



Marketing for Management and Organizational Studies

Course Number: MOS2320a - Section (003)

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

Course Information

Course Name:	Marketing for Management and Organizational Studies
Course Number:	2320a (Fall 2011)
Section, Class	Section 003
Location, Time:	<i>Mondays: 10:30 a.m. – 11:30 a.m. (location: UCC 37)</i> <i>Wednesdays: 10:30 a.m. – 12:30 p.m. (location: UCC 37)</i>
Course Coordinator	Rick Burjaw SSC 2206, rburjaw@uwo.ca , ext. 87273

Instructor Information

Instructor:	John White (HBA, MBA) <i>Lecturer, MOS Program</i>
Office:	Room 2231 SSC
Office Telephone:	519-661-2111. Extension 85040 [MOS Office: 519-661-2051]
e-mail:	john.white@uwo.ca
Course website	WEB-CT-OWL MOS2320a Section 003 (John White) http://webct.uwo.ca/ (click location, log-in, click appropriate section)
Office Hours:	Mondays 11:30 a.m. – 2:30 p.m. Wednesdays 12:30 p.m. – 2:30 p.m. <i>Other times by appointment (via email: john.white@uwo.ca)</i>

Required Text

Principles of Marketing, 8th Canadian Edition (Kotler, Armstrong, Cunningham, Trifts), 2011, Pearson Canada, ISBN: 978-0-13-508457-1.

Course Description & Objectives

Course Description:

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

Antirequisite(s): [MOS 3320A/B](#).

Pre-or Corequisite(s): [MOS 1020A/B](#) or both [MOS 1021A/B](#) and [1023A/B](#) and enrolment in BMOS or MAS.

"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.

Mid-Term & Final Exam

There will be a mid-term test and a final exam in the course, representing 25 and 35 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	
Mid-Term	Thursday, October 13 th – location SH 316 & 317 (5:00pm – 7:00pm)
Final Exam	Date/Time/Place: _____/_____/_____ (3 hours) Final exam period is December 10-21, 2011, date will be confirmed Week 8.

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

The objective of the term project (worth 35% 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. According to the text, a marketing plan "...is a written statement of a marketing strategy and the time-related details for carrying out the strategy" (Perreault et al., 2007, p. 38). 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 one of the following options:

Option 1 (*Existing organization option*): Create a comprehensive, real life marketing plan for an existing company/organization (this can include a not-for-profit organization). This could be a marketing plan for a whole new product or service, or a significant revision to an existing plan. Please check with me before approaching an existing organization.

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.

Option 3 (*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.

Project Deadlines: There are three deadlines, so please mark them down in your agendas.

1. Your first task is to form groups of 5 members. By the beginning of **Week 3 (Deadline: on or before Monday, September 26th)**, one member from each group must send me an email (john.white@uwo.ca) containing the names and valid email addresses of each group member. I will arbitrarily group students not being a member of a group by September 26th by the following class (September 28th). Group members are responsible for exchanging relevant contact information with one another (e.g., telephone numbers, email addresses, availability, etc.).
2. Each team will hand in a 1-page report (consisting of a description of, and rationale for choosing the product/service) on **Week 4 (Deadline: Monday, October 3rd)**, in order to obtain the professor's approval and feedback. The more information that you provide, the more feedback I can offer. During the course of the semester, you are encouraged to meet with the professor *at least* once for advice. NOTE: No proposals will be approved after October 3rd, resulting in a grade of "0" being assigned to this portion of the course.
3. The complete project is due on **Week 11 (Deadline: Monday, November 21st 2011)** at the **beginning** of class. Each group must hand in one (1) paper copy *and* 1 electronic copy must be submitted to Turnitin via WebCT. There are no exceptions to this requirement, and **no late submissions will be accepted**. Peer evaluations are also due on this day before midnight.
4. In-class presentations summarizing the marketing plans will begin on **Week 12** and continue into **Week 13**. Each presentation should be between ten and twenty minutes (the time limit will depend on the number of groups and will be announced in class). **The presentation will be graded and all team members should participate.**

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 peer-evaluation. Note that this feedback will be incorporated in assigning the grade for each student in the group. In other words, the grade assigned to the group as a whole may be adjusted downwards for any team member(s) deemed by their fellow group members as making an insufficient contribution.

