



CENTRE D'ETUDES FRANCO-AMERICAIN
DE MANAGEMENT LYON AND USA

CEFAM UNDERGRADUATE COURSE CATALOGUE 2025-2026



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CEFAM ACADEMIC POLICIES and PROCEDURES

ATTENDANCE POLICY

Students at CEFAM are expected to attend all courses for which they are registered. Class attendance is mandatory and followed closely by CEFAM Faculty and Administration.

CEFAM's attendance policy is the following:

- Classes begin once roll has been called by the professor.
- Once the door has been closed by the professor, NO STUDENT may enter the classroom. Any student who wishes to provide an explanation concerning his/her delay should report to the Administration. Please note that the student WILL NOT GAIN ADMITTANCE by doing so.
- In case of absence, students must provide a medical certificate attesting to illness within 8 days of the absence. No justification for absence will be accepted after that time.
- Each professor establishes his or her own policy concerning class absences. All policies, however, are based on the same common principles: EMPHASIS on the importance of each assignment, presentation, quiz, reports, etc. completed during the semester; REINFORCEMENT of the absolute need for regular class attendance and participation; DESIRE to help each student succeed in passing the class. Each professor will clearly state his or her attendance policy in the course syllabus (available on CEFAM's ecampus).

A "justified" absence is still considered an absence; students are responsible for the work assigned (or due) and the information covered whether or not they are present in a given class session.

EXAM POLICY

CEFAM considers any form of academic dishonesty to be reprehensible and believes that dishonest behavior of any kind reduces a student's chances of success professionally and academically.

Some examples of academic dishonesty which will result in severe sanctions include, but are not limited to:

- All forms of plagiarism from any source (text books, internet, another student's work, etc.),
- Any form of communication (through speaking, writing, or gestures) during examinations,
- Any behavior expressly prohibited by the professor or the administration during examinations,
- The presence of any object or document expressly prohibited by the professor or the administration during examinations,
- The presence of cell phones or other electronic devices during examinations.

Student who violate CEFAM's policy expose themselves to sanctions ranging from an F in the course to being immediately and permanently expelled from **CEFAM**. The appropriate sanction will be decided on by CEFAM's disciplinary counsel.

CEFAM's academic dishonesty policy is clearly stated in the academic contract signed by students when they confirm enrolment at CEFAM. Enrolment and registration at CEFAM imply understanding and acceptance of all CEFAM policies.

Absolutely no late arrivals will be tolerated for exams; any student who arrives after the exam room door has been shut will automatically receive an F for the exam.

In the case where a student is absent for an exam due to extenuating, extreme, and verifiable circumstances, the administration, with the professor concerned, will decide what measures are to be taken.

COURSE REGISTRATION

Students are registered in classes upon reception of their learning agreement, from their home institution, signed by the students and their academic Advisor.

If the student wants to drop a class or to make a change, he/she can do so with the approval of his/her Academic Advisor who will send his/her agreement to CEFAM.

Students can only drop a course from their program with no financial or academic penalty during the first week of the semester (Fall semester 25: before Sept. 5, 2025 at 5:00pm / Spring semester 26: before Jan. 16, 2026 at 5:00pm / Summer session 2026: before May 15, 2026 at 5:00pm).

Students may withdraw from a course after the first week of classes and until October 10, 2025 for the Fall semester, until February 13, 2026 for the Spring semester and until May 22, 2026 for the summer session. In the case of a course withdrawal, a W will appear on the student's transcript, the course will be billed and the class will have to be retaken by the student. In order to do so students must show the approval of their home institution to the Administration of CEFAM before being able to withdraw a class.

After these dates, it is no longer possible to drop or withdraw from a course for any reason.

GROUP and/or SCHEDULE MODIFICATION

Under no circumstances are CEFAM students permitted to change their group assignment or modify their course registration or schedule on their own. Professors are not authorized either to decide group or schedule changes, nor may they accept students' decisions, without previous authorization from the administration.

**Hélène KAYSER and Kaori TSUJIOKA are the only people
authorized to make a group or schedule change.**

In the case of modification, a document confirming the change will be provided to faculty.

GRADING SYSTEM

The grading system used at CEFAM, based on percentages and letter grades (*A to F*) having a numerical value (from 4 to 0), is identical to that used by our partner universities in the United States.

For each course, the professor establishes the different elements that constitute overall course evaluation as well as the weight of each element expressed as a percentage. Three major elements are usually found in each course: a mid-term examination, a final examination, and a class participation grade which generally counts for 20 % of the final grade. The class participation grade will be based on attendance, active and constructive in-class participation, and a positive and respectful attitude. Students are expected to be present for each class meeting, to be prepared to ask questions and offer solutions, and to have a professional and pro-active approach to learning.

Ten percent of every graded assignment (report, project, essay, etc.) will correspond to the quality of written expression in English.

In addition to the three-evaluation criteria common to all CEFAM courses, professors may choose to include other completed course work (homework, presentations - group and individual, quizzes, projects, etc.) in the calculation of the student's final grade. The professor will average the results of the work produced during the semester to calculate each student's final grade for the course. The final grade takes the form of a letter grade ranging from A (excellent) to F (failing).

