
MOS 2181B Organizational Behaviour
Course Outline: Section 001 / Winter 2014

1. Course Information

1.1. Class Location and Time:

Room: KB-K106

Tuesdays 2:30pm-5:30pm

1.2. Instructor:

Sarah Ross, PhD

Office:

SSC 4434 (desk 16)

Office Hours:

Tuesdays 1:00 pm-2:00pm and Wednesdays 5:30pm-6:30pm

Main MOS Office Phone: 519-661-2051

Email:

Please communicate with professor using the OWL e-mail system; it is read daily and will be the only vehicle used to communicate with students in this class. You are urged to read your owl email often.

Website Address:

See course site on Owl portal <https://owl.uwo.ca/portal>

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

2. Calendar Description

2.1. The purpose of this course is to study human behaviour in organizations from the individual, group and organizational levels of explanation.

3 lecture hours, 0.5 course

2.2. Antirequisite(s): MOS2180

2.3. Prerequisite(s): Enrolment in MOS

2.4. Senate Regulations state, "Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

3. Textbook

- 3.1 Textbook (required):** Johns, G., & Saks, A. M. (2014). Organizational Behaviour: Understanding and Managing Life at Work (9th ed.). Toronto: Pearson. ISBN 9780132161121

The publishers do not print a study guide but they include link to a website that corresponds to your textbook www.mymanagementlab.com - each textbook comes with an access code from the publisher. The website provides several additional resources such as online quizzes. Please note that the multiple-choice questions provided on the website are often simpler than the ones used on your tests.

4. Course Objectives, Outcomes and Format

4.1. Course Objectives

This course introduces multidisciplinary approaches to human behaviour in organizational settings. Attention will be paid to public and private sector organizations as well as those that operate within a profit and not-for-profit environment. A variety of contemporary issues will be examined from the perspective of the manager as well as those of the worker, the client and the citizen.

Accordingly, the major objectives of Management and Organizational Studies 2181 are:

- To provide an overview of the influential theoretical perspectives and research findings in the field of organizational behaviour;
- To offer a set of conceptual frameworks, methodological approaches, and analytical skills which are useful in increasing our understanding of human behaviour in organizations;
- To provide opportunities to practice the use of these conceptual frameworks through their application to organizational problems;
- To challenge the student to think analytically and creatively about significant issues facing organizational stakeholders now and in the future.

4.2. Course Outcomes

Upon completion of this course, the student will be able to:

1. Identify, explain and predict individual behaviour within various workplace situations; recognize and correct workplace situations that are experiencing inadequate levels of employee performance, (i.e those behaviours that can prevent the achievement of organizational goals).
2. Recall and apply appropriate evidence-based OB principles that accurately explain and assist in correcting dysfunctional workplace behaviour.
3. Memorize and restate, with a high degree of accuracy, specific OB research findings as they apply to the contemporary workplace.
4. Compare and contrast between North American cultural values, principles, and theories from those that exist in global markets.
5. Describe legal, ethical and socially responsible management practices as they relate to the Canadian workplace.
6. Evaluate and develop recommendations based on evidence for the type of assistance required from the HR Department to effectively recruit, select and orientate new employees so as to have a 'better fit'; thus contributing to a more productive workforce.
7. Investigate and prescribe which of the motivational theories would be most effective in enhancing employee productivity given certain workplace situations.

8. Differentiate between the various leadership models; explain the correlation between a leaders' vision/philosophy/values and how such become formalized vis-à-vis organizational design, structure and culture.
9. Describe the possible distortions of individual behaviour that can occur as a result of working in a strong group environment; especially as it relates to the socialization process.
10. Understand the internal and external pressures forcing change within organizations; articulate the metamorphosis towards more globalized organizations and the increased need for stronger people-oriented management.

4.3. Course Format

There are several sections of MOS2181 being taught this semester; although all follow a common curriculum, each operates under a unique format. You must attend the section in which you are registered. **The various sections taught by various teachers use diverse methodology/delivery techniques and are NOT interchangeable.**

5. Evaluation

5.1.

