

**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 4205A (FALL 2018)
INTERNATIONAL MARKETING STRATEGY**

Professor: Dr. Robert Helal
Class Time: Thursday 6:05 pm – 8:55 pm
Room: Refer to Carleton course rooms online
Office Hours: By appointment
Email: robert.helal@carleton.ca

Course Prerequisite: Third-year standing and BUSI 2204 or BUSI 2208 with a grade of C- or higher. The School of Business enforces all prerequisites.

Course Description & Objectives:

This course examines the marketing function as it related to doing business in international markets from both a strategic and managerial perspective. With a focus on a business-to-business context, this course will examine international expansion methods and foreign market evaluation and selection. This includes examining environments in foreign markets and the role of marketing research, international branding and positioning, and product, price, distribution, and communication strategies.

The main objective of this course is to develop a managerial and strategic understanding of international marketing, with emphasis on the need to improve a firm's competitiveness and performance.

More specifically, this course will:

- examine the role of marketing in world markets and review its theoretical justification
- provide an overview of business in the international context
- study marketing theory and management as it relates to varying international political, cultural, legal, and economic environments; and
- relate business needs to problems and opportunities in foreign markets.

Required Text:

D.W. Baack, E.G. Harris and D. Baack (2013) *International Marketing Analysis* (Thousand Oaks, CA: Sage)

Supplemental References:

P.R. Cateora, N. Papadopoulos, M.C. Gilly, and J.L. Graham (2011), *International Marketing* (Whitby, ON: McGraw-Hill Ryerson; 3rd ed)

Carlyle Farrell (2015), *Global Marketing: Practical Insights & International Analysis* (Thousand Oaks, CA: Sage)

PLEASE NOTE:

This course will be supported by CuLearn. CuLearn will be available to form a class discussion group for students, will include a variety of resources, and announcements will be regularly posted on the site. Students will be fully responsible for reading and responding appropriately to all information distributed through the course site. Information provided through CuLearn will be considered to have been provided to all registered students within 24 hours of posting.

In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted as soon as possible.

***** Note that the School requires that correspondence with professors be carried out through your Carleton University email account only.**

Grading:

	Percent
Individual Assignment – Annotated Bibliography	20
Midterm Exam	20
Comprehensive Group Project – written report	20
Comprehensive Group Project – presentation	5
Class Participation (assessed through verbal contributions, class-related discussions, workshop exercises and submitted newsbytes)	15
Final Exam	20
Total	100

Examinations

Midterm Exam

The midterm exam will be held during regular class time and will consist of multiple choice and potentially short/long-answer questions. The midterm will be based on the textbook chapters, all lectures and materials covered in class up to the date of the midterm, and any content presented by guest speakers. Midterm scope will be confirmed in class prior to the exam.

In cases where a student does not write the midterm exam, the missed exam will be addressed following the university guidelines for “deferred term work” (posted online). Students must advise me no later than 3 working days after the midterm exam date, but preferably before the midterm if they will not be writing the mid-term.

Final Exam

The final exam will be held during the formal exam period and will be based on the textbook chapters, all lectures and materials covered in class, and any content presented by guest speakers. Similar to the midterm exam, in cases where a student does not write the final exam, the missed exam will be addressed following the university guidelines.

Course Assignments

Specific assignment instructions will be posted on the course CuLearn site for the individual and group assignments.

NOTE: Please follow assignment requirements as posted on CU Learn, as they are both complete and are what will be used in evaluations in the event of any discrepancies.

All assignments must be posted to CuLearn before their deadline.

Note on assignments:

1. Format: All reports are to be submitted in word-processed form (e.g., no handwritten assignments).
2. Late Assignments: will be penalized 20% per day late (from point of due date and time). Late Newsbytes will not be accepted.
3. Submissions: Hard copies will be required for some assignments, which will be specified in class and on the CuLearn site. For those assignments, they must be handed in before the start of the class in which they are due. Any late assignments will be subject to penalty, no exceptions. PDF versions must also be submitted for all assignments, and are to be posted to CuLearn before the deadline.
4. Submission Timestamps: Upload date and time of your assignment submissions will be based on CuLearn timestamps.
5. Always retain a copy of all assignments submitted.