As indicated in the table below, the letter grades A to F correspond to a numerical value (from 4 to 0). A student's average for a given semester (GPA – Grade Point Average) is calculated using the final grade, and its numerical value, for each course taken during the semester. The cumulative GPA represents the average of all the final grades received during enrolment at CEFAM. Those students who maintain a cumulative GPA of 3.33/4.00 with no grade lower than C (2.00) during the semester are named to the Dean's List for that semester.

The main objectives for all CEFAM students must be 1) to successfully complete each course taken (minimum of C) and 2) to be named to the Dean's List each semester.

<u>LETTER GRADE</u>	<u>VALUE</u>	<u>MEANING</u>
(93-100%) A	4.00 }	<i>President's Honor List</i>
(89-92%) A-	3.67 }	<i>DEAN'S LIST</i>
(86-88%) B+	3.33 }	
(83-85%) B	3.00 }	
(79-82%) B-	2.67	
	2.50	Minimum cumulative GPA necessary for admission to a partner university in the United States or to graduate at CEFAM
(76-78%) C+	2.33	
(73-75%) C	2.00	Minimum final grade to be obtained in each course
(69-72%) C-	1.67	
(66-68%) D+	1.33	
(63-65%) D	1.00	
(60-62%) D-	0.67	
(0-59%) F	0.00	

***CEFAM COURSE OFFERING
2025-2026***

ACCT	115	Introduction to Financial Accounting 1	13
ACCT	121	Introduction to Financial Accounting 2	13
ACCT	130	Introduction to Managerial Accounting	13
ACCT	410	Intermediate Financial Accounting I	13
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ARTS	210	Art History	13
BLAW	115	Introduction to the Legal Environment of Business	14
BLAW	210	The Legal Environment of International Business	14
BUSI	210	International Business & Ethics	14
BUSI	410	Business Ethics	14
COMP	125	Introduction to Management Information Systems	14
COMP	410	Information Technology for Finance	15
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DSCI	220	Quantitative Techniques	15
DSCI	410	Operations & Supply Chain Management	15
ECON	110	Principles of Macroeconomics	15
ECON	120	Principles of Microeconomics	15
ECON	210	Intermediate Macroeconomics	16
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FREN	160	France: Culture, History & Identity.....	18
HIST	210	American History	18
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HTMG	410	Hotel Management and Operations.....	19
HTMG	420	Culture & Communication in Hospitality Management	19
HTMG	430	Contemporary Issues in Hospitality & Tourism Management	19
MGMT	110	Introduction to Management.....	19
MGMT	220	Organizational Behavior	19
MGMT	410	Strategic Management & Organizational Policy.....	20
MKTG	210	Principles of Marketing.....	20
MKTG	230	International Marketing	20
MKTG	410	Consumer Behavior	20
MKTG	420	Advertising.....	20
MKTG	430	Marketing Research.....	20
MKTG	450	Sales Management & Negotiation.....	21
MKTG	460	Digital Marketing	21
MKTG	470	Data Management for Business Strategies	21
NSCI	210	Environmental Science	21
PHIL	120	Intellectual Heritage	21
PHIL	130	Race and Diversity	22
POLS	110	Introduction to Political Theory.....	22
POLS	200	Research Design & Qualitative Methods.....	22
POLS	210	Issues in International Politics	22
POLS	310	Understanding the European Union.....	22
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***CEFAM COURSE DESCRIPTIONS
2025-2026***

ACCT 115 – Introduction to Financial Accounting I

US Credits: 3

ECTS credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This class introduces financial accounting. The objective is to familiarize students with accounting terminology and methods so that they are able to interpret, analyze, and evaluate financial statements published in annual reports. It covers the basic concepts underlying financial statements and the accounting principles followed in the preparation of the assets of the balance sheet and the income statement.

ACCT 121 – Introduction to Financial Accounting II

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ACCT 115

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a course which builds on the foundations put into place in ACCT 115. This course is limited to the coverage of financial accounting.

The course is designed to give the student a thorough introduction to the principles and mechanics of financial accounting for the income statement, cash flow statement and owner's equity. The student will also be able to furnish proof of a practical understanding of the diverse techniques used to analyze and measure the economic activity of a company.

ACCT 130 – Introduction to Managerial Accounting

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ACCT 115, ACCT 121

OPEN SUMMER SESSION ONLY

COURSE DESCRIPTION

This second introductory course in accounting focuses on the managerial aspect of accounting. The objective is to study the fundamental managerial accounting concepts and techniques that aid in management decision-making, performance evaluation, planning and controlling operations. The course covers such topics as cost volume profit analysis, cost behavior, activity based costing, budgeting, performance measurement, and cost control.

ACCT 410 – Intermediate Financial Accounting I

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ACCT 115 & ACCT 121

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course provides a comprehensive coverage of the accounting process and the preparation of financial statements. The form and content of financial statements are analyzed and the impact of the accounting principles. Special topics include complex revenue recognition, asset and liability valuation, construction-in-progress, long-term investments, pensions, leases, discontinued business, impairments, troubled debt restructuring, dilutive earnings per share, accounting changes and errors, comprehensive income and direct method cash flows.

ACCT 420 – Intermediate Financial Accounting II

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ACCT 115, ACCT 121 & ACCT 410

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course is the continuation of ACCT 410 and provides a comprehensive coverage of the accounting process and the preparation of financial statements. The form and content of financial statements are analyzed and the impact of the accounting principles. Special topics include complex revenue recognition, asset and liability valuation, construction-in-progress, long-term investments, pensions, leases, discontinued business, impairments, troubled debt restructuring, dilutive earnings per share, accounting changes and errors, comprehensive income and direct method cash flows.

