the procedures so you are notified of experiments when they are posted). Note that all research experiments begin on time and if you are late, you will miss your chance. If you sign up and then fail to show up (and this occurs several times), you might be blocked from further participation.

If you choose to do research *assignments*, you can pick them up from the Marketing Department Office (pick-up schedule to be announced). These assignments can be turned in on the last day of class to the MARKETING MAIN OFFICE. Please do not give it to me (your instructor) since they are evaluated by the department.

*Note that the department requires that students earn 2 research credits for each marketing elective that they are enrolled in. Given that a few of you are enrolled in multiple marketing electives, the department has placed a cap on the number of research credits (experiments/assignments) you have to do. The maximum that each student does is 4 experiments/assignments. Thus, if you are enrolled in three marketing classes, you do NOT have to do 6 experiments or 6 assignments.*

## ACADEMIC INTEGRITY

Academic integrity is a critical value of the university community. Integrity violations destroy the fabric of a learning community and the spirit of inquiry that is vital to the effectiveness the University. I have absolutely no tolerance for cheating and there are no acceptable excuses. Anyone caught cheating or plagiarizing in any form will fail the class. Plagiarism is copying anything from another source without citing that source.

Assignments identified as individual tasks must be completed without the assistance of others. For assignments identified as group work, it is expected that all members of the group will have contributed to the final output, and that only members of the group will have contributed to that output.

Extreme care must be taken to avoid passing of other's work as one's own. You are required to provide appropriate citations when you use ideas and arguments or otherwise draw on others' work.

Tests are to be written without the assistance or help of others during the exercise.

In general, any student who violates academic integrity, through such activities as duplication of another students' work in whole or in part, plagiarism, etc. or other means of cheating, will receive an F for the course. There is no honor in taking someone's work as your own.

The HKUST Academic Integrity site can be accessed at <https://acadreg.ust.hk/generalreg.html>

**CLASS TIMETABLE (TENTATIVE)**

Week	Date	Instruction Mode	Topic	In-class Exercises, HW, Cases	MARKSTRAT	Notes
Week 01	08 Sept	In-class	<ul style="list-style-type: none"> <li>Intro to the course</li> <li>Motivation for Competitive Positioning</li> </ul>			
	10 Sept	Online	1.1 Sources of Positional Benefits 1.2 Going for the Win: Marketing Performance Metrics 1.3 Developing a Sustainable Competitive Advantage 1.4 Value Analysis: The Fundamental Value Equation 1.5 Types of Positional Advantage	Online Quiz #1		
Week 02	15 Sept	Online	2.1 The Marketing Environment: 5Cs Analysis 2.2 Porter's Five Forces Framework 2.3 SWOT Analysis as a Prioritization Tool 2.4 Market Measurement and Forecasting 2.5 The Value of Information in Competitive Positioning	Online Quiz #2		
	17 Sept	In-class	<b>Case Discussion</b>	<b>Case Ray-o-vac</b>		
Week 03	22 Sept	Online	3.1 Why We should Understand Customer Behavior 3.2 The Customer Decision-making Process 3.3 Needs Analysis 3.4 Consumer Judgment and Decision Making 3.5 Managing the Customer Experience 3.6 Introduction to MARKSTRAT	Online Quiz #3		
	24 Sept	In-class	<ul style="list-style-type: none"> <li>MARKSTRAT Briefing</li> </ul>			
Week 04	29 Sept	Online	4.1 The Value and Goals of Competitor Analysis 4.2 Defining the Competitive Arena 4.3 Identifying Competitors 4.4 Analyzing Competition 4.5 Components of Competitor Analysis	Online Quiz #4		
		Tutorial Session (Online)	<ul style="list-style-type: none"> <li>MARKSTRAT Briefing cont'd</li> </ul> <b>ATTENDANCE REQUIRED</b>			
	01 Oct	<b>Holiday</b>			Decision 1 due 02 Oct (Friday) 11:00 p.m.	

