

**Commerce 2KA3  
Information Systems in Management  
Winter 2026 Course Outline**

**Information Systems Area  
DeGroote School of Business  
McMaster University**

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Sections 1, 3, & 5**

**Dr. Cansu Ekmekcioglu**

**Mon: 8:30 – 10:20 AM**

**Mon: 10:30 – 12:20 PM**

**Mon: 12:30 – 2:20 PM**

Instructor

[ekmekcic@mcmaster.ca](mailto:ekmekcic@mcmaster.ca)

Office: DSB 413 (or Zoom)

Office Hours: Wed. 3-5pm

Tel: (905) 525-9140 x28964

Class Location: see  
mosaic/avenue

**Section 2 & 4:**

**Dr. Rae Elgamal**

**Tue: 4:30 – 6:20 PM**

**Wed: 4:30 – 6:20 PM**

Instructor

[elgamalr@mcmaster.ca](mailto:elgamalr@mcmaster.ca)

Office: Zoom (Remote)

Office Hours: Fri 11:30 - 2 pm

Tel: Zoom only

Class Location: see mosaic/  
avenue

**Head TA:**

Bitu Mehri

[mehrib@mcmaster.ca](mailto:mehrib@mcmaster.ca)

Office: DSB 218

Office Hours: Mon 1-3pm

Tel: (905) 525-9140 x27438

**Teaching Assistants:**

Arezoo Karbasi Ahvazi [karbaa4@mcmaster.ca](mailto:karbaa4@mcmaster.ca)

Seyed Javad Emadi Chashmi [emadichs@mcmaster.ca](mailto:emadichs@mcmaster.ca)

Zahra Fouladgar [fouladgz@mcmaster.ca](mailto:fouladgz@mcmaster.ca)

Mupwaya Mutakwa [mutakwam@mcmaster.ca](mailto:mutakwam@mcmaster.ca)

**Course website: <https://avenue.cilmcmaster.ca/d2l/home/749883>**

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### ***COURSE ELEMENTS***

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Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: No	Oral skills: No
Evidence-based: Yes	Experiential: Yes	Final Exam: Yes	Guest speaker(s): No

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### ***COURSE INFORMATION***

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Lectures: 2h per week

Tutorials: 1h per week

Course Delivery Mode: In-person

Course Description: *This course emphasizes the strategic role of information systems in modern business. Topics include: the technical foundations of information systems, the impact of information systems on business operations and decision-making and the processes that are required for successful implementation of business information systems.*

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### ***MEETING DETAILS***

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Section	Lecture	Location	Tutorial	Location
1	Monday, 12:30-2:20 PM	see mosaic	Wednesday, 12:30-1:20 PM	see mosaic
2	Tuesday, 4:30-6:20 PM		Thursday, 4:30-5:20 PM	
3	Monday, 8:30-10:20 AM		Wednesday, 8:30-9:20 AM	
4	Wednesday, 4:30-6:20 PM		Friday, 4:30-5:20 PM	
5	Monday, 10:30-12:20 PM		Wednesday, 10:30-11:20 AM	

Punctuality is the sign of a true professional and shows self-discipline and respect for others. Please make arrangements to be on time as classes will start as scheduled. If you have commitments that force you to be late, please enter quickly and quietly to not disturb the learning of others.

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### ***IMPORTANT LINKS***

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#### **Course Website**

<http://avenue.mcmaster.ca>

#### **Top Hat**

Top Hat is an in-class assessment platform. Top Hat is accessible through Avenue to Learn as follows: (1) log in into Avenue, (2) click on Content, and (3) click on Top Hat. For student ID, students must enter their 9-digit student number. There is no cost to join and use Top Hat. The

degroote.mcmaster.ca

student's name used for registering on Top Hat must match their name on Avenue. Only McMaster email must be used when registering for Top Hat.

Students must be physically present in the classroom during Top Hat sessions. It is a breach of academic integrity to log in remotely, regardless of the reason. Students might want to consider filing an MSAF if they have a valid reason for being absent.