ARTS 210 – Art History

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course covers the major developments in modern art from the late 19th Century to the present day. The major movements of the modern period – including Impressionism, Cubism, Dada, Surrealism, Expressionism, Pop Art and Abstract Expressionism – are discussed in both a fine art and social context.

BLAW 115 – Introduction to the Legal Environment of Business

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This module is concerned with the legal, ethical environment in which businesses operate. Essential principles of business law are introduced to lay a foundation for the study of more advanced business law units. The unit begins with an introduction to the American legal system and then focuses on the fundamental principles of the law of contract, tort, property and relevant legislation. Topics dealt with in contract law include formation of contracts, terms, factors affecting the validity and enforcement of contracts, terminating contracts and remedies for breach of contract. Basic elements of the law of torts, in particular negligent misrepresentation and including torts involving unlawful interference with business are also examined. The law involving business would include a discussion on business organizations, the impact of computer law on business as well as employee and employee relations. Finally, the course looks at international law.

BLAW 210 – The Legal Environment of Business

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: BLAW 115

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a one-semester course for degree candidates at the CEFAM. The course offers a survey of the legal environment of international business, with particular attention to international commercial transactions. It explores the kinds of legal problems businesses face when they engage in international trade, in the international licensing of intellectual property, and in direct foreign investment. The course begins with an overview of the legal environment of international business, with focus on the risks involved with the various market entry strategies mentioned above. Both private law and public law are emphasized. Public international law includes an overview of the role of conventions, treaties and agreements that make up the legal framework within which international business operates. International private law considers the resolution of international disputes and conflicts of law. The second part of the course focuses on international sales and the commercial transaction, including the formation and implementation of international sales contracts, trade finance, and letters of credit.

BUSI 210 –INTERNATIONAL BUSINESS & ETHICS

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ECON 110, MGMT 110

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course will introduce the theoretical concepts that serve as a foundation for International Business as an academic discipline. The course textbook will examine International Business from a European perspective. We will examine several aspects of doing business in a globalized world, beginning with an evaluation of globalization and the international business environment. Then political and social aspects are examined, with frequent links to case studies. Other topics considered are cross-national cooperation, international strategies, FDI and collaborative strategies.

BUSI 410 –Business Ethics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course focuses on the importance of ethical perceptions and corporate social responsibility as an inevitable factor in business. As a discipline, Business Ethics has considerably grown within the last decades and has become a major field in the age of globalization. It refers to values-based conduct, which does not only apply to individuals but to corporations.

COMP 125 – Introduction to Management Information Systems

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

The purpose of this course is to prepare the students for the dynamic business environment by increasing their understanding of the IT-enabled business. Students will see the following topics:

- Introduction to information systems in organizations, and explain the role of information technology as a business enabler
- Overview of hardware and software, database systems, and other applications in a business environment
- Evaluate the effectiveness of business applications in organizations
- Explore the different interactions between technology, customers, employees, processes, data in an organizational environment

- Discuss a variety of ethical and privacy issues that arise from the use of technologies
- Explain the impact of information systems on society, the evolving role of MIS in the organization, and careers in MIS

COMP 410 – Information Technology for Finance

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: COMP 125

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course serves as an introduction to the topic of how computer systems are used to help finance in the modern enterprise. It will cover the use of Excel and Visual Basic to analyze company finances and make prediction on net income, cash flow, stock price, and other metrics, based on a number of possible scenarios. Students will learn hands on how to use Excel and Visual Basic for financial modeling; and they will learn about the large enterprise applications used for finance, including procurement, business intelligence, data mining, and predictive analysis. Students will learn about Big Data and Artificial Intelligence and their growing impact on finance.

DSCI 210 – Business Statistics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MATH 110, MATH 120, COMP 110 (Excel)

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

Statistical analysis is vital in business as good decisions are based on numerical information. The course is designed to help students acquire techniques necessary for analyzing and describing numerical data to facilitate decision making process. This course will also serve as a foundation for a number of other courses which will build upon certain topics covered in this class. **As a prerequisite** for this course, students must master the basic knowledge and skills of Excel such as: Entering Data, Pivot Table, Using formulas, creating charts, descriptive statistics, Hypothesis testing

DSCI 220 – Quantitative Techniques

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: DSCI 210 – Master of Excel

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course builds upon the business statistics course by introducing quantitative techniques used to approach everyday business decision making in a scientific manner. Students will learn to utilize some quantitative techniques for a broad range of problems with emphasis on practical applications. **As a prerequisite** for this course, students must master the basic knowledge and skills of Excel such as: Entering Data, Pivot Table, Using formulas, creating charts,

descriptive statistics, Hypothesis testing

DSCI 410 – Operations & Supply Chain Management

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: DSCI 210 & DSCI 220

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

A supply chain is a network involving the purchasing or raw materials and components, their transformation into end products, and the delivery of these end products, either goods or services to clients. Within this supply chain are numerous activities and operations management covers the efficient control, planning, organization, and utilization of resources respecting internal constraints and the client demand. The duo, operations and supply chain management crosses the functions of finance, marketing, law, and human resources and involves physical information, and financial flow streams. Effective supply chain management is a key to client satisfaction since as well as providing goods at an acceptable quality, at the right price, companies need to deliver when promised, but at the same be flexible!