Special Instructions:

1. The Marketing Plan 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).
2. Include a cover page, and ensure that each team member's name and student ID are on the handed-in project. Each team must hand in one (1) paper copy of the project, along with an electronic copy submitted to Turnitin. Only one team member needs to submit via Turnitin.
3. 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.
4. 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.
5. Assume current (2011) 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.
6. Total length of the project (not including appendices, exhibits, references, and cover page) is not to exceed 20 typed, double-spaced pages (note that 'bulleted items' do not require double spacing). Use Arial, Helvetica or Times New Roman non-condensed size-12 fonts, with 1-inch margins.

Detailed Outline and Format for the Marketing Plan:

• **(in order) Cover page, Executive summary (1 page), 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 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 (approximately 7 pages, excluding any associated appendices)**. 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 behaviours, 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 (approximately 6 pages, excluding any associated appendices).** 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)
- *Financial Assessment and Budget*. Estimate the market potential for your product/service, in the short-, and medium-terms. What is the impact on the 'bottom line' of your strategy? That is, briefly discuss key figures, including projected revenues, expenses, profits (losses), breakeven analysis, 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.
- *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 (approximately 3 pages).** 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: Working collaboratively in groups is a very important part of the business world in general. The experience of doing this to complete the group project is as valuable as the project itself. It's important that all group members participate equally in this assignment.

Prior to midnight on Monday, November 21, 2011 you need to e-mail me a peer evaluation for the group members (john.white@uwo.ca).

Send me an email with a list of the five group member names including yourself. Assign each person in the group a mark between zero and ten according to the allocation of the project work. For example, if all members participated equally, give everyone a ten. In the extreme case where a group member did not participate at all, give that person a zero.

If there are large discrepancies indicating there were issues relating to one or more group members not pulling their weight or participating at all, I may pursue this further. Ideally you will be able to provide e-mails and other correspondence showing that there were efforts to include all group members in the completion of the project. Lack of participation by one or more group members will not effect the final mark of the project itself, but it may lead to less than full marks being awarded to the group member(s) who have not participated fully.

If you are having potential issues relating to group participation with one or more group members you must notify me by email prior to November 14, 2011.

Pop Quizzes and Participation

During the course of the semester, **there will be 3 unannounced (surprise) quizzes, relating specifically to the materials assigned for that particular session.** Every class, I will reiterate what readings you are responsible for prior to attending the next class, so coming to class is very important! In total, the quizzes are worth 5 percent of your final grade in this course. I will choose the best 2 out of 3 to count towards your final grade (at up to 2 ½ marks each). In other words, I will drop the quiz for which you obtained your lowest grade. Note that this applies only when you have written all three quizzes. In the event that you only write 2 quizzes (e.g., due to absence), I will not drop your lowest grade, but instead take the average of the two. If you write only one quiz, you will automatically lose 2 ½ marks; if you fail to write any quizzes, you will automatically lose 5 marks. These quizzes are intended to reinforce the importance of attending lectures, and coming to class prepared with an understanding of the assigned readings. As such, there will be no granting of 'make-up' quizzes.

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.

Grading

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

Grading Weights for Evaluation Components	
Mid-Term Exam	25%
Final Exam	35%
Marketing Plan Group Project	25%
Marketing Plan Group Project Presentation	10%
Pop Quizzes	5%
Total	100%

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

Grade Categories	
A+	90%+
A	80 - 89%
B	70 - 79%
C	60 - 69%
D	50 - 59%
F	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.).*

Code of Behaviour

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 shall not be used (nor should they be left on) during class.

