

## Course Information

Semester & Year: Spring, 2019

Course ID & Section #: BUS-10-E7973 (047973) Intro to Business

Instructor's name: Matthew Cendejas

Day/Time: MW 10:05AM - 11:30AM

Number of units: 3

## Instructor Contact Information

Office location: HU 216

Office hours: MW 1:00-2:00pm

Phone number: 707-498-3212

Email address: [matthew-cendejas@redwoods.edu](mailto:matthew-cendejas@redwoods.edu)

## Required Materials

Textbook title: BUSN

Edition: 11<sup>th</sup>

Author: Marcella Kelly, Chuck Williams

ISBN: [9781337407120](#)

**Other requirement:** Bring laptop/tablet to class every day. (If this is difficult, please talk to me and we can work something out)

## Catalog Description

This class is an introduction to the trends and opportunities in today's dynamic global business environment surveying economics, global business, social responsibility, ownership forms, entrepreneurship, management organization, marketing, accounting and financial management.

## Course Student Learning Outcomes *(from course outline of record)*

1. Analyze situations and apply business terms and concepts to make business decisions. Communicate effectively as writers, listeners, and speakers in social and business settings
2. Communicate effectively as writers, listeners, and speakers in social and business settings

## Evaluation & Grading Policy

I will update grades on canvas weekly.

**Late Assignment Policy:** There is NO LATE WORK accepted

**Grading Scale:** A = 94% and above A- = 90% - 93% B+ = 87% - 89% B = 83% - 86% B- = 80% - 82% C+ = 77% - 79% C = 73% - 76% C- = 70% - 72% D+ = 67% - 69% D = 63% - 66% D- = 60% - 62% F = below 60%

Grading Rubric:

PARTICIPATION	100 POINTS
TWO BOOK EXAMS (50 points each)	100 POINTS
STOCK PORTFOLIO	25 POINTS
PODCAST/VIDEO DISCUSSION LEADER (25 points each)	50 POINTS
IN THE NEWS	25 POINTS
PROFESSIONAL DEVELOPMENT (LinkedIn profile, Instagram and Facebook)	50 POINTS
BUSINESS PLAN (There are 10 sections, 20 points per section & 100 points for individual participation & professionalism)	300 POINTS
FINAL PRESENTATION	100 POINTS
FORUM POSTS	100 POINTS
CLASS ACTIVITIES/ASSIGNMENTS	50 POINTS
DISCUSSION CROWD PARTICIPANT	50 POINTS
PROFESSIONAL DEVELOPMENT (Resume & Cover Letter & Interviews)	50 POINTS
<b>TOTAL POINTS FOR THE SEMESTER</b>	<b>1000 POINTS</b>

Grading Policy:

All grades will be assigned after a careful examination of the work submitted. Any disagreements concerning the grading of assignments, exams or project must be resolved within one week of receiving the grade. No adjustment will be made after this period.

## Special accommodations statement

### ADA Compliance:

College of the Redwoods complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request at least one week before the first test so that necessary arrangements can be made. No last-minute arrangements or post-test adjustments will be made. If you have a disability or believe you might benefit from disability-related services and accommodations, please see me or contact [Disability Services and Programs for Students](#). Students may make requests for alternative media by contacting DSPS based on their campus location:

- Eureka: 707-476-4280, student services building, 1<sup>st</sup> floor
- Del Norte: 707-465-2324, main building near library
- Klamath-Trinity: 530-625-4821 Ext 103

## Student feedback policy

I will write feedback on some of your work submitted/turned in and I encourage you to ask me questions if you are concerned or curious on a grade. Please read the feedback I give you on your coursework. Some of your assignments will require revisions and my feedback should either; let you know what you did great on, what you could think about for your next revision and/or steer you in the right direction.