### **Student Accessibility Services**

Students who require accommodation must submit their requests to Student Accessibility Services as soon as possible.

### **Other Important Links:**

- [Mosaic](#)
- [Avenue to Learn](#)
- [Academic Integrity Policy](#)
- [McMaster University Library](#)

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## ***COURSE LEARNING OUTCOMES***

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This course enables students to understand the role of information systems in modern business. Key topics you will understand include:

- The technical foundations of information systems.
- The impact of information systems on business processes and strategy.
- The design, implementation, and management of critical information systems.

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## ***COURSE LEARNING GOALS***

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This course enables students to understand the role of information systems in modern business. Key topics you will understand include:

- The technical foundations of information systems.
- The impact of information systems on business processes and strategy.
- The design, implementation, and management of critical information systems.

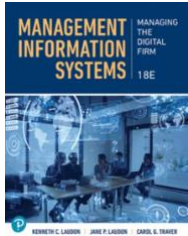
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## ***REQUIRED MATERIALS AND TEXTS***

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*These items are an integral part of the lesson plan for the course, and not having these materials could have a negative impact on a student's learning outcomes for the course. **Price \$65.95***

Laudon, K.C., Laudon, J.P. “Management Information Systems: Managing the Digital Firm, 18th Edition,” Pearson, 2022



*Course is part of the Immediate Access Program in collaboration with the Campus Store. You will receive digital access to these materials via Avenue to Learn on the first day of class. The cost will be charged to your student account after the Immediate Access deadline on January 17th, with payment due within 30 days. If you prefer a print version, you can purchase one through your MyLab access as part of the program.*

*You can change your Immediate Access options (remove/reinstate your access) any time prior to the deadline via your personalized Course List on [the Campus Store website](#).*

**Optional Open-Source Text** (should be used as reference only, not replacement for Laudon)  
Roch, S., Fowler, J., Smith, B., Bourgeois, D. “Information Systems for Business and Beyond, First Canadian Edition,” Creative Commons  
<https://ecampusontario.pressbooks.pub/informationssystemscdn/>

## CLASS FORMAT

This is an in-person course with 2 hours of lecture per week, 1 hour of tutorial, and some online, asynchronous practicum components.

- The 2h classes on Mondays, Tuesdays, Wednesdays, Thursdays, and Fridays will be used to elaborate on concepts within the assigned readings as well as to analyze and discuss cases and real-world events.
- The 1h tutorials on Wednesdays, Thursdays, and Fridays will be used as opportunities to practice solving problems from the weekly content, further explore and analyze weekly cases, introduce concepts or tools for assignments, or to answer questions arising from material.
- Presentation slides will be posted on Avenue weekly.
- Pearson MyLab MIS can be used to study assigned weekly chapters and use complete practice exercises to assess their understanding of the chapter materials.
- Weekly quizzes will be posted on Avenue. The start date for taking the content quizzes is Mondays at 9 am and the due date is Fridays at 11 pm. Students are encouraged to read the assigned chapters and material posted on Avenue before taking the content quizzes.
- Top Hat will be used for in-class assessment and to help you ask questions.