Accessibility

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

Course Outline Schedule

Date	Topic	Readings
Week 1 Sept 12 & 14	PART 1: MARKETING FUNDAMENTALS 1. Introduction to course – Review of course syllabus 2. Discussion of Marketing paper (Group Project) 3. The Nature of Marketing/Why study Marketing?	Chapter 1
Week 2 Sept 19 & 21	1. Marketing's Role in the Firm/Not-for-profit organization 2. Marketing Strategy 3. Social Responsibility and Ethics	Chapters 2, 4
Week 3 Sept 26 & 28	PART 2: THE MARKETING ENVIRONMENT 1. Analyzing the Marketing Environment 2. Marketing Research Note: Group lists for marketing project due (Monday, September 26th)	Chapters 3, 5
Week 4 Oct 3 & 5	1. Market Segmentation, Differentiation and Positioning 2. Consumer Behaviour (B2C) Note: 1-pg. summary of marketing plan due (Monday October 3rd)	Chapters 6, 8
Week 5 Oct 12	NO CLASSES Oct. 10 - Thanksgiving 1. Consumer Behaviour (B2C) (<i>continued</i>) 2. Briefing on Midterm Format, Q&A (if time permitting)	Chapter 8
MIDTERM Oct 13	MID-TERM EXAM (Thursday October 13th, location TBA): Ch.'s 1, 2, 3, 4, 5, 6, 8 and in-class materials/discussions	EXAM
Week 6 Oct 17 & 19	PART 3: ELEMENTS OF THE MARKETING MIX 1. Organizational Buying Behaviour (B2B) 2. Product and Service Planning 3. Branding 4. Review of Midterm Exam	Chapter 7, 9
Week 7 Oct 24 & 26	1. New Product Development 2. Product Lifecycle 3. Place: Marketing Channels	Chapters 10, 12
Week 8 Oct 31 & Nov 2	1. Place: Marketing Channels (<i>continued</i>) 2. Retailing & Wholesaling	Chapters 12, 13
Week 9 Nov 7 & 9	1. Pricing 2. Integrated Marketing Communication	Chapter 11, 14
Week 10 Nov 14 & 16	1. Integrated Marketing Communication (<i>continued</i>) 2. Advertising and Public Relations	Chapters 14, 15
Week 11 Nov 21 & 23	1. Advertising and Public Relations (<i>continued</i>) 2. Direct Marketing and the New Media Note: Group Project Marketing Plan Due (Monday November 21st)	Chapters 15, 17
Week 12 Nov 28 & 30	Group Presentations	
Week 13 Dec 5 & 7	Group Presentations (<i>continued</i>) 1. Creating Competitive Advantage – Bringing it all together	Chapter 18
TBA	Final Exam – Ch. 8, 9, 10, 11, 12, 13, 14, 15, 17, 18 and in class materials/discussions	

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 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 to provide supporting documentation (see below for information on acceptable forms or documentation). Submit your documentation to the Academic Counselling Office.
3. The Academic Counselling Office will contact your instructor to confirm your documentation.
4. Make arrangements with your professor to reschedule the test.

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 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 Academic Counselling Office and your instructor with supporting documentation (see below for information on 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 Academic Counselling Office for approval without delay.

Note: Make sure you know the date, time and location of the special examination. For more information see [Examinations - Common Situations](#).

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 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 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 consult Student Health Services regarding your illness or personal problem, you should request a Student Medical Certificate from the physician. 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 off-campus medical certificate form must be used. <http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. 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 (see below) 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.

Failed Year

Procedures for completing a [Waiver of the Progression Requirements](#) (DEADLINE IS JUNE 30). [Click here for BMOS Waiver of Progression Requirements.](#)

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

- What were the extenuating circumstances which contributed most significantly to your poor academic performance.) When did the problem(s) arise? Appropriate supporting documentation (eg. medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.
- Answer the following questions:
 1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
 2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
 3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
 4. Approximately what percentage of classes did you attend in each course?
 5. What assignments/tests/labs/quizzes/exams did you complete in each course?

6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
 7. Please list the final grade earned in each course in which you were registered during the past academic year.
- Why do you think you would be successful in University-level academic studies, if your petition was granted?
 - What are your academic goals?
 - What is your long-term degree/program objective?
 - In what specific program do you wish to register during the coming year?
 - What specific courses do you wish to take during the coming year?

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