Week 05	06 Oct	Online	<p>5.1 Value Proposition and its Role in Competitive Positioning</p> <p>5.2 The Major Components of a Value Proposition</p> <p>5.3 Developing Value Proposition and Positioning Statements</p> <p>5.4 Strategic Implications of Value Proposition and Positioning Statement</p> <p>5.5 MARKSTRAT Instructions/ Hints for Period 2 Decision – Perceptual Mapping</p>	Online Quiz #5	MARKSTRAT Initial Plan due Tuesday, 06 Oct @11 p.m.	
		Tutorial Session (Online)	<ul style="list-style-type: none"> <li>MARKSTRAT Debriefing for Period 1 Results</li> <li>MARKSTRAT Instructions for Period 2</li> </ul> <p><b>ATTENDANCE REQUIRED</b></p>			
	08 Oct	In-class	<ul style="list-style-type: none"> <li>Positioning</li> </ul>		Decision 2 due 09 Oct (Friday) 11:00 p.m.	
Week 06	13 Oct	Online	<p>6.1 Product Life Cycle (PLC)</p> <p>6.2 Marketing Mix Strategies Across the PLC</p> <p>6.3 Product Portfolio Management</p> <p>6.4 BCG Growth-share Matrix</p> <p>6.5 Brand Development</p> <p>6.6 MARKSTRAT Instructions/ Hints for Period 3 Decision- Marketing- RD Interface</p>	Online Quiz #6		
		Tutorial Session (Online)	<ul style="list-style-type: none"> <li>MARKSTRAT Debriefing for Period 2 Results</li> <li>MARKSTRAT Instructions for Period 3</li> </ul> <p><b>ATTENDANCE REQUIRED</b></p>			
	15 Oct	In-class	<b>Term Test 1</b>		Decision 3 due 16 Oct (Friday) 11:00 p.m.	
Week 07	20 Oct	Online	<p>7.1 Price as A Positioning Tool</p> <p>7.2 Break-even Analysis</p> <p>7.3 Industry Pricing and Price Elasticity of Demand</p> <p>7.4 Value Pricing for Differentiation</p> <p>7.5 Price Adjustment Strategies and Transactional Pricing</p> <p>7.6 MARKSTRAT Instructions/ Hints for Period 4 Decision- Utilizing Approved R&amp;D Projects (New Brands or Brand Modification?)</p>	Online Quiz #7		
		Tutorial Session (Online)	<p>Consultation</p> <p><b>ATTENDANCE OPTIONAL</b></p>			
	22 Oct	In-class	<ul style="list-style-type: none"> <li>MARKSTRAT Debriefing for Period 3 Results</li> <li>MARKSTRAT Instructions for Period 4</li> <li>Target Marketing</li> </ul>		Decision 4 due 23 Oct (Friday) 11:00 p.m.	