## ***COURSE EVALUATION***

<b>Component</b>	<b>Description</b>	<b>Due Date</b>	<b>%</b>
Midterm	<ul style="list-style-type: none"> <li>Covers material from BOTH lectures and assigned readings</li> <li>Includes weeks 1-6 (Chapters 1 - 6)</li> <li>Closed book exam</li> <li>Multiple choice and true/false questions</li> <li>More details on Avenue closer to exam</li> </ul>	Thursday February 26, 6:30-9:30 pm	30%
Final Exam	<ul style="list-style-type: none"> <li>Covers material from BOTH lectures and assigned readings</li> <li>Includes weeks 1-13</li> <li>Closed book exam</li> <li>Multiple choice and true/false questions</li> <li>More details on Avenue closer to exam</li> </ul>	TBD – when exam schedule finalized	30%
Weekly Online Content/Case Quiz (Text/Class)	<ul style="list-style-type: none"> <li>Cover the content of the chapter and the case study related to each week.</li> <li>Accessible through Avenue &gt; Assessment &gt; Quizzes.</li> <li>Each weekly quiz is worth 1% of total grade</li> </ul>	Friday, 11pm each week	12%
Reflection	<p>“Artificial Intelligence, Sustainability, and Ethics”</p> <ul style="list-style-type: none"> <li>Short analytical written reflection on the social, environmental, and ethical implications of artificial intelligence systems</li> <li>More details on Avenue closer to the assignment</li> <li>Students who use MSAF will be given only 3 more days</li> </ul>	<p>Friday, February 6, 2026, 11pm MSAF due</p> <p>MSAF due Feb 9, 2026, 5pm</p>	8%
Hands-on Assignment 1	<p>“Designing and Managing Databases”</p> <ul style="list-style-type: none"> <li>More details on Avenue when assignment is released.</li> <li>Individual assignment. No group collaboration.</li> <li>Open on Avenue: Monday February 9, 2026, 9:00am</li> <li>Assignment 1 Tutorial: Feb. 11-12-13, 2026</li> </ul>	<p>March 2, 2026, 5pm</p> <p>MSAF due March 6, 2026,</p>	10%

	<ul style="list-style-type: none"> <li>Students who use MSAF will be given only 3 more days</li> </ul>	5pm	
Hands-on Assignment 2	<p>“Business Analytics”</p> <ul style="list-style-type: none"> <li>More details on Avenue when assignment is released.</li> <li>Individual assignment. No group collaboration.</li> <li>Open on Avenue: Monday Mar. 23, 2026, 9:00am</li> <li>Assignment 2 Tutorial: March 25-26-27, 2026</li> <li>Students who use MSAF will be given only 3 more days</li> </ul>	<p>Tuesday, March 31, 2026, 5pm</p> <p>MSAF due Wed. Apr. 3, 2026, 5pm</p>	10%
	<b>TOTAL:</b>		100%

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### ***COURSE DELIVERABLES***

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#### **Exams**

**There will be two written exams: (1) a midterm and (2) a final exam.**

Both exams cover concepts from *both* lectures and assigned readings, and both are closed book.

- **Midterm Exam:**  
The midterm covers only the material presented during the **first half of the course**.
- **Final Exam (Cumulative):**  
The final exam covers **ALL** the materials.

More details about each exam will be provided prior to the exam dates.

#### **NOTE: Alternate (makeup) exam dates**

For students who apply to miss a midterm, the SE Office will schedule an alternate write date. These dates are only for students who submit an email request to SE office (buscom@mcmaster.ca) 10 business days prior to the midterm date for the following reasons:

- Religious observance (RISO)
- Varsity sports requirements
- Exam conflicts
- Known absence (e.g., scheduled medical procedure)

#### **Reflection Assignment: Artificial Intelligence, Sustainability, and Ethics**

The purpose of this assignment is to invite students to engage with the social, environmental, and ethical implications of artificial intelligence in contexts that are relevant to business. Drawing on course concepts and contemporary examples, the assignment develops ethical awareness, critical thinking, and responsible decision-making skills relevant to future business leaders and managers. This assignment must be completed individually to ensure that learning outcomes are achieved

independently. Group work is not permitted; collaborative submissions will be penalized by dividing the final grade by the number of individuals involved. Submissions containing copied material will receive a grade of zero and may be reviewed under the University's Academic Dishonesty policy (see section below).

### **Hands-on Assignment 1**

This assignment is designed to support key course learning outcomes related to business data management and information systems. By completing this assignment, students will demonstrate the ability to design and implement a basic Database Management System (DBMS). Students will apply foundational database concepts by creating structured tables and developing queries. This assignment must be completed individually to ensure that learning outcomes are achieved independently. Group work is not permitted; collaborative submissions will be penalized by dividing the final grade by the number of individuals involved. Submissions containing copied material will receive a grade of zero and may be reviewed under the University's Academic Dishonesty policy (see section below).