6. For class presentations, if using computer-based overhead projection, please ensure that you have backup hardcopy presentation materials in case of electronic equipment failure. It is your responsibility to arrange for booking of any required equipment that is not regularly available in class.
7. A penalty of up to 10% of the final grade may be assessed if a student is continually poorly prepared, disruptive, or absent from class discussions.

1. In-Class Scenario Group Workshops:

Throughout the semester, several classes will include group-based scenario workshop sessions. In these sessions we will take a current day international marketing headline reported in the media, and as groups, prepare analysis and recommendations to address the specific scenarios facing the organization(s) as outlined in class. Groups will share their approach and recommendations. These interactive sessions are designed to apply concepts covered in lectures towards real-life scenarios, and to draw upon various perspectives from across the groups.

2. Newsbytes:

Review and follow the assignment requirements as outlined on CULearn.

During the semester, each student will be expected to submit brief write-ups on international marketing issues in the news, in the form of “newsbytes.” These newsbytes provide a valuable opportunity to identify and examine international marketing issues in current events.

Each student will be required to submit 4 newsbytes during the semester. Starting week 2 of the semester, there will be 8 weeks designated as newsbyte weeks, and it will be the choice of the student which 4 weeks to provide a submission. These newsbytes will form part of your class participation grade.

What are Newsbytes?: Students will be required to find a recent article or story (must be less than 3 months old) related to international marketing in a newspaper, business magazine or marketing-related websites and produce a full one-page typewritten summary that illustrates a topic of interest in the course. For newsbyte submission weeks, all submissions are due on CULearn before the start of each class, and each week several students may be asked to present their article.

Newsbyte Template: The newsbyte guidelines and template will be posted on CULearn, with samples.

- All submitted newsbytes are to use the template as provided on CULearn
- On CULearn, all newsbytes must be submitted as PDFs
- No hard copy submission required in class for newsbytes

Marking Newsbytes: Newsbytes are marked as pass/fail. Newsbytes that consistently demonstrate higher quality and depth of thought in the write-up will be reflected accordingly in the final course contribution mark.

- Newsbytes that do not follow the template provided will not be marked, or counted as one of four submissions for the semester

- Newsbytes must be based on articles less than three months old. Newsbytes based on articles that do not meet this requirement will not be marked, or counted as one of four submissions for the semester
- Newsbytes submitted that are missing any of the sections outlined in the guidelines and template on CULearn will receive a failing grade.

Presenting Newsbytes: Newsbytes are intended to stimulate class participation, and if presenting, you will receive an email from me prior to class asking you to prepare a brief presentation. Guidance will be provided on where to focus your presentation.

2. Annotated Bibliography and Comprehensive Group Project

This semester has two assignments which are separate, but interrelated. Both are intended to provide students with the opportunity to explore topics in international marketing. The “**Annotated Bibliography**” is an individual assignment focusing on a literature review that will subsequently be used in preparation of the second assignment, the “**Comprehensive Group Project**”.

The flow of these assignments during this semester are as follows:

- .| **Groups:** Groups are formed (due Week 2)
-| **Proposal:** Groups submit a proposal for the Comprehensive Group Project (due Week 3)
-| **Approvals:** Proposal will be reviewed and feedback/approvals provided by Week 4
-| **Annotated Bibliography** (due Week 7): Each student prepares an individual Annotated Bibliography, that supports the Comprehensive Group Project topic
-| **Comprehensive Group Projects** submitted (due Week 11)
-| **Comprehensive Group Presentations** (Weeks 12-14)