Exam	% of final grade	Date
Module #1 Exam – multiple choice only	25	February 4
Module #2 Exam – multiple choice only	25	March 11
Module #3 Exam – multiple choice + short answer	30	April Exam Period
In Class Assignments (7 @ 2 points each) and one Integrated Case Study Assignment (6 points total) – 10 possible evidence-based written exercises.	20	Assignments may vary from section to section throughout semester at the discretion of individual professor.
TOTAL	100%	

Student evaluation will be based on three **exams** (two in-class exams, one exam scheduled during the April exam period) and ongoing assessment by way of evidence based written assignments – and will vary between sections. Please note that in order to comply with HRPAs guidelines for course equivalency, exam three will be comprehensive in format; covering all material from entire course . All exams will be closed book – no books, notes, calculators, electronic dictionaries, or aids of any type will be allowed. **Please bring your UWO student card to the exams.**

The structure of the first two exams will consistently be made up entirely of multiple-choice questions. The third exam will consist of both multiple-choice and short answer written responses. The structure of the on-going assessment activity will vary by sections but can include (but not limited to) spot quizzes, online discussions, case studies and/or short answer written response questions.

You will have a maximum of 2 hours to complete the first two exams. The third exam will be 3 hours in length. All exams will test your knowledge of the textbook and course material. **Dictionaries are NOT allowed into the examinations. Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your professor to check your calculator.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed in the instructor's office.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades will **NOT** be allowed.

Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

6. Lecture and Examination Schedule

MOS2181 – 001 is held Tuesday afternoons from 2:30pm-5:30pm in Room KB-K106.

Exam 1 will be held on February 4th, Exam 2 will take place March 11th and Exam 3 will take place during the April exam period and will be scheduled by the Registrar's Office. Students are encouraged to check for any conflicts that may occur during scheduled exam times and report such conflicts to your instructor first; then have the conflicts confirmed by a Social Science counsellor (Social Science Academic Counselling Office, Room 3207, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384). The counsellor will send an email of such to your professor allowing for a make-up exam to take place in the future. Without counsellor approval, no make-ups are allowed.

A tentative schedule for this course appears below and continues onto the next page. There may be departures from this list as some topics take up more (or less) time than is scheduled. Posting of notes may vary by section, it is up to each student to note such details. Readings may be expanded upon by way of online discussions, videos and/or class discussions (in those sections where applicable). Following this schedule is the responsibility of each student. All the assigned material (whether online or in-class lectures) should be expected on all assessments and evaluations. There will be evidence-based written assignments given at various points throughout the semester; although they do not appear on the schedule below, students should expect to receive such assignments throughout the semester.

MOS2181B-001 – WINTER 2014 CLASS SCHEDULE

Date of Class	Topic(s)	Textbook Readings
MODULE #1- Introduction & Individual Behaviour:		
Week #1 January 7	Organizational Behaviour and Management	Chapter 1
	Research in Organizational Behaviour	Appendix (pages 603-618)
Week #2 January 14	Personality and Learning	Chapter 2
	Perception, Attribution, and Diversity	Chapter 3
Week #3 January 21	Values, Attitudes, and Work Behaviour	Chapter 4
Week #4 January 28	Theories of Work Motivation	Chapter 5
	Motivation In Practice	Chapter 6
Week #5 February 4	Exam 1	Exam 1 will cover all the material in Module #1 of the course
MODULE #2 - Social Behaviour & Organizational Processes:		
Week #6 February 11	Groups and Teamwork	Chapter 7
	Social Influence, Socialization, and Culture	Chapter 8
February 18	READING WEEK—NO CLASSES	
Week #7 February 25	Leadership	Chapter 9
Week #8 March 4	Communication	Chapter 10
Week #9 March 11	Exam 2	Exam 2 will cover all the material in Module #2 of the course
MODULE #3 - Processes (continued) & The Total Organization:		
Week #10 March 18	Decision Making	Chapter 11
Week #11 March 25	Power, Politics and Ethics	Chapter 12
Week #12 April 1	Conflict and Stress	Chapter 13
	Organizational Structure	Chapter 14
Week #13 April 8	Organizational Change, Development, and Innovation	Chapter 16
April Exam Period (TBA)	Exam 3	Exam 3 will cover all material from all modules.
Please Note: The last day to drop MOS2181 without academic penalty is March 7, 2014.		