### **Hands-on Assignment 2**

This assignment has been devised to explore business intelligence and data analysis using software such as Microsoft Excel and Microsoft Power BI. Details of the assignment will be described in tutorial and released on Avenue. The assignment is expected to be completed individually. Work done in groups will be penalized by dividing the grade for this assignment by the number of members in the group. Work that is copied will be given a grade of zero and be scrutinized for Academic Dishonesty (see section below). All answers to assignments must be uploaded to Avenue account, as per instruction provided on the assignments.

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## ***LATE ASSIGNMENTS***

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- Weekly quizzes must be completed by the due date/time or will receive a grade of zero.
- Assignments will be accepted after the due date, but **a late penalty will apply where 20% will be deducted off the assignment for each late day (5 pm cutoff)**. It is each student's responsibility to submit the assignment in advance of the deadline. Note that work-in-progress for the hands-on assignment can be uploaded to AVENUE – the last version uploaded will be marked and if new versions are uploaded after the deadline, they will incur the penalty above.

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## ***COMMUNICATION AND FEEDBACK***

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Your first point of contact should be the head TA, Bitu Mehri (mehrib@mcmaster.ca), who will triage appropriately. Email communication is preferred, and instructors/TAs will typically respond to emails within 1 working day (i.e. not weekends). Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student.



**Students who have concerns about the evaluation methods or course delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.**

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### ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](http://ug.degroote.mcmaster.ca/forms-and-resources/misled-course-work-policy/) and the link below\*;

<http://ug.degroote.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

*\* Non-Commerce students must follow the Missed Course Work protocols outlined by their home faculty and Program Office.*

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### ***COURSE MODIFICATION***

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From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

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### ***GENERATIVE AI***

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Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, and so long as the use of generative AI is referenced and cited per McMaster recommendations. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student’s responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

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### ***ACADEMIC INTEGRITY***

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You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behavior can result in serious consequences, e.g. the grade of



zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

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### ***AUTHENTICITY/PLAGIARISM DETECTION***

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**Some courses may** use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructors before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

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### ***COURSES WITH AN ON-LINE ELEMENT***

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**Some courses may** use on-line elements (e.g. e-mail, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, Top Hat etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

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### ***ONLINE PROCTORING***

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**Some courses may** use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer

activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

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### ***CONDUCT EXPECTATIONS***

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As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in university activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

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### ***ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES***

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Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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### ***ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

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Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar’s Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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### ***COPYRIGHT AND RECORDING***

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Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

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### ***EXTREME CIRCUMSTANCES***

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The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn and/or McMaster email.

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in Commerce 2KA3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

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### ***PEARSON MYLAB MIS***

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#### **Access MyLab MIS for Management Information Systems: Managing the Digital Firm 17/e**

You will receive digital access to these materials via Avenue to Learn on the first day of class. You can change your Immediate Access options (remove/reinstate your access) any time prior to the deadline via your personalized Course List on the [Campus Store website](#). The cost will be charged to your student account after the Immediate Access deadline on January 17th, with payment due within 30 days. If you prefer a print version, you can purchase one through your MyLab access as part of the program. A reminder email will be sent to your McMaster email before the deadline. Note that if you decide not to participate in the Immediate Access program, you will lose access to your e-text and MyLab.

- Login to your Avenue course shell

- Select Content > Pearson MyLab > Pearson
- Login to your existing Pearson account or create a new Pearson account
- Link Pearson account to Avenue (no access code needed) You must register directly through Avenue and not through the Pearson Website. For more information, instructions, or support, visit <https://support.pearson.com/getsupport/>

**You must register directly through Avenue and not through the Pearson Website.**

For more information, instructions, or support, visit <https://support.pearson.com/getsupport/>

Technical Support of MyLab MIS Your quickest path to resolve any technical issues is to contact technical support (<https://support.pearson.com/getsupport/s/contactsupport> . They have access to your user account and will be able to quickly troubleshoot the issues.

