



The Aubrey Dan Program in

**MANAGEMENT** and  
**ORGANIZATIONAL STUDIES**

# Marketing for Management and Organizational Studies

Course Number: MOS3320a/b

The course outline and schedule are subject to change at the discretion of the course instructor.

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## Course Information

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<b>Course Name:</b>	Marketing for Management and Organizational Studies	
<b>Course Number:</b>	3320a/b	
<b>Section</b>	<b>Location</b>	<b>Time</b>
One	HSB-35	Mondays: 10:30am – 1:30pm
Five	SSC3006	Fridays: 9:30am- 12:30pm

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## Instructor Information

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<b>Instructor:</b>	<b>Kevin R. Thompson, MBA,</b>
<b>Office:</b>	SSC-2231
<b>Office Telephone:</b>	519-661-2111. Extension 85040 [MOS Office: 519-661-2051]
<b>e-mail:</b>	<a href="mailto:kthomp65@uwo.ca">kthomp65@uwo.ca</a>
<b>Course website</b>	<b>WEB-CT-OWL MOS3320a/b</b> <a href="http://webct.uwo.ca/">http://webct.uwo.ca/</a> (click location, log-in, click appropriate section)
<b>Office Hours:</b>	<b>By appointment (via email or in person)</b> <b>Mondays:</b> after class by appointment <b>Fridays:</b> after class by appointment

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## Required Text

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**Textbook:** Principles of Marketing, 8<sup>th</sup> Canadian Edition (Kotler, Armstrong, Cunningham, Trifts), 2011, Pearson Canada, ISBN: 978-0-13-508457-1

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## Course Description & Objectives

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**Course Description:**

An introduction to the role of marketing in the organization and society. (0.5 course and 3 lecture hours weekly)

**Prerequisites: Business Administration 2257 and enrolment in the BMOS program.**

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

**Course Objectives:**

Welcome to Marketing for MOS! This course is designed to introduce the field of marketing to the program student. The course takes a global perspective and focuses on the role of marketing in society and on its relevance to the firm, organization, and individual. The course lectures, class discussions, classroom activities, reading assignments, video presentations, and the group marketing project will provide the student with the opportunity to learn the concepts and theories of the subject area and to apply this knowledge in a systematic and logical manner. The concepts learned are applied to realistic marketing problems in a host of business settings, including for-profit and not-for-profit firms, as well as small business organizations and institutions, within domestic and international contexts. The video presentations will further expose the student to a variety of contemporary marketing dilemmas faced by real-life organizations, while the group term project paper will foster teamwork, enhance the realism of the learning experience, and sharpen decision-making skills.

Class sessions will be devoted to applying and extending the material in the assigned readings. It the responsibility of each student to be prepared for each session as detailed in the course outline.

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## Mid-Term & Final Exam

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There will be a mid-term test and a final exam in the course, representing 25 and 40 percent of your final grade for this course, respectively. Both can include multiple-choice, fill-in-the-blank, short answer, cases, and/or short essay questions. Questions can pertain to any of the material covered during the course with respect to the relevant topic areas, including those topics contained in the text, video presentations, and class discussions/activities. The mid-term and final exams are closed-book. Although the final exam is not cumulative (i.e., will not have questions directly based on pre-midterm materials), knowledge in marketing theory is cumulative; therefore students are expected to have a detailed understanding the importance and relevance of terms/concepts, etc. covered in the first half of the course.

Dates of Mid-Term Test, and Final Exam	
<b>Mid-Term</b>	Week 6: <i>in class</i>
<b>Final Exam</b>	Date/Time/Place: _____ / _____ / _____ (3 hours) <i>To take place sometime during final exam period</i>

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## Group Project: Creating a Marketing Plan (groups of 5 members)

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The objective of the term project (worth 25% of your total grade for this course) is to provide you with experience in applying the concepts and methods of marketing to a real-world marketing opportunity, in the form of a marketing plan. A marketing plan should be a written statement of a marketing strategy and the time-related details for carrying out the strategy. The project is to be done in teams (5 members). Following a thorough analysis of the marketing situation, each team will create a marketing plan for a 'new' product or service, in an existing product/service category. For your product or service, you may choose one of the following options:

**Option 1 (Market development option):** Find an existing product or service that is successful in a foreign country, which is **not** currently available in Canada. Your task would be to introduce this product/service to the Canadian market.