7. University Policy Regarding Illness

7.1. Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

1. Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf

Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.

- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.
- In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offence and you will be subject to academic sanctions.

Please see Academic Information section of the online 2013 Academic Calendar <http://www.westerncalendar.uwo.ca/2013/pg111.html> for information on the following:

Academic Rights and Responsibilities

- Student academic appeals
- Scholastic discipline for undergraduate students
- Penalties
- Academic sanctions
- Code of student conduct
- Absences due to illness
- Academic accommodation for students with disabilities
- Religious holidays
- Political candidacy of students

Academic Policies/Regulations

- Course structure
- Scheduling of assignments, tests, final examinations
- Special/supplemental examinations
- Incomplete standing

Registration

Adding/dropping courses

2. Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

3. Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.) A form to be completed by off-campus physicians is available at: <http://counselling.ssc.uwo.ca/docs/procedures/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

7.2. Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office). Students are responsible for contacting their professor ***IN ADVANCE*** if they are unable to write an exam for any reason. Exams must be written on the scheduled dates unless you have a legitimate excuse recognized by university admission. Valid reasons include medical or compassionate reasons, and must be substantiated by proper documentation (e.g., a medical certificate). A student who misses a regularly scheduled exam for any other reason, or who is unable to justify a claim, will be assigned a zero for that exam. All necessary supporting documentation must be submitted in a timely fashion.

7.2.1. Term Examinations

- If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
- Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
- Make arrangements with your professor to reschedule the test.
- The Academic Counselling Office will contact your instructor to confirm your documentation.

7.2.2. Final Examinations

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

- You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
- If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
- Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
- You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

7.3. Attendance

7.3.1. It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

8. University Policy on Cheating and Academic Misconduct

8.1. Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their

paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room WSS 3135, Western Student Services Building, (519) 661-3573 x83573 or ombuds@uwo.ca

- 8.2.** Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.
- 8.3.** The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

8.4. Scholastic Offences include, but are not limited to, the following:

- Plagiarism, which may be defined as "The act or an instance of copying or stealing another's words or ideas and attributing them as one's own." Excerpted from Black's Law Dictionary, West Group, 1999, 7th ed., p. 1170.

This concept applies with equal force to all assignments, including laboratory reports, diagrams, and computer projects.

Students wishing more detailed information should consult their instructor, Department Chair, or Dean's Office. In addition, they may seek guidance from a variety of current style manuals available in the University's libraries. Information about these resources can be found at <http://www.lib.uwo.ca/services/styleguides.html>

- Cheating on an examination or falsifying material subject to academic evaluation.
- Submitting false or fraudulent assignments or credentials; or falsifying records, transcripts or other academic documents.
- Submitting a false medical or other such certificate under false pretenses.
- Improperly obtaining, through theft, bribery, collusion or otherwise, an examination paper prior to the date and time for writing such an examination.
- Unauthorized possession of an examination paper, however obtained, prior to the date and time for writing such an examination, unless the student reports the matter to the instructor, the relevant Department, or the Registrar as soon as possible after receiving the paper in question.
- Impersonating a candidate at an examination or availing oneself of the results of such an impersonation.
- Intentionally interfering in any way with any person's scholastic work.

- Submitting for credit in any course or program of study, without the knowledge and written approval of the instructor to whom it is submitted, any academic work for which credit has been obtained previously or is being sought in another course or program of study in the University or elsewhere.
- Aiding or abetting any such offence.