When you contact them **let them know:**

1. **Your course is integrated into D2L and include Your username**
2. Operating system (e.g., Windows 8 or MacOS Catelina)
3. Browser (preferred browser is Chrome)
4. Exactly what you are trying to open.
5. Error message (if any) appears when you try to open it.

If your issue is not resolved in 48 hours you can contact Mr. Jeff Gulley: [jeff.gulley@pearson.com](mailto:jeff.gulley@pearson.com)) and provide your incident #.

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## COURSE SCHEDULE

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### Commerce 2KA3 Information Systems in Management Winter 2026 Course Schedule

WEEK	DATE	LEARN	TUTORIAL	Do
1	Jan. 5-9	<b>Information Systems in Global Business Today</b> Ch. 1	Ch. 1 Case & Discussion	<ul style="list-style-type: none"> <li>• Ch1 Quiz</li> <li>• Ch1 Case</li> </ul>
2	Jan. 12-16	<b>IS Business Process</b> Ch. 2	Ch. 2 Case & Discussion	<ul style="list-style-type: none"> <li>• Ch2 Quiz</li> <li>• Ch2 Case</li> </ul>

3	Jan. 19-23	<b>Strategy &amp; Organizations</b> Ch. 3	Ch. 3 Case & Discussion	<ul style="list-style-type: none"> <li>Ch3 Quiz</li> <li>Ch3 Case</li> </ul>
4	Jan. 26-30	<b>Ethics &amp; Society</b> Ch. 4	Overview on Reflection Assignment	<ul style="list-style-type: none"> <li>Ch4 Quiz</li> <li>Ch4 Case</li> </ul>
5	Feb. 2- 6	<b>Information Technology Infrastructure</b> Ch. 5	Ch. 5 Case & Discussion	<ul style="list-style-type: none"> <li>Ch5 Quiz</li> <li>Ch5 Case</li> <li></li> </ul>
6	Feb. 9-13	<b>Business Intelligence</b> Ch. 6	Overview Assignment #1	<ul style="list-style-type: none"> <li>Ch6 Quiz</li> <li>Ch6 Case</li> </ul>
Feb. 16-20 Mid-term recess (no class or tutorials that week)				
7	Feb. 23-27	<b>Networking</b> Ch. 7	Midterm Review	<ul style="list-style-type: none"> <li>Midterm on Feb 26<sup>th</sup> 6:30 pm – 9: 30 pm</li> </ul>
8	Mar. 2-6	<b>Cybersecurity</b> Ch. 8	Ch. 8 Case & Discussion	<ul style="list-style-type: none"> <li>Ch8 Quiz</li> <li>Ch8 Case</li> <li>Assignment #1 due on Mar. 2, 2026, 5:00pm</li> </ul>
9	Mar. 9-13	<b>Enterprise Systems</b> Ch. 9	Ch. 9 Case & Discussion	<ul style="list-style-type: none"> <li>Ch9 Quiz</li> <li>Ch9 Case</li> </ul>
10	Mar. 16-20	<b>eCommerce</b> Ch. 10	Ch. 10 Case & Discussion	<ul style="list-style-type: none"> <li>Ch10 Quiz</li> <li>Ch10 Case</li> </ul>

11	Mar. 23-27	<b>Artificial Intelligence</b> Ch. 11	Overview Assignment #2	<ul style="list-style-type: none"> <li>• Ch 11 Quiz</li> <li>• Ch11 Case</li> </ul>
12	Ma.30-Apr 3	<b>Data-Driven Decisions</b> Ch. 12	Ch. 12 Case & Discussion	<ul style="list-style-type: none"> <li>• Ch 12 Quiz</li> <li>• Assignment #2 due on Mar. 31, 2026, 5:00pm</li> </ul>
13	Apr. 6-7	<b>Systems Design &amp; Management</b> Ch. 13 & Ch. 14	No tutorial	