**Option 2 (Entrepreneurial option):** Develop a new product or service, in an existing product/service category. Please note that existing brand names cannot be used.

**Evaluation:** In grading your project, I will pay close attention to the realism, clarity, thoroughness, and originality of the written marketing plan. **All team members should participate equally; you will have the opportunity to confidentially evaluate the contributions made (or lack thereof) of fellow team members**, with a formal peer-evaluation form (see template included in this syllabus). Note that the professor will incorporate this feedback in assigning the grade for each student in the group. In other words, the grade assigned may differ between members as the result of insufficient/lack of quality contribution deemed by their fellow group members.

**Project Deadlines & Special Instructions:** There are three deadlines, so please mark them down in your schedule. (weeks 4, 8 and 12)

1. Groups will be assigned by the professor by the end of **Week 2**, and posted on the course website as well as brought to class. Time will be provided in class for groups to assemble and exchange contact information. Group members are responsible for exchanging relevant contact information with one another (e.g., telephone numbers, email addresses, availabilities, etc.). Please check the course site calendar to confirm group assignments. These will be posted after **week 2**.
2. Each team must submit via WebCT Assignments tab, a 1-page abstract summary (consisting of a description of, and rationale for choosing the product/service) on **Week 4 (First Class/Only Class)**, in order to obtain the professor's approval and feedback. Feedback will be provided under the same link by the professor so please check! The more information that you provide, the more feedback can be offered. Time will be provided in class as is available for group interaction and consultation with the professor. NOTE: No proposals will be approved after **Week 4**, resulting in a grade of "0" being assigned to this portion of the course.
3. Beginning in **Week 8**, teams will present a **20 minute executive summary presentation (presentation particulars will be provided online) with a 10 minute Q&A** for a total of 30 minutes. Presentations must be uploaded to the professor no later than midnight the night prior to the scheduled presentation date for your group.
4. The completed written project is due on **Week 12** by midnight on the day in which you have class. Each group must hand in one (1) paper copies inclass *and* 1 electronic copy (uploaded via WebCT), of the complete project. There are no exceptions to this requirement, and **no late submissions will be accepted.**

### **Special Instructions:**

1. Presentations should be an overview of your marketing plan concept and include any multimedia or format you feel suitable to achieve audience interest, interaction and value. All team members should present and dress for success! The presentation will contribute 15% towards your final project grade and towards participation marks.
2. Presentations must be uploaded to the professor no later than midnight the night prior to the scheduled presentation date for your group.
3. Presentations offer the group an opportunity to canvass the class about important strategic direction or other questions you seek input on. Let us help you so make sure you have questions for the audience!
4. Written Projects should represent a professional effort, in content, structure, and presentation. A good way to think about this project is to imagine that your team will actually be implementing this plan for real; alternatively you might imagine that your team has been hired as consultants, in order to develop a marketing plan (Consider this to be a real world assignment...the report will be scored in large part on the professor's perception of the usefulness and acceptability of the report to a real client).
5. You are encouraged to refer to the handouts distributed in class (and/or posted on the course WEB-CT website) as well as materials in the text, for hints on analytical methods and formatting.
6. You are expected to do outside secondary research for this project. This would include, for example, finding and analyzing demographic information that is related to the size/location of the target markets for this product or service, information on the competition, distribution channels, promotional options and costs, etc. This may also include relevant academic and/or trade journal sources. You must provide proper citations for all sources.
7. Assume current year dollars throughout. Clearly state the rationale (and/or source) behind any other assumptions that you may make. Cite all sources of information (i.e., provide references): ALL facts in the report must be substantiated except those that are obviously common knowledge. Use footnotes/endnotes where necessary, and include a bibliography. Ensure that all material included is relevant and appropriate for the situation at hand.
8. Total length of the project (not including Appendices, Exhibits, References, and Cover Page) is not to exceed 25 typed, double-spaced pages (note that 'bulleted items' do not require double spacing). Use 'Arial' or 'Times New Roman' non-condensed size-12 fonts, with 1-inch margins.