## Student Accessibility Statement and Academic Support Information

[See recommended support links and accessibility statement]

### Student Support Services

The following online resources are available to support your success as a student:

- [CR-Online](#) (Comprehensive information for online students)
- [Library Articles & Databases](#)
- [Canvas help and tutorials](#)
- [Online Student Handbook](#)

[Counseling and Advising](#) offers academic support and includes academic advising and educational planning

Learning Resource Center includes the following resources for students

- [Academic Support Center](#) for instructional support, tutoring, learning resources, and proctored exams.
- [Library Services](#) to promote information literacy and provide organized information resources.
- Multicultural & Diversity Center [waiting for hyperlink and Mission]
- Math Lab & Drop-in Writing Center

## Special programs are also available for eligible students include

- [Extended Opportunity Programs & Services \(EOPS\)](#) provides financial assistance, support and encouragement for eligible income disadvantaged students at all CR locations.
- The TRiO Student Success Program provides eligible students with a variety of services including trips to 4-year universities, career assessments, and peer mentoring. Students can apply for the program in [Eureka](#) or in [Del Norte](#)
- The [Veteran's Resource Center](#) supports and facilitates academic success for Active Duty Military, Veterans and Dependents attending CR through relational advising, mentorship, transitional assistance, and coordination of military and Veteran-specific resources.
- Klamath-Trinity students can contact the CR KT Office for specific information about student support services at 530-625-4821
- The [Honors Program](#) helps students succeed in transferring to a competitive four-year school.

## EXPECTATIONS

I am a fair person and treat students with respect. Here are a few of my expectations that will help create an awesome class environment.

- Readings/viewing videos/listening to podcasts for assigned sessions are not just required, but rather *essential*. I expect all students to be prepared and ready for thoughtful participation in class discussions and team activities
- Please reframe from texting in class unless it is an emergency, family urgency or something truly important
- Active participation in class activities and group work is directly correlated to your overall course grade. If you want to receive an A or B in this class you will need to come to class prepared to actively engage
- You will be put in groups and they will be your team the whole semester. At the end of the semester you will evaluate your team and the evaluations will be considered on the grading. It is important to consider this through the semester when you are working in your groups
- Stay in positive spirits with your groups, give high fives, congratulate each other on good ideas, be gentle with those who need additional support and reminders
- Remember that an idea you have WILL get shut down. Being shut down and continuing to give your input and opinion is a character trait that truly separates the good business professionals and the great business professionals

## FRIENDLY SYLLABUS REMINDER

- By the end of the semester you will have strengthen your professional development skills, i.e. Communication, Project Management, Leadership & Business Plan Creation (at the end of the semester these should all be on your LinkedIn)
- In addition, you will learn marketable skills that individuals in our community monetize from. Example- Business plan writing, investor pitching, strong leadership skills and and social media marketing. You could be the next big thing!

## Admissions deadlines & enrollment policies

### Spring 2020 Dates

- *Classes begin: 1/18/20*
- *Martin Luther King Jr. Day (all-college holiday): 1/20/20*
- ***Last day to add a class: 1/24/20***
- ***Last day to drop without a W and receive a refund: 1/31/20***
- *Census date: 2/3/20 or 20% into class duration*
- *Lincoln's Birthday (no classes): 2/14/20*
- *Last day to petition to file P/NP option: 2/14/20*
- *President's Day (all-college holiday): 2/17/20*
- *Last day to petition to graduate or apply for certificate: 3/05/20*
- *Spring break (no classes): 3/16/20-3/21/20*
- *Last day for student-initiated W (no refund): 4/3/20*
- *Last day for faculty initiated W (no refund): 4/3/20*
- ***Final examinations: 5/9/20-5/15/20***
- *Semester ends: 5/15/20*
- *Grades available for transcript release: approximately 6/1/20*

## Academic dishonesty

In the academic community, the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. In cases involving academic dishonesty, determination of the grade and of the student's status in the course is left primarily to the discretion of the faculty member. In such cases, where the instructor determines that a student has demonstrated academic dishonesty, the student may receive a failing grade for the assignment and/or exam and may be reported to the Chief Student Services Officer or designee. The Student Code of Conduct ([AP 5500](#)) is available on the College of the Redwoods website. Additional information about the rights and responsibilities of students, Board policies, and administrative procedures is located in the [College Catalog](#) and on the [College of the Redwoods website](#).