Week 08	27 Oct	Online	<p>8.1 Differentiation Through Distribution</p> <p>8.2 The Concept of Service Outputs</p> <p>8.3 Managing Service Output Demand and Service Output Supply</p> <p>8.4 Developing the Channel Structure</p> <p>8.5 Channel Coordination and Conflict</p> <p>8.6 MARKSTRAT Instructions/ Hints for Period 5 Decision</p>	Online Quiz #8		
		Tutorial Session (Online)	Open (TBA whether OPTIONAL or REQUIRED ATTENDANCE)			
	29 Oct	In-class	<ul style="list-style-type: none"> <li>MARKSTRAT Debriefing for Period 4 Results</li> <li>MARKSTRAT Instructions for Period 5</li> </ul> <p><b>Case Discussion</b></p>	<p><b>Case 2</b></p> <p><i>Evoo Spring Spa</i></p>	<p>Decision 5 due 30 Oct (Friday) 11:00 p.m.</p>	
Week 09	03 Nov	Online	<p>9.1 Integrated Marketing Communication's (IMC) Role in Positioning</p> <p>9.2 Objectives of IMC</p> <p>9.3 Promotional Tools for Positioning</p> <p>9.4 Steps in Developing an IMC Program</p> <p>9.5 Formulating the Advertising Strategy</p> <p>9.6 Measuring Performance of Promotional Strategies</p> <p>9.7 MARKSTRAT Instructions/ Hints for Period 6 Decision</p>	Online Quiz #9		
		Tutorial Session (Online)	Open (TBA whether OPTIONAL or REQUIRED ATTENDANCE)			
	05 Nov	In-class	<ul style="list-style-type: none"> <li>MARKSTRAT Debriefing for Period 5 Results</li> <li>MARKSTRAT Instructions for Period 6 Decision-making</li> <li>Price Elasticities</li> </ul>		<p>Decision 6 due 06 Nov (Friday) 11:00 p.m.</p>	
Week 10	10 Nov	Online	<p>10.1 Porter's Generic Strategy: Differentiation</p> <p>10.2 Porter's Generic Strategy: Cost Leadership</p> <p>10.3 Market Niche Strategy</p> <p>10.4 Miles and Snow Strategic Typology: Pioneers and Followers</p> <p>10.5 Identifying Core Competency: Value Disciplines for Market Leaders</p> <p>10.6 MARKSTRAT Instructions/ Hints for Period 7 Decision</p>	Online Quiz #10		
		Tutorial Session (Online)	Open (TBA whether OPTIONAL or REQUIRED ATTENDANCE)			
	12 Nov	In-class	<ul style="list-style-type: none"> <li>MARKSTRAT Debriefing for Period 6 Results</li> <li>MARKSTRAT Instructions for Period 7 Decision-making</li> </ul> <p><b>Case Discussion</b></p>	<p><b>Case 3</b></p> <p><i>Sealed Air Corporation</i></p>	<p>Decision 7 due 13 Nov (Friday) 11:00 p.m.</p>	

Week 11	17 Nov	Online	<p>Best practice examples of Positioning Strategies 1</p> <p>11.1 Break-away Positioning- Marketing Success Through Understanding Consumer Behavior</p> <p>11.2 Pioneering Strategy- Using Product as a Source of Positional Advantage</p> <p>11.3 Follower Strategy</p> <p>11.4 Late Entrants</p> <p>11.5 Hardball: Killer Strategies for Defeating Competition</p> <p>11.6 MARKSTRAT Instructions/ Hints for Period 8 Decision</p>	Online Quiz #11		
		Tutorial Session (Online)	Open (TBA whether OPTIONAL or REQUIRED ATTENDANCE)			
	19 Nov	In-class	<b>Term Test 2</b>		Decision 8 due 20 Nov (Friday) 11:00 p.m.	iPeer starts on 18 Nov (9:00 AM)
Week 12	24 Nov	Online	<p>Positioning Mistakes</p> <p>12.1 Underestimating Competitors</p> <p>12.2 New Product Failures</p> <p>12.3 Price Wars</p> <p>12.4 Recovering from Channel Misfit</p> <p>12.5 Stuck in the Middle</p> <p>13.1 When Pioneering Is Not an Advantage</p> <p>13.2 Curveball: Strategies to Fool Competition</p> <p>13.3 Defensive Marketing</p> <p>13.4 Is There Life After Death? Rejuvenation Strategies</p> <p>13.5 Most Common Marketing Mistakes</p>	Online Quiz #12	<p>23 November (12:00 n)</p> <ul style="list-style-type: none"> <li>MARKSTRAT Final Written Report uploaded on CANVAS</li> <li>MARKSTRAT ppt files uploaded on CANVAS</li> </ul>	
		Tutorial Session	Report Presentation <b>ATTENDANCE REQUIRED</b>			Class meets during Tutorial Session for Report Presentation
	26 Nov	In-class	Report Presentation			23 November (11:00 p.m.)- Closing date of iPeer Assessments
Week 13	01 Dec	In-class	Report Presentation <b>MARKSTRAT Final Results Released</b>			
		Tutorial Session (Online)	Open (TBA whether OPTIONAL or REQUIRED ATTENDANCE)			
	03 Dec	In-class	Course Summary and Conclusion			<p>04 December (9:00 a.m.)- Peer assessment scores released on CANVAS.</p> <p>07 December (5:00 p.m.)- cut-off for any queries regarding iPeer scores</p>