ECON 110 – Principles of Macroeconomics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ECON 120

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is the second semester of a one-year course which is a study of modern economic society, the economic role of consumers, businesses, governments, the financial system, and of the economic problems which society faces. It includes a thorough introduction to economic analysis which aids in the understanding of economic behavior and contributes to the solution of social problems.

ECON 120 – Principles of Microeconomics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is the first semester of a one-year course which is a study of modern economic theory. It covers the economic role of consumers, businesses, governments, banks and other institutions and of the economic problems which society faces. It includes a thorough introduction to microeconomic analysis which aids in the understanding of economic behavior and mechanisms, and contributes to the solution of social problems.

ECON 210 – Intermediate Macroeconomics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ECON 110

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course builds upon the foundations put into place in ECON 110. Economic problems facing society are studied more closely. Also examined are long run economic growth, inflation and unemployment, and international trade and capital flows.

ECON 310 – International Political Economy

US Credits: 3

minimum enrollments of 5 students

ECTS Credits: 6

Semester hours: 40

Prerequisite: none

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This is an introductory course on International Political Economy (IPE) which is the study of economic interactions between states, markets, and societies. It deals with how political factors affect economic outcomes and how economic factors influence political consequences at three levels of analysis, namely the domestic, regional, and international. The course begins with a focus on theories and analytical approaches, then explores empirical issues, and debates. The course will expose students to the political dynamics that shape the global economy's main building blocks such as international trade, monetary policy, finance, immigration, and energy. Key concepts and theories of IPE will be studied, then applied to understand pressing empirical, political, and economic policy questions facing policymakers today.

ECON 410 – International Economics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ECON 110 & ECON 210

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a 4th year one-semester course which is a study of the theory and practice of international trade and finance. Students should gain an understanding of the fundamentals underlying international economics and the trade between those economies. Students should be able to grasp the mechanisms of foreign exchange, why foreign trade exists, why impediments to foreign trade exist and the adjustment policies available to improve balance of payment disequilibria conditions.

ENGL 130 – ENGLISH COMPOSITION II

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ENGL 110

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is putting into practice public writing aimed at a **public audience**, which means you will respond to other people's writing. This is done through discussion, reflection, speculation, and exploration on your part in hopes of offering insight and responses as readers. Hence, several modes of organizing an essay through a coherent, unified, and logical manner are introduced. A classic format for composition is the five-paragraph essay. However, it is not the only format for writing an essay, of course, but it is a useful model to keep in mind and apply, especially as beginning writers to develop sound and based composition skills.

ENGL 170 – Public Speaking

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN SUMMER SESSION ONLY

COURSE DESCRIPTION

This course covers all aspects of oral communication in contemporary business situations. Students will learn the principles of communicating orally, how to create and use presentations, public speaking skills, and the techniques of interpersonal and group oral communication.

ENGL 230 – American Literature

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is designed to introduce the student to the history, context and vibrantly creative evolution of American Literature. With such intention, the selected texts are indicative of the variant and various genres to be found within the American Canon. While the teacher will provide information on historical context and guidance through the analytical and interpretive processes, student-led discussion will be an essential part of the course.

FINC 210 – Introduction to Managerial Finance

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ACCT 115, ACCT 121

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

A one semester course that provides a solid foundation in fundamental finance theory and practice. The course introduces such basic concepts as securities markets, interest rates, and risk/return valuation models. Bonds and stocks will be discussed and thoroughly analyzed.

FINC 220 – Intermediate Managerial Finance

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: ACCT 130, FIN 210

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

A one semester course that provides a solid foundation in fundamental finance theory and practice. This course builds upon concepts learned in the first semester course. The course introduces such basic concepts as working capital management and long term financing alternatives. In addition, the course concentrates on how managerial finance can be used to maximize the value of the firm.

FINC 230 – International Finance

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: FIN 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

A one semester course designed to introduce the major themes of international financial management, from the managing of operating exposure to the managing of accounting elements, including the futures and options market. The student will work with the techniques used in measuring the risks, as well as the profit opportunities, that exist for companies on the international level.

FINC 420 – Financial Planning & Analysis

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: FINC 210 & FINC 220

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course is an advanced analysis of corporate finance decisions based on theoretical models, case studies and

emphasizing computer based modeling and forecasting. Students will develop spreadsheets on the following topics: working capital policy and financing, convertible bond and warrant valuation, weighted average cost of capital, mergers and acquisitions, financial statement forecasting, bank's capital ratios, company ratios and funding new ventures. Case studies will also develop sensitivity and scenario analysis, optimization methods, Monte Carlo simulation, and regression analysis.

FINC 430 – Portfolio Management

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: FINC 210, FINC 220 & FINC 230

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course is designed to deepen the student's understanding of the money and capital markets, derivatives and portfolio management. Students will study principles of portfolio theory and apply this knowledge to create balanced portfolios supported with justified analyses and solid understandings of the investments. Through the use of portfolio simulation Stock-track, students will work in teams of 2 to create their own portfolios with a minimum of 200 transactions during the course of the semester including stocks, bonds, futures, options, options on futures and currencies. All markets available on Stock-track must be invested in during the course. Portfolios will have to be balanced and risks controlled. Using the analyses prepared by students and reviewed in class, top-down and bottom-up analyses will be applied to establish portfolios. A Power Point presentation will be given at the end of the semester to demonstrate the student's acquired knowledge of the markets.