## Disruptive behavior

Student behavior or speech that disrupts the instructional setting will not be tolerated. Disruptive conduct may include, but is not limited to: unwarranted interruptions; failure to adhere to instructor's directions; vulgar or obscene language; slurs or other forms of intimidation; and physically or verbally abusive behavior. In such cases where the instructor determines that a student has disrupted the educational process, a disruptive student may be temporarily removed from class. In addition, the student may be reported to the Chief Student Services Officer or designee. The Student Code of Conduct ([AP 5500](#)) is available on the College of the Redwoods website. Additional information about the rights and responsibilities of students, Board policies, and administrative procedures is located in the [College Catalog](#) and on the [College of the Redwoods website](#).

## **Class participation and Attendance policy**

If you are going to miss a class, please email me in advance so I am aware of your absence before class. Participation is 10% of your grade. If you miss **4 days or more** of class you will automatically get a 0 for participation. However, if you email me in advance and have a legit reason for not being present, one of your absences may be excused. Along with being present in class, you must also participate in group/class discussion. Example-If you are always present in class and rarely speak during class activities and group discussions, you could loose up to 5% of your participation points. I want to hear from all of you! Each of you has a unique background with valuable information and insight to share.

# **Important Information**

## **IN THE NEWS**

There will be business “news anchors” on assigned days that will come to class with a prepared current business news update to brief the class on. This is a small 1-2 minute spiel on something recent in the business environment. It is important to stay up to date on real world business updates. It is common practice for business professionals to stay up to date on industry trends, innovations, sustainable initiatives and “best practices”. It is important to know what is going on out there!

## **READING/PODCAST/VIDEO DISCUSSION LEADER**

A team will be assigned to lead the class in a discussion of the required reading/podcast/video for assigned sessions listed in the course calendar. The assigned discussion leader teams must come to class with a set of questions, a game, an activity or a small PowerPoint that will help us further understand the reading/podcast/video and analyze how we can apply the concepts to our jobs as business professionals of the future. These will not be generic question and answer sessions; however this is a time to facilitate a thoughtful discussion and practice professional development skills like public speaking, facilitation, activity creation, etc.

## **DISCUSSION TEAM CROWD PARTICIPANT**

Carefully read/listen/watch all assigned material at least once before each session, and arrive ready to engage with the discussion leaders. A group of students will be chosen as the discussion crowd team for each session. Students will not be given advance notice of when you will be on the discussion crowd team. This requires everyone be well prepared to discuss the reading/podcast for each session. As part of the discussion crowd team, you are responsible for helping maintain the class discussion and support the discussion leaders by asking questions.

## **IN-CLASS ASSIGNMENTS**

Teams will use class time to work on short assignments related to the topic for many sessions. These assignments are intended to help synthesize course material in a team atmosphere. The assignments will vary from marketing research, video watch and discuss, case analysis, team activities, games, etc. If you are not actively participating in class activities, leave class early, disengaged during the activities or frequently not

being a “team player”, you will lose “class activity/assignment” points. On the contrary, if you are actively engaged in class activities yet miss a few days of class you can still get full points.

## **ONLINE DISCUSSION FORUMS**

Each week you will participate in an online discussion forum. You will create an original post by responding to my discussion questions I post on Canvas every week on Wednesday/Thursday. You will have until before the following Monday class to post and respond to two other posts. This will create an online discussion forum that gives students a chance to discuss various business topics. If possible and relatable, it is encouraged to refer online discussion topics during class discussions to enhance the understanding of each topic discussed.

## **STOCK PORTFOLIO**

You will choose 5 stocks that you will track throughout the semester. You will be in charge of creating an excel sheet the second week of class and from then on, every Wednesday you will write in the current stock price. Tracking 5 stocks will give you a chance to notice financial trends and become more familiar with the stock market. The stock market can be daunting and complex, however, weekly tracking and frequently looking at your stocks will familiarize you quicker than you think!

## **A LIST OF ONLINE BUSINESS SOURCES**

These sources are great ways to find current business updates for your “In the news” assignment. Also, we will do multiple R & D (research and development) class activities and these sources may come in handy.