In addition to any proceedings within the University, evidence of wrongdoing may result in criminal prosecution.

No books, crib notes, calculators, computers, or other paraphernalia that can be considered suspicious should be brought into exams.

No electronic devices, including cell phones, will be allowed during exams.

9. Procedures For Appealing Academic Evaluations

- 9.1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

10. Student Responsibilities

- 10.1. Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

10.2 In Class Assignments & Contribution

1. As stated in UWO Policy on Accommodation for Medical Illness, for any class work worth less than 10% of the total course grade, it is up to the instructor to determine if a makeup will be allowed contingent on medical documentation supplied by the student to the university. You are encouraged to review: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf if you are not able to participate and contribute to an in-class assignment for medical or not medical reasons, then proper documentation must be submitted by the student directly to the appropriate Faculty Dean's office and not to the instructor. It will be the Dean's office that will determine if accommodation is warranted.

2. If the Deans' office agrees to allow accommodation, then the instructor will make arrangements with the student directly to complete the work within a specified period of time.
3. Contribution to class discussion and group effort between other members of the class may place a significant role in some assignments; if this is the case, then it may not be possible to reissue or allow an individual makeup of said assignment. This speaks to the normative expectation in management education that class members will prepare for class, attend class, and contribute to class discussion and exercises. This is based on linkages between attendance and academic performance as well as your obligation to your peers to be well-informed and positively engaged.
4. Time spent together within a learning community (either in class or online) represents a valuable, scarce resource, and the quality of the collective experience depends to a very great extent on the value of our individual contributions to the rest of the class. At a minimum, we ought to attend class, be prepared and engage in courteous, respectful dialogue with each other. We may also promote discussion in line with the principles discussed in Bonnycastle (1996), create opportunities for others to contribute, clarify abstract or difficult points, or be helpful to the group in any number of ways.

11. Support Services

11.1. Support Services

The Registrar's office can be accessed for Student Support Services at

<http://www.registrar.uwo.ca>

Student Support Services can be reached at: <http://westernusc.ca/services/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

- 11.2.** Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

12. Other Issues

12.1. Grade Policy

The DAN Program has a grade policy which states that for courses in the 1000-2999 range, the class average must fall between 65% and 70% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

12.2. Short Absences

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

12.3. Extended Absences

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

12.4. Academic Concerns

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

FAILED YEAR

Procedures for completing a *Waiver of the Progression Requirements* are outlined on the UWO website. (DEADLINE IS JUNE 30). For the BMOS Waiver of Progression Requirements go to:

http://counselling.ssc.uwo.ca/procedures/required_to_withdraw.html

Forms are available at: <http://counselling.ssc.uwo.ca/docs/procedures/BMOSApealForm.pdf>

In your petition letter, you must address all of the following questions:

- What were the extenuating circumstances which contributed most significantly to your poor academic performance.) When did the problem(s) arise? Appropriate supporting documentation (e.g., medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.
- Answer the following questions:
 1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
 2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
 3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
 4. Approximately what percentage of classes did you attend in each course?
 5. What assignments/tests/labs/quizzes/exams did you complete in each course?
 6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
 7. Please list the final grade earned in each course in which you were registered during the past academic year.
- Why do you think you would be successful in University-level academic studies, if your petition was granted?
- What are your academic goals?
 1. What is your long-term degree/program objective?
 2. In what specific program do you wish to register during the coming year?
 3. What specific courses do you wish to take during the coming year?

NOTE: In (2) and (3), do not list courses or programs for which you are not currently eligible. You must check the prerequisites for the program and courses you wish to take.

12.5. Important Dates:

Monday January 6: Classes resume
Monday February 17: Family Day
February 17 – 21: Reading Week
Tuesday April 8: Classes end
April 9–10: Study Days
April 11 – 30: Final exam period
Friday April 18: Good Friday

13. Other Information

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: http://www.uwo.ca/univsec/academic_policies/index.html

Section Syllabus Designed By:

Sarah Ross

October 22, 2013

Name

Date