FINC 440 – Sustainable Finance

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: FINC 210 & FINC 220

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course will analyze the methods used to manage working capital and the financing of operations during various firm growth phases and examine the many challenges that arise when identifying and implementing sustainable business operations. The focus will be on the ability of enterprises to finance the production and sale of "green and sustainable" oriented goods via dynamic supply chains and deliver them via a complex distribution network.

FREN 110 – Introduction to French

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

The study of French pronunciation, vocabulary and grammar at the beginners' level. The student concentrates on mastering the basics of the French language through various exercises. The emphasis is on both written and oral communication skills. Students will also be introduced to French culture.

FREN 120 – Intermediate French

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: FREN 110 or equivalent

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is a complete review of the structure of the French language, with particular emphasis on the oral aspect of the language. Listening comprehension and reading skills are also stressed. Additional emphasis will be placed on civilization and culture.

FREN 130 – Advanced French

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: FREN 120 or equivalent

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is designed for students who have a good knowledge of French, but who have limited opportunity to hear and speak it. Oral expression will be emphasized through vocabulary drilling and class discussions. Active class participation is required, and the students are expected to communicate in French only. More complex structures and more extensive vocabulary will be presented.

FREN 160 – France: Culture, History & Identity

US Credits: 3

ECTS Credits: 6

Semester hours: 39

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course is designed for foreign students spending a semester or academic year in France and aims at providing a basic understanding of the French people today. Emphasis

will be placed on French history, life-styles, customs, mentality, and overall culture. Discussion of current trends in French politics, education, religion, and popular culture, especially as they illustrate important cultural values and attitudes, will be included.

HIST 210 – American History

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

The course will cover American history from the origins to the Civil War. Participants will study the settlement of the American colonies, the transplanting of European ideas and values to the Western hemisphere, the achievement of American independence, and the formation of American government and politics. We will also study the westward expansion, the conflicts with Native Americans and with African Americans. Finally, the class will follow the road to the Civil War.

HIST 320 – The United States since the Civil War

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

The course will cover American economic, political, and social history from the end of the Civil War to the beginning of the Second World War. The goal of the course is to give students a better understanding of the modern United States. With that in mind we will focus our study on the political discourse of "freedom" or "liberty", possibly the two most important terms in American political vocabulary, past and present. The course takes us from one period of intense government activism, the era known as Reconstruction, to another, with Franklin Delano Roosevelt's New Deal. As such, we will examine Americans' ever-ambiguous attitude towards government; is government an instrument for ensuring freedom, or is "big government" the first enemy of liberty? "Big business" has also been alternately seen as both the pure product of perfect freedom and as the mortal enemy of true liberty; a virtual slave master ruling over "wage slaves." By looking at the politics of corporate lobbying during the Gilded Age, we can better understand our own increasingly corporatized political system. And finally, we will examine the politics of race, as well as the legal, economic and social limits placed on African Americans during this period of racial segregation, the objective being of course to better understand the racial tensions evident in American society today.

HTMG 410 – Hotel Management & Operations

US Credits: 3 minimum enrollments of 5 students
ECTS Credits: 6
Semester hours: 40
Prerequisite: NONE
OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course will introduce the students to the fundamentals of the hotel and tourism industry on both an operational and strategic level. Organizational structures will be explored. It will give an overview of the different hotel departments and explain their purpose and structure; special attention will be paid to staffing considerations. It will also explain the issues facing senior hotel management staff such as operating costs, supply chain, designing and maintaining the hotel facilities and services, as well as safety and security – particularly post CoVID 19.

HTMG 420 – Culture & Communication in Hospitality & Tourism Management

US Credits: 3 minimum enrollments of 5 students
ECTS Credits: 6
Semester hours: 40
Prerequisite: NONE
OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

Intercultural management and sensitivity have become a pure need for all people living, learning, and working in multicultural places; especially for individuals who would be in positions that require effective management of cultural variance.

This course will examine the cultural issues faced by people working in the hospitality industry. The module will debut with recognizing how communication impacts our own personal culture and the plethora of sub-cultures we belong to. Students will then explore cultural implications including religious, ethical, and cultural considerations for several regions around the world. Finally, students will learn how the industry faces the cultural challenges apparent, and less visible can be met. The module will be interactive with much emphasis on group work through role-play, discussion, and research projects.

HTMG 430 – Contemporary Issues in Hospitality & Tourism Management

US Credits: 3 minimum enrollments of 5 students
ECTS Credits: 6
Semester hours: 40
Prerequisite: NONE
OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

This course will explore the various issues faced by hospitality and tourism organizations; special attention will be paid to competition and demand as well as the environmental and ethical impacts. Students will study

some of the many challenges including shortage of labor and skills, global emerging markets, technology, and social media. These factors among others all impact the business development and will therefore be addressed thematically. The module aims to empower students to gain a global overview of how the industry go about preparing and adjusting to such variable impacts.

MGMT 110 – Introduction to Management

US Credits: 3
ECTS Credits: 6
Semester hours: 40
Prerequisite: NONE
OPEN SPRING SEMESTER ONLY
(possible on line during Fall semester)

COURSE DESCRIPTION

This course is a basic introduction to Managers (who they are & what they do) and Management itself, both in its theoretical components and its practice. The course examines basic management philosophy and applications from a variety of perspectives. Theory is systematically related to in-company realities (processes).