### **Detailed Outline and Format for the Marketing Plan (to augment the online Marketing Plan Template):**

- **(in order) Cover page, Executive summary (1-2 pages), Table of Contents (1 page).** The executive summary, which precedes the table of contents, presents a brief summary of the main goals and recommendations of the plan for management review, helping top management to find the plan's major points quickly.
- **Introduction (approximately 1-2 pages).** All projects must have some sort of introduction that explains the nature, focus, and objectives of the report to the reader. In addition, if following the market development option, you should include a brief description of the company and product/service that you are focusing on (e.g., history/background, mission statement, major products/divisions, etc.). With respect to the 'new' product or service, state the main marketing objectives that your team would like to attain during the term of the marketing plan, and mention any key issues (i.e., major constraints) that will affect their attainment. Irrespective of the option chosen, you must concisely make a compelling case for proposing this marketing opportunity.
- **Analysis of the Marketing Situation.** The use of point-form is appropriate here, so long as each point listed is clearly phrased *and* interpreted. Please use appropriate subheadings to organize your assessment of the following:
  - *Relevant factors and trends* of the demographic environment, cultural and social environment, the economic environment, the technological environment, the political and legal environment (if applicable), natural and ecological environments (if applicable), etc.

- *Competitor analysis*, such as defining direct and indirect competitors, what is the likelihood of new competition, what is the intensity of competition, what are specific competitors' advantages and disadvantages, competitive barriers that need to be overcome, areas of potential competitive advantage, etc.
- *Customer analysis* (organizational and/or final consumer), including evaluating possible segmenting dimensions (customer needs, consumer behaviors, and other characteristics that form the bases for segmentation), identifying and profiling possible target market(s) as relating to the specific product-category under consideration (operational characteristics, potential size, and likely growth).
- *Company analysis*, including company objectives and overall marketing activities, company resources (e.g., management skills and competencies, finances, human resources, and other resources, etc.).
- *SWOT analyses*: identification of the major strengths, weaknesses, opportunities, and threats (based on the above analyses of company resources, customers, competitors, and other aspects of the external marketing environment).
- **Strategy and Recommendations.** On the basis of your situational analysis, generate a marketing strategy (give your strategy a descriptive label). This should include the following components (of the three below subsections, please note that the marketing strategy is the most important):
  - *Marketing Strategy*. Clearly state the marketing objectives of your strategy, the generic and narrow product-market(s) that you will be targeting (include a profile of your intended target market[s]), positioning statement, and most importantly, the marketing mix(es) of your strategy. In crafting your marketing mix(es), provide a detailed description and (if necessary, justification) for each element (point form is OK here):
    - Product (decisions about everything the target group receives)
    - Price (decisions about everything the target group gives up to receive it)
    - Place (decisions about everything that is done to get the product to the target group)
    - Promotion (decisions about everything that is done to communicate the other three elements to the target group)
  - *Sales Forecasts*. Estimate the market potential for your product/service, in the short-, and medium-terms. 1 & 3 year forecasts are appropriate based on low, medium and high expectations of performance. For example, each scenario would have its own 1 & 3 year sales forecast showing either revenue or by units (preferably revenue) totalling 6 forecasts. What is the impact on the 'bottom line' of your strategy? That is, briefly discuss key figures, including projected revenues, COGS expenses, profits (losses), breakeven analysis if possible, market share, etc. Show details and calculations in the appendix section but extract and discuss key figures in the main part of your project. You may also want to assess trends and/or make forecasts over the long-term. Operating expenses or production expenses are not of concern with respect to actual numbers or details. Where applicable and possible please state percentages based on your research i.e. "Op Ex of 65% with variable costs of 35% broken down in the following manner....." Please use other course materials from other courses as aids in this cross functional portion of the project and cite reference for these in the document.
  - *The Promotional Budget and budget for other marketing costs associated with the plan*: These costs should be stated wherever possible based on your research and indicate where and when you plan to spend the money in order to achieve the results highlighted in your Sales Forecasts.
  - *Assumptions*: All assumptions must be clearly stated to help the reader understand the context of your facts and figures.
  - *Pros and Cons*. Briefly reiterate the qualities and shortcomings of your proposed strategy (for example, on the basis of such aspects as impact on the bottom-line, match to core competencies of the firm, viability [given resources, skills, etc.], potential competitors' responses, etc.).
- **Implementation and Control.** Implementation consists of your action plan—it spells out, according to a detailed time frame, how the marketing strategy will be launched into the marketplace (i.e., what has to be done, when, how, how much, who is responsible for doing it, additional resources required, obstacles to overcome, etc.). Are there any special implementation problems that need to be overcome? Finally, briefly outline the controls that will be used to monitor progress of the strategy and allow management to review and/or readjust the strategy.