<http://grist.org/>

<http://www.greenbiz.com/>

<http://www.theguardian.com/sustainable-business>

<http://www.treehugger.com/>

<https://netimpact.org/>

<http://www.theguardian.com/environment> <http://www.enn.com/>

<http://www.thepeoplesnews.net/>

<http://www.corporateknights.com/channels/>

[http://www.sciencedaily.com/news/earth\\_climate/sustainability/](http://www.sciencedaily.com/news/earth_climate/sustainability/)

<http://www.huffingtonpost.com/news/sustainability/>

CLASS CALENDAR

1 MON	1/20	NO CLASS	NO CLASS
1 WED	1/22	Introduction and syllabus review <ul style="list-style-type: none"> <li>• Class activity</li> </ul>	Watch in class: <a href="https://www.ted.com/talks/michael_porter_the_case_for_letting_business_solve_social_problems#t-972115">https://www.ted.com/talks/michael_porter_the_case_for_letting_business_solve_social_problems#t-972115</a>
2 MON	1/27	<ul style="list-style-type: none"> <li>• ROC Article</li> <li>• Choose 5 stocks, make excel sheet</li> <li>• Form groups</li> <li>• Assign news anchors</li> <li>• Group activity</li> <li>• Decide on a business plan with your groups</li> </ul>	Before coming to class: <ul style="list-style-type: none"> <li>• Read ROC Article</li> <li>• Post and write two comments in the forum</li> </ul>
2 WED	1/29	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Class activity</li> <li>• Executive summary and background information</li> <li>• Business Model Canvas</li> <li>• Check stocks</li> </ul>	
3 MON	2/3	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> <li>• Class activity</li> <li>• Business plan check in and group work</li> </ul>	Before coming to class: <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> In class: <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> Due at midnight: <ul style="list-style-type: none"> <li>• Executive Summary &amp; background information</li> </ul>
3 WED	2/5	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Chapter 1 &amp; 2 Review</li> <li>• Business plan lecture on competitor analysis and business model canvas</li> <li>• Class activity</li> <li>• Check stocks</li> </ul>	Before coming to class: <ul style="list-style-type: none"> <li>• Read chapter 1 &amp; 2</li> </ul>
4 MON	2/10	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> <li>• Class activity</li> </ul>	Before coming to class: <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> In class:



		<ul style="list-style-type: none"> <li>• Business model canvas</li> <li>• Group work</li> </ul>	<ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at midnight:</p> <ul style="list-style-type: none"> <li>• Competitor analysis &amp; Business Model Canvas</li> </ul>
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4 WED	2/12	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Chapter 3 &amp; 4 Review</li> <li>• Class activity</li> <li>• Group work</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Read Chapter 3 &amp; 4</li> </ul>
5 MON	2/17	<ul style="list-style-type: none"> <li>• NO CLASS</li> </ul>	<ul style="list-style-type: none"> <li>• NO CLASS</li> </ul>
5 WED	2/19	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Chapter 5 &amp; 6 review</li> <li>• Class activity</li> <li>• Business plan lecture on strategy analysis</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Read Chapter 5 &amp; 6</li> </ul>
6 MON	2/24	<ul style="list-style-type: none"> <li>• In the News</li> <li>• Chapter 7 &amp; 8 review</li> <li>• Study guide for chapter 1-8 exam</li> <li>• Company description</li> </ul>	<p>Due at midnight:</p> <ul style="list-style-type: none"> <li>• Strategy Analysis</li> </ul>
6 WED	2/26	<ul style="list-style-type: none"> <li>• Chapter 1-8 exam</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Study for chapter 1- 8 exam</li> </ul>
7 MON	3/2	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> <li>• Class activity</li> <li>• Company description group work</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> <p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at midnight:</p> <ul style="list-style-type: none"> <li>• Company Description</li> </ul>
7 WED	3/4	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Chapter 9 &amp; 10 review</li> <li>• Industry Analysis lecture</li> <li>• Group work</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Read chapter 9 &amp; 10</li> </ul>
8 MON	3/9	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul>