The course covers management functions such as planning, organizing, staffing, leading, and controlling that are required to manage the resources of the organization towards achieving its goals. Students will gain an appreciation of the overall strategic position of an organization and how each element is inter-linked.

The course develops students' awareness of organizational priorities and their support processes so as to better understand today's competitive business environment.

MGMT 220 – Organizational Behavior

US Credits: 3
ECTS Credits: 6
Semester hours: 40
Prerequisite: MGMT 110
OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

Organizational Behavior can be defined as the study of the impact that individuals, groups and structures have on behavior within an organization and how this in turn impacts the organization's performance. It develops students' awareness of the essential interpersonal skills which are the keys to managerial effectiveness.

Students will study topics related to attitudes, personality, motivation, group and team behavior, leadership and conflict.

The course demands a high level of **personal reflection** on the part of each student.

Theory is systematically related to in-company realities. Case studies and assignments are used in order to analyze from a practical point of view the different theories presented.

MGMT 410 – Strategic Management & Organizational Policy

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MGMT 110 & MGMT 220

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This is a one semester “capstone” course, providing the opportunity to assimilate the diverse subject areas covered over the previous semesters. The course is built around several case studies which expose the student to critical notions in the formulation, implementation and control of strategic policy.; Informed and well-founded long-term decision-making is at the heart of the course’s content.

MKTG 210 – Principles of Marketing

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course introduces the students to the basic principles that are essential to understanding the new business world and its intense competition for the establishment of long term quality relationship with clients. It will define what marketing is, what are its tasks or function, the process by which it operates, and what are the main challenges it faces now in the business world.

Students will learn the essentials about marketing research and will understand the process of building a strategic marketing plan. Not only will the concepts be defined and presented, but there will be discussions on the realities involved in applying this knowledge.

Student will also have the opportunity to develop their critical thinking by discussing real life situations and cases that are complex and don’t have only one possible solution.

MKTG 230– INTERNATIONAL MARKETING

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course is designed to help the students understand the globalisation of markets and its influence on marketing principles and practices. It will describe how companies of all size can pursue the creation of competitive advantage in such a context.

After looking at the global marketing environment the course will present the different steps needed to establish a global market entry strategy and develop an efficient global marketing mix.

Students will learn the essentials about the process and tools needed to do marketing research at the international level. Not only will the concepts be defined and presented, but there will be discussions on the realities involved in applying this knowledge.

Student will also have the opportunity to develop their critical thinking by discussing real life situation and cases that are complex and don’t have only one possible solution. In doing this we will help the student to understand their own “scientific and cultural paradigm” and the filter it puts in their analysis of international situation.

MKTG 410 – Consumer Behavior

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This course will provide an introduction and application of the major trends and changes in marketing that impact the study of consumer behavior from various disciplines including consumer psychology, behavioral economics and sociology. This course researches the theories and concepts of consumers from around the world and their diverse experiences with buying, having and being.

MKTG 420 – ADVERTISING & BRANDING

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

A hands-on practical study of contemporary advertising techniques and practices identifying and outlining the forces which have shaped its evolution, current developments and emerging/future trends, plus the global challenges facing the industry today.

MKTG 430 – Marketing Research

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

Examination of the acquisition of information for marketing management decision making, including the formulation of research problems, research design, data sources and collection methods, sampling design, data analysis and presentation of results.

MKTG 450 – Sales Management & Negotiation

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

This comprehensive course covers in an integrated way all the aspects related to sales, sales management and negotiations. It includes topics such as B2B marketing and how marketing relates to sales, pricing, sales techniques, sales organizations and sales force motivation. A focus is made on sales negotiations as part of a sales process, covering all the steps from preparing to negotiate to effectively closing a deal.

The course integrates the development of intercultural awareness and examines how the international environment influences the sales and negotiations processes.

Challenging role-plays and skill-building activities designed to further develop the students' ability to interact with a customer are included in the course.

MKTG 460 – Digital Marketing

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

The world has gone digital. Lines drawn between online, mobile and traditional marketing practices are increasingly meaningless. Digital marketing IS marketing. Mobile marketing IS marketing. The world belongs to the Facebooks, Amazons and Googles now, and if we want to succeed in it we need to understand what they do and how we can do it too. This course will seek to examine the truth of these statements and explore how businesses can leverage the sometimes overwhelming array of digital and online technologies at their fingertips to drive commercial success in B2C and B2B contexts and as part of an integrated marketing communication strategy.

MKTG 470 – Data Management for Business Strategies

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: MKTG 210 & DSCI 210 (Statistics)

OPEN FALL SEMESTER ONLY

COURSE DESCRIPTION

With significant advances in technology, most organizations collect enormous amounts of data, ranging from markets to customers. Managing data on this scale and converting it into knowledge to facilitate decision making presents

exciting new challenges. The underlying principles of data management are often similar, whether used in data analytics and business intelligence, enterprise resource planning (ERP), customer relationship management (CRM) or other aspects of marketing. This course aims to facilitate transformation of everyday business activities into a relational database system, from which information can be extracted in a systematic manner. In particular, students will learn how to organize and manage data with emphasis on maintaining data consistency, and minimizing data redundancy.