2.1 Forming Groups

Groups of 3-4 students will be formed at the start of the semester for work on the comprehensive group project. Annotated bibliography (submitted individually) topics will be guided by the group projects. The completed annotated bibliographies collectively from all individual group members in turn support the background research for the comprehensive group projects. Note:

- Size of groups will be determined based on final class size, and adjusted if necessary
- Each student is responsible for forming or finding a group to be part of
- Teams are expected to make room for class colleagues looking for groups where possible

2.2 Group Project Selection and Proposals

Once formed, each group will submit a one-page overview of their proposed topic for the comprehensive group project. The purpose of the proposal is to provide a clear description of the subject and how it meets the criteria for the comprehensive group assignments.

Topic Selection and Proposal: The objective of the comprehensive group assignment is to allow your group to take a real-life international marketing problem/objective, analyze it and offer a well thought out solution.

Acceptable topics must include:

- any Canadian business-to-business (B2B) product/company, which already exists (ideally with the cooperation of its producer), and whose unresolved international marketing problem/objective has been in the news within the past 6 months
- select a product and market that are of interest to you, lend themselves to applied research, and fit each other avoid products that are too complex or market too small, relative lack of published information, etc.)
- the target market may be any foreign country(ies)
- a product-market combination will be acceptable so long as a convincing case can be made about it.
- *Guidance for the group project proposal will be posted on the CULearn class page.*

Once the proposal is accepted it becomes the “contract” for the individual and group projects – therefore, ensure you choose a feasible project.

Proposal Review: I will review comprehensive group project proposals as submitted, and either *approve*, *decline*, or ask for *further clarification*. Once each group has an approved topic, that topic will guide scope of both the individual and group assignments. The goal is to ensure that the teams have thought through a topic that is both relevant to the assignments requirements, and can be executed upon by the team. It helps ensure that the team sets off in the right direction earlier.

Time is of the essence...

It is important to form groups early and invest the time early in finalizing a project for approval. Delays in this step takes time away from both work on your individual and group assignments.

2.3 Individual Projects – Annotated Bibliography

Review and follow the assignment requirements as outlined on CULearn.

Each student will be required to submit an individual assignment during the semester. This assignment will focus on a preparing an annotated bibliography based on the approved comprehensive group assignment topic.

Annotated Bibliography Report Requirements (individual project): The proposed topic and rationale for the annotated bibliography topic must be primarily related to the comprehensive group project topic itself. However, the individual project will be assessed on its own merits. Topic rationale must not be just that “it will help us with the COMP.”

The annotated bibliography includes peer-reviewed journal articles, annotations and a brief commentary. The assignment is to address the following:

- *Feasible*: Propose a topic that is related to the group project and is feasible. Check the library to ensure there are enough suitable articles.
- *Article Types*: The assignment must include five (5) academic journal articles. Lengthy works such as books, and short journalistic-type articles from magazines, newspapers, the Web, etc., are not eligible.
- *Quality Articles*: The articles must be top-notch and represent current thinking, published within the last 10 years unless they are "classics". To secure good entries you must identify a fair number of candidates, since some will not meet the quality criterion.
- *Annotations for each Article*: Each annotation must include the purpose, method, and main findings/conclusions of the study being reported.
- *Commentary of the collection of articles*: The purpose of the commentary is to offer a brief critical overview of the research in the chosen field, based on the articles reviewed. You may address questions such as, but not limited to: Why is this topic attracting research interest? What main issues seem to be of interest within it? What schools of thought seem to prevail? What is the topic's importance to academics or practitioners? What methodological approaches do researchers favor? If one wants to research this topic more, which sources should one consult?
- *Align with Group*: It is recommended, but not required, that as a group you determine the topics that need to be covered in the research, and determine individual assignment topics based on best coverage of the group project requirements.
- *See guidance for the annotated bibliography assignment that will be posted on the CULearn class page.*

Format Assignment: This assignment has very specific format guidelines intended to familiarize you with the reporting requirements in industry. The following specifications must be observed:

- *Referencing*: Each article write-up must include full reference (author's name, title, source, date, page numbers) in proper bibliographic form
- *Article annotation length*: Between 1-2 pages maximum
- *Commentary*: The commentary is to be between 3-5 pages maximum
- *Bibliography*: Include articles summarized and any others considered in the commentary
- *Appendix*: Full copies of each article summarized in the assignment
- *Once again, guidance for the annotated bibliography assignment will be posted on the CULearn class page. All submissions must meet the assignment criteria outlined in CULearn. This will be made available at the start of the semester.*

2.4 Comprehensive Group Assignment: International Marketing Strategy

Review and follow the assignment requirements as outlined on CULearn

Purpose: The purpose of the comprehensive group assignment is to allow your team to take a real-life international marketing problem, analyze it and offer a well thought out solution. The project must focus on the practical application of the concepts learned in the course (e.g., using international market selection theory to guide actual target country choice).

Topic Selection and Proposal (*refer above to Section 2.2 for more detail*): Any Canadian business-to-business (B2B) product/company, which already exists and ideally with the

cooperation of its producer, and whose unresolved international marketing problem/objective has been in the news within the past 6 months.

Project Content and Research: The comprehensive case analysis consists of an analysis of a current real-world issue for an organization that you will choose. Your report will consist of a detailed and comprehensive description of the situation facing the manager and an analysis with recommendations for action, for the organization.

- Only one project per organization/topic will be allowed for the course. In the case where more than one group submits the topic, the earlier proposal submission will get first option on the topic.
- Many businesses have more than one market and market offering. For the purposes of this assignment, you should constrain your analysis to one product, product line, or SBU.
- Secondary research is a cornerstone of success for this project. There are ample sources of information for international marketing, including standard library sources (e.g. magazines, books, UN, EU, IMF, WTO, etc. publications); government departments (e.g. foreign affairs, industry), embassies, international and trade organizations, etc.
- The use information from the Web is permitted. Groups are advised to be mindful to (a) ensure sources of information are sound and reputable, and (b) focus referenced information to sources that are relevant in contributing to the project development.
- A good understanding of the chosen product and market is essential, and effective team work is a must.

Organization and Format: This hand-in assignment must be in the form of a word-processed document (hard copy submission and PDF upload both by deadline).

- Only one comprehensive project write-up is required per group.
- Projects must be submitted in CULearn as a PDF, and before the start of class on the due date.
- It is expected that the report will be presented in a professional manner including content, formatting, binding, cover page, table of contents, etc.

Group Assignment - Topic Approval: *As discussed in section 2.2, instructor approval of your selected topic is required.* Please ensure that your topic deals with an international marketing issue for a B2B company.

Group Assignment - Presentation of Case analysis: When presenting this case, prepare a **20 minutes** presentation for the class. Then there will be approximately 10 minutes allowed for class discussion of your strategy and implementation. This is a maximum. **You will not** be allowed to go over the allotted time. *Depending on class size and group numbers, adjustments to the presentation section and timing of the course may be reassessed. This will be determined in the first couple of weeks of the course, once groups are finalized.*

Group Assignment - Group/Member Evaluation: A group grade will be assigned, but not all members in the group will necessarily receive the same grade. When the final report is turned in, each group member will turn in a group evaluation as follows: Each member will take 100 points and allocate those points to all the group members (including him/herself) in accordance with the work done by each member. So, if there are 5 members in a group, and all 5 group members contribute equally, each would be allocated 20 points. But, if a member contributed very little,

the remaining group members might allocate very few points to that member. If most of the members of a group independently assign few points to a particular member (indicating little contribution), that individual's grade for the project will be adjusted downward depending on how severe the lack of contribution is, as indicated by the other group members.