		<ul style="list-style-type: none"> <li>• Class activity</li> <li>• Create instagram</li> </ul>	<p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at midnight:</p> <ul style="list-style-type: none"> <li>• Industry Analysis</li> </ul>
8 WED	3/11	<ul style="list-style-type: none"> <li>• Chapter 11 &amp; 12</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Read chapter 11 &amp; 12</li> </ul>
9 MON	3/16	NO CLASS	NO CLASS
9 WED	3/18	NO CLASS	NO CLASS
10 MON	3/23	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Create cover letter</li> <li>• Create Facebook group</li> <li>• Talk about Market analysis</li> <li>• Tone Den</li> <li>• Class activity</li> </ul>	
10 WED	3/25	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Review Chapter 13 &amp; 14</li> <li>• Instagram</li> <li>• Resume</li> <li>• Market analysis</li> <li>• Class activity</li> <li>• Create a LinkedIn</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Read chapter 13 &amp; 14</li> </ul> <p>Due at Midnight:</p> <ul style="list-style-type: none"> <li>• Cover letter</li> </ul>
11 MON	3/30	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Interviews</li> <li>• Podcast/video/reading discussion</li> <li>• Snapchat</li> <li>• Class activity</li> <li>• Market analysis continued</li> </ul>	<p>Due before class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> <p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at midnight</p> <ul style="list-style-type: none"> <li>• Resume</li> <li>• LinkedIn profile</li> <li>• Market analysis</li> </ul>
11 WED	4/1	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Review chapter 15 &amp; 16</li> <li>• Operations strategy</li> <li>• Interviews</li> <li>• Class activity</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Reach chapter 15 &amp; 16</li> </ul> <p>Due at Midnight</p> <ul style="list-style-type: none"> <li>• Interview reflections</li> </ul>

12 MON	4/6	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> <li>• Get out of the building</li> <li>• Elevator pitch activities</li> <li>• Operations strategy</li> </ul>	<p>Due before class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> <p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at midnight:</p> <ul style="list-style-type: none"> <li>• Operations Strategy</li> </ul>
13 WED	4/8	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Get out of the building; calls and emails</li> <li>• Review chapter 9-17</li> <li>• Social Responsibility and Sustainability</li> <li>• Elevator pitch activities</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Read chapter 17</li> </ul>
13 MON	4/13	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> <li>• Business model canvas round table discussions</li> <li>• Calls and email updates</li> </ul>	<p>Due before class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> <p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at Midnight</p> <ul style="list-style-type: none"> <li>• SR &amp; Sustainability Strategy</li> </ul>
14 WED	4/15	<ul style="list-style-type: none"> <li>• Chapter 9-17 exam</li> <li>• Check stocks</li> </ul>	<p>Before coming to class:</p> <ul style="list-style-type: none"> <li>• Study for chapter 9-17 exam</li> </ul>
14 MON	4/20	<ul style="list-style-type: none"> <li>• In the news</li> <li>• Podcast/video/reading discussion</li> <li>• Business plan group work</li> <li>• Class activity</li> <li>• Financials</li> </ul>	<p>Due before class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> <p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul> <p>Due at Midnight</p> <ul style="list-style-type: none"> <li>• Financials</li> </ul>
15 WED	4/22	<ul style="list-style-type: none"> <li>• In the news make ups</li> <li>• Business plan group work</li> <li>• Group/class activity</li> <li>• Check stocks</li> </ul>	
15 MON	4/27	<ul style="list-style-type: none"> <li>• In the news make ups</li> <li>• Podcast/video/reading discussion</li> <li>• Group work</li> </ul>	<p>Due before class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul>

		<ul style="list-style-type: none"> <li>• Class activity</li> </ul>	<p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul>
16 WED	4/29	<ul style="list-style-type: none"> <li>• Business plan</li> <li>• Group work</li> <li>• Class activity</li> <li>• Check stocks</li> </ul>	
16 MON	5/4	<ul style="list-style-type: none"> <li>• Podcast/video/reading discussion</li> <li>• Business plan group work</li> <li>• Class activity</li> </ul>	<p>Due before class:</p> <ul style="list-style-type: none"> <li>• Listen to podcast/watch video</li> <li>• Post and write two comments in the forum</li> </ul> <p>In class:</p> <ul style="list-style-type: none"> <li>• Student lead discussion</li> </ul>
17 WED	5/6	<ul style="list-style-type: none"> <li>• Group activities</li> <li>• Finalize business plan</li> <li>• Check stocks and turn in excel sheet</li> </ul>	<p>Due in class:</p> <ul style="list-style-type: none"> <li>• Excel sheet with stock tracking</li> </ul>
17	5/11	<p>Final presentations Business plan due 10:45-12:45</p>	<p>Due in class</p> <ul style="list-style-type: none"> <li>• Hard copy of your groups formal business plan. 1 copy per group</li> </ul>