NSCI 210 – Environmental Science

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

Modern lifestyles and industries present a serious risk to the global environment. As we witness the trend towards increased levels of industrialization, a growing human population, and an irrational dependence on unsupportable levels of consumption, we now face the task of redirecting our ways of living towards one that can be sustained over the long term. By necessity, we must learn basic environmental principles in order to assure a livable existence for future generations.

PHIL 120 - INTELLECTUAL HERITAGE

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN SPRING SEMESTER ONLY

COURSE DESCRIPTION

Students will be exposed to a number of seminal texts which have formed the foundations of Western European thought as concerns the relationship between man and his society/government, man and his god(s) and man and himself, largely through the notion of power: its uses, abuses and functions. Designedly, the course will not treat these texts in an exclusively chronological way, and the general focus will be upon the tensions between service and power, both individual and societal.

PHIL 130 –Dimensions of Diversity

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course exposes students to the study of society and social interactions in a diverse local, national and international context. The course is presented in three parts: the first equips students with the sociological tools and perspectives which allow them to question not only what they see but also how they see what they see; the second considers various elements of a diverse society including race, gender, work, education, sexuality and religion; the third allow students to apply their knowledge and teach their peers via an extended, group focused taught class exercise.

POLS 110 – Introduction to Political Theory

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course will examine the foundational texts and theories that have shaped political thought. We will deconstruct writings from historical figures such as Plato, Aristotle, Machiavelli, Hobbes, Locke, Rousseau, and Marx – as well as modern theorists such as Kenneth Waltz, Alexander Wendt, and Robert O. Keohane. We will trace the development of the modern nation state and discuss its relationship with its citizens. We will also examine the role feminism in the construction of political theory.

POLS 200 – Research Design & Qualitative Methods

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course provides an introduction to research design and methods in political science.

Quite simply, a research design is a plan to answer a well-tailored research question.

A research method is a strategy to implement the plan.

Some common types of research methodology include quantitative research, Qualitative Research Methodology, mixed-method research, and experimental research. This course will focus on QUALITATIVE research methods.

Some of the common qualitative designs will be covered from the following: phenomenology (examining human experiences through descriptions by people or lived

experiences gathered through interview techniques), ethnography (collection and analysis of data about cultural groups through participant observation and interviews acknowledging researcher biases and beliefs), grounded theory (data is collected and analyzes and a theory is developed with hypotheses through inductive and deductive approaches and hypotheses are tested), historical (identification, location, evaluation, and synthesis of data from the historical past to draw conclusions relevant for the present), & case study (allowing a researcher to generate hypotheses through qualitative or quantitative methods) and action research (seeks action to improve practice by prescription).

This course will expose students to the research journey from choosing a research question and creating a research design with qualitative research methods.

POLS 210 – Issues in International Politics

US Credits: 3

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL, SPRING SEMESTERS & SUMMER SESSION

COURSE DESCRIPTION

This course exposes students to theoretical and practical aspects of international politics. The first part of the course equips students with the theoretical tools to analyze international relations from a variety of perspectives. The second part of the course moves thematically through current issue in international politics, including globalization, the Global South, nuclear weapons proliferation, international political economy and geopolitics. The third part of the course demands students become increasingly active in their learning as they assume the role of teacher for their peers and engage in a sustained international crisis simulation.

POLS 310 – Understanding the European Union

US Credits: 3

minimum enrollments of 5 students

ECTS Credits: 6

Semester hours: 40

Prerequisite: NONE

OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course will introduce students to domestic political systems and intergovernmental institutions in contemporary Europe. We will focus on pivotal points in the historical development of the continent and individual countries. Special attention will be paid to the role of identity politics. Students will analyze the development of a European identity and its impact on the stability of the European Union.

POLS 320 – International Organizations

US Credits: 3 *minimum enrollments of 5 students*
ECTS Credits: 6
Semester hours: 40
Prerequisite: NONE
OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course focuses on the nature and role of international organizations in global, regional & domestic policymaking. It will discuss their historical origins, design, functions, international and domestic factors that impact their operations and effectiveness. Although non-governmental organizations will be treated, they will not be the central focus of this course. The focus of this course will be on the challenges of cooperation from a theoretical perspective (realism, liberalism, Marxism etc.) in the international system and how international organizations are used, with varying degrees of success to overcome these problems. Specific international organizations will be studied beginning with a historical perspective on the League of Nations and its successor, the United Nations. At the regional level, organizations such as the EU, AU, OAS, MERCOSUR, and other specialized organizations such as NATO, IMF, WTO, UNEP et will be covered by reflecting on the future of international organizations and their capacity to solve global problems.

POLS 330 – International Law & Diplomacy

US Credits: 3 *minimum enrollments of 5 students*
ECTS Credits: 6
Semester hours: 40
Prerequisite: NONE
OPEN FALL & SPRING SEMESTERS

COURSE DESCRIPTION

This course provides a comprehensive introduction to the field of international law as an academic discipline including the nature, sources, and methods of international law, the relationship between international law and domestic law, the determination of international responsibility and the resolution of international disputes, and the bases of national jurisdiction over international conduct. Some select substantive areas of international law will be covered, including the use of force and the laws of war, human rights, and international trade law. Where relevant, the course will follow current events.