- **Appendices.** Put all supporting calculations, graphs, tables and charts, in this section. It is critical that you extract and discuss key the findings from your calculations into the main body of your project. Similarly, in the main body of your project, clearly direct the reader towards the supporting calculations, where appropriate. There is no page limit on the number of Appendices, but they must all be relevant to the marketing plan.
- **References.** List all sources of information.

**Group Project Peer Evaluation:** Just to give you an idea how this works, below is a **sample** peer evaluation form which is available on WebCT under the Assignments tab.

**PEER REVIEW FORM: GROUP TERM PROJECT**  
MOS 3320a/b (Marketing for MOS), Prof: Kevin Thompson, MBA

Name of Evaluator (**Print** Your Name): \_\_\_\_\_

Name of Evaluator (**Sign** Your Name): \_\_\_\_\_

Date: \_\_\_\_\_ Section number: \_\_\_\_\_

The purpose of this peer review process is to allow each individual student within each group to communicate the contributions made by each group member (i.e., in terms of attitude and cooperation, attendance at group meetings, ability to meet deadlines, idea contribution, contribution to planning and organization, actual work done, etc.) to the professor. This information is strictly confidential—it will not be shared with anyone else. Based on this feedback from each group member, the professor **may adjust** the grade of those group members who were negligent in making a substantial contribution.

Instructions:

- Please write the name (first, and last) of each group member, except yourself, in the spaces indicated below.
- Assign a “grade” ranging from 0% (absolutely no contribution made to the group) to 100% (full cooperation and quantity/quality of work done, relative to other group members). Note that any “grade” of less than 100% may result in a reduction of that (those) group member’s (members’) grade!
- If you wish, you may write in comments in the space provided below.
- This information is strictly confidential—**DO NOT SHARE IT WITH OTHER GROUP MEMBERS!!!**
- Put the completed peer review sheet into an envelope (do not put your name on the outside of the envelope!), and submit to the professor on or before the last day of class.

Name of Group Member	Name of Group Member	Name of Group Member	Name of Group Member
Grade assigned	Grade assigned	Grade assigned	Grade assigned

<i>Comments?</i>

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## Class Participation

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Students are expected to attend all classes, and to make regular contributions to class discussions. Each student must come to class with a thorough understanding of the chapter(s) assigned for that class—the objective of the lectures and discussions will be to enhance **comprehension of the material and not to merely review concepts and definitions**. During the term, students are encouraged to share marketing examples that they come across, either directly or via the media, with the class. For this reason it is recommended that students keep this class in mind when reading newspapers, watching television, reading magazines, while shopping, etc., as often the most relevant learning comes from discussing actual examples of Marketing behaviour. All class members will be expected to actively contribute to these discussions, as this will have a direct impact on your overall class participation grade (worth 10 % of your final grade). The material covered in these discussions may appear on any of the course testing sessions.

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## Grading

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The following weights will be assigned for each course evaluation component:

Grading Weights for Evaluation Components	
Mid-Term Exam	25%
Final Exam	40%
Marketing Plan Group Project	25%
Class Participation	10%
Total	100%

The following are the grade categories for the course from the *Academic Calendar*:

Grade Categories	
<b>A+</b>	90%+
<b>A</b>	80 - 89%
<b>B</b>	70 - 79%
<b>C</b>	60 - 69%
<b>D</b>	50 - 59%
<b>F</b>	Below 50% or assigned when course is dropped with academic penalty

**No late submissions of any course material will be accepted, unless there are acceptable (to the course instructor) extraordinary circumstances.**

**New Western Medical Accommodation Policy on Medical Notes:** *A Western Student Medical Certificate (SMC) is required where a student is seeking academic accommodation. This documentation should be obtained at the time of the initial consultation with the physician or walk-in clinic. An SMC can be downloaded under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm>. Hard copies are available from the student's home Faculty Academic Counselling Service.*

**Plagiarism:** *"Students must write their own essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence." (see Scholastic Offence Policy in the Western Academic Calendar)."*