TOEFL PREPARATION COURSE

US Credits: 0
ECTS Credits: 0
OPEN SUMMER SESSION ONLY

COURSE DESCRIPTION

This course is offered to all CEFAM students to help them achieve the minimum score of 550/213/79 required by CEFAM's partner universities on the TOEFL (Test of English

as a Foreign Language) examination. The course is comprised of both oral listening activities and extensive exercises designed for grammar and vocabulary improvement. All three versions of the TOEFL test currently available will be addressed.

ACADEMIC CALENDAR 2025-2026



SEPTEMBER 2025	OCTOBER 2025	NOVEMBER 2025	DECEMBER 2025	JANUARY 2026	FEBRUARY 2026	MARCH 2026	APRIL 2026	MAY 2026	JUNE 2026
M 1 Fall semester begins	W 1	S 1 Bank Holiday	M 1	T 1 Bank Holiday	S 1	S 1	W 1	F 1 Bank Holiday	M 1
T 2	T 2	S 2	T 2	F 2 (01)	M 2	M 2	T 2	S 2	T 2
W 3	F 3 Week 5 (40)	M 3	W 3	S 3	T 3	T 3	F 3 Week 11 (14)	S 3	W 3
T 4 Week 1 (36)	S 4 INTERNSHIP JURIES 2 Month Internships	T 4	T 4	S 4	W 4	W 4	S 4	M 4	T 4
F 5 Last day to drop a class	S 5	W 5	F 5 Week 13 (49)	M 5	T 5	T 5	S 5 Easter	T 5	F 5 Week 4 (23)
S 6 Parents' meeting 1st year	M 6	T 6	S 6	T 6	F 6 Week 4 (06)	F 6 Week 7 (10)	M 6 Easter Monday	W 6	S 6
S 7	T 7	F 7 Week 9 (45)	S 7	W 7	S 7	S 7	T 7 (19)	T 7	S 7
M 8	W 8	S 8	M 8	T 8	S 8	S 8	W 8	F 8 Bank Holiday	M 8
T 9	T 9 Week 6 (41)	S 9	T 9	F 9 (02)	M 9	M 9	T 9	S 9	T 9
W 10	F 10 Last day to withdraw a class	M 10	W 10 EXAMS	S 10	T 10	T 10	F 10 Week 12 (15)	S 10	W 10
T 11 Week 2 (37)	S 11 INTERNSHIP JURIES 2 Month Internships	T 11 Bank Holiday	T 11 (50)	S 11	W 11	W 11	S 11	M 11 Summer Session begins	T 11 Week 5 (24)
F 12 2 month internship reports due	S 12	W 12 6 month internship reports due	F 12 6 month Internship Juries	M 12 Spring semester begins	T 12 Week 5 (07)	T 12 Week 8 (11)	S 12	T 12	F 12 6 month Internship reports due
S 13	M 13	T 13	S 13	T 13	F 13 Last day to withdraw a class	F 13	M 13	W 13 Week 1 (20)	S 13
S 14	T 14	F 14 Week 10 (46)	S 14	W 14 6 month Internship reports due	S 14	S 14	T 14	T 14 Bank Holiday	S 14
M 15	W 15 MIDTERM EXAMS	S 15	M 15 Business Game	T 15 Week 1 (03)	S 15	S 15	W 15	F 15 Last day to drop a class	M 15
T 16	T 16	S 16	T 16 Students registered in MGMT 420	F 16 Last day to drop a class	M 16	M 16	T 16	S 16	T 16
W 17	F 17 Week 7 (42)	M 17	W 17	S 17	T 17	T 17	F 17 Week 13 (16)	S 17	W 17
T 18	S 18	T 18	T 18	S 18	W 18 MIDTERM EXAMS	W 18	S 18	M 18	T 18
F 19 Week 3 (38)	S 19	W 19	F 19 (51)	M 19	T 19	T 19	S 19	T 19	F 19
S 20	M 20	T 20	S 20	T 20	F 20 Week 6 (08)	F 20 Week 9 (12)	M 20	W 20	S 20
S 21	T 21	F 21 Week 11 (47)	S 21	W 21	S 21	S 21	T 21	T 21 Week 2 (21)	S 21
M 22	W 22	S 22	M 22	T 22	S 22	S 22	W 22 EXAMS	F 22 Last day to withdraw a class	M 22
T 23	T 23 Week 8 (43)	S 23	T 23	F 23 Week 2 (04)	M 23	M 23	T 23 (17)	S 23	T 23
W 24	F 24	M 24	W 24 (52)	S 24	T 24	T 24	F 24	S 24	W 24
T 25	S 25	T 25	T 25 Bank Holiday	S 25	W 25	W 25	S 25	M 25 Bank Holiday	T 25
F 26 Week 4 (39)	S 26	W 26	F 26	M 26	T 26 (9)	T 26	S 26	T 26	F 26
S 27	M 27	T 27 THANKSGIVING	S 27	T 27	F 27	F 27 Week 10 (13)	M 27	W 27	S 27
S 28	T 28	F 28 Week 12 (48)	S 28	W 28	S 28	S 28	T 28	T 28	S 28
M 29	W 29	S 29	M 29	T 29		S 29	W 29	F 29 Week 3 (22)	M 29
T 30	T 30	S 30	T 30	F 30 Week 3 (05)		M 30	T 30 (18)	S 30	T 30
F 31 (44)			W 31	S 31		T 31	S 31		

VACATION

FINAL EXAMS

MIDTERM WEEK