**Plagiarism Checking:** *"All required papers may be subject for textual similarity review to the commercial plagiarism software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between the University of Western Ontario and **Turnitin.com** (<http://www.turnitin.com>)."*

**Academic Cheating:** *"Computer-marked multiple-choice tests and/or exams may be subject to submission review by software that will check for unusual coincidences in answer patterns that may indicate cheating."*

**Other Relevant Academic Policies/Regulations:** *All students are advised to refer to the Academic Calendar and other relevant documentation for other relevant academic policies and regulations (e.g., academic cheating, attendance, etc.).*

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## Code of Behaviour

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Students are expected attend all classes, and to remain in attendance throughout the entire class. It is also expected that students will remain focussed on the activities during the class. **Disruptive talking will not be tolerated. If you bring a laptop/handheld device to class and decide to check email/chat/surf, etc., you will be asked to leave the room.** If you, as an individual student, find it necessary to leave the classroom during a lecture and/or presentation, do so quietly (i.e., for an emergency that cannot wait until the end of the class). If you return to a class that is still in progress, do so quietly. Groups of students leaving (and/or returning) together while a class is in progress will not be tolerated. Research shows that failure to attend class can have a negative impact on one's grade. All students are responsible for all course material.

**Cell phones or any other electronic device not used or authorized by the professor shall not be used (nor should they be left on) during class.**



## Course Outline Schedule\*

Date	Topic	Readings
<b>Week 1</b>	<i>PART 1: MARKETING FUNDAMENTALS</i> 1. Introduction to course – Review of course syllabus 2. Discussion of Marketing paper (Group Project)/Groups Assigned 3. The Nature of Marketing/Why study Marketing? 4. Marketing: Creating/Capturing Customer Value	1
<b>Week 2</b>	1. Marketing's Role in the Firm 2. Marketing Strategy 3. Social Responsibility and Ethics	2, 4
<b>Week 3</b>	<i>PART 2: THE MARKETING ENVIRONMENT</i> 1. Environmental Analysis 2. Marketing Research	3, 5
<b>Week 4</b>	1. Market Segmentation, Differentiation, and Positioning 2. Consumer & Business Buying Behaviour (B2C). <b>Note: 1-pg. summary of marketing plan due</b>	6, 7, 8
<b>Week 5</b>	No classes scheduled for Monday ( <i>Thanksgiving Day</i> ) 1. Sec 5 = Consumer & Business Buying Behaviour (B2C) continued. Briefing on Midterm Format, Q&A (if time permitting)	6, 7, 8
<b>Week 6</b>	<b>Note: IN-CLASS MID-TERM EXAM – Ch.'s 1,2,3,4,5,6,7,8 and in-class materials/discussions</b>	<b>EXAM</b>
<b>Week 7</b>	1. Business Buying Behaviour (B2B) continued. 2. Product and Service Planning 3. Branding	9
<b>Week 8</b>	1. New Product Development 2. Product Lifecycle 3. <b>Presentations Begin</b>	10, 12
<b>Week 9</b>	1. Place: Marketing Channels 2. Retailing and Wholesaling 3. <b>Presentations</b>	12-13
<b>Week 10</b>	1. Pricing 2. <b>Presentations</b>	11
<b>Week 11</b>	1. Promotion: Integrated Marketing Communications 2. Advertising and Public Relations 3. <b>Presentations</b>	14, 15
<b>Week 12</b>	1. Advertising and Public Relations (continued) 2. Personal Selling and Sales Promotion 3. <b>Presentations (if applicable)</b> 4. <b>Note: Group Project (Marketing Plan) Due at First Class</b>	15-16
<b>Week 13</b>	1. The Global Marketplace and Modifying the Marketing Mix 2. Briefing of Final Exam Format, Q&A (if time permitting)	19
<b>EXAM TBD</b>	<b>Final Exam – Ch. 9, 10, 11, 12, 13, 14, 15, 16, 19 and in-class materials and discussions</b>	

\*The course outline and schedule are subject to change at the discretion of the course instructor.

## **GENERAL INFORMATION**

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

## **TERM TESTS and MID-TERM EXAMS**

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

## **FINAL EXAMINATIONS**

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

## LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

## SHORT ABSENCES

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

## EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

## DOCUMENTATION

- Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.
- In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counsellor.

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

## ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.