Inability to Complete an Assignment/Write the Midterm Due to Illness

In cases where students are not able to meet a course requirement (i.e., contribute to a group project, submit an individual assignment, or write the midterm test) due to a certified illness, these situations will be addressed following university guidelines. In all such cases, students will be required to provide an official medical certificate/documentation **at least two weeks** before the final examination. Note: Newsbytes are not eligible.

Class Participation and Attendance

*** Please inform the instructor if you have to leave during class time ***

Thoughtful Participation: Your engagement and participation are necessary for learning and success. Class participation is the classroom equivalent of management participation in meetings. It is an important part of success in this course. Effective participation implies active and continuous contribution to class proceedings.

Not attending class, late arrival, or leaving during a class (except in extenuating circumstances and after informing the professor) is disruptive to the instructor, your fellow students and the learning environment. Such behaviour is not appreciated in any situation and organization, and will have a negative impact on your participation grade.

Preparation for Class: Study the assigned text chapters and assignments before each class. Please be prepared to discuss the contents of the assigned chapters, in class on the day for which it is assigned.

Mandatory Attendance on Group Presentation Weeks: Please note that **attendance is mandatory** during the classes when the comprehensive group projects are being presented. Failure to attend these classes (in full) will result in a reduction of your participation grade. Each week of the project presentation classes missed will result in a reduction of your final mark up to 5% for the presentation weeks.

Wireless Devices and Laptop Usage

The use of wireless devices and laptops is only allowed for activities related to the class. Inappropriate use of your wireless/laptop in class will be noted and will affect your participation grade.

CLASS SCHEDULE*

2018/2019 dates and deadlines: <https://carleton.ca/registrar/registration/dates-and-deadlines/>

Week	Date	Topics	Readings	Due This Week
1	Sep 6	<ul style="list-style-type: none"> Welcome Session: Course Outline and Introductions Course introduction and overview Introduction to international marketing Form groups for group assignments 	<i>Baack et al. Chapter 1</i>	
2	Sep 13	<ul style="list-style-type: none"> Country Selection and Entry Strategy Global Trade and Integration 	<i>Baack et al. Chapters 2, 3</i>	Newsbyte 1 Submit finalized groups on CULearn
3	Sep 20	<ul style="list-style-type: none"> International Markets and Market Research <ul style="list-style-type: none"> <i>International Markets and Segmentation</i> <i>Positioning</i> 	<i>Baack et al. Chapters 4, 5</i>	Newsbyte 2 Group Comp Case proposal due
4	Sep 27	<ul style="list-style-type: none"> International Markets and Market Research (cont'd) <ul style="list-style-type: none"> <i>Market Research in the International Environment</i> 	<i>Baack et al. Chapter 6</i>	Newsbyte 3
5	Oct 4	<ul style="list-style-type: none"> International Product Marketing 	<i>Baack et al. Chapters 7, 8</i>	Newsbyte 4
6	Oct 11	<ul style="list-style-type: none"> In Class Midterm Exam 		
7	Oct 18	<ul style="list-style-type: none"> International Pricing 	<i>Baack et al. Chapters 9, 10</i>	Individual Project Due Newsbyte 5
8	Oct 25	STUDY WEEK (October 22 - 26)		
9	Nov 1	<ul style="list-style-type: none"> International Place/Channel Management 	<i>Baack et al. Chapters 11, 12</i>	Newsbyte 6
10	Nov 8	<ul style="list-style-type: none"> International Promotion and Sales Management 	<i>Baack et al. Chapters 13, 14, 15, 16</i>	Newsbyte 7
11	Nov 15	<ul style="list-style-type: none"> International Promotion and Sales Management (cont'd) 	<i>Baack et al. Chapters 13, 14, 15, 16</i>	Newsbyte 8 Group Comp Case report due
12	Nov 22	<ul style="list-style-type: none"> Comprehensive Case Presentations *** Attendance Mandatory *** 		
13	Nov 29	<ul style="list-style-type: none"> Comprehensive Case Presentations *** Attendance Mandatory *** 		
14	Dec 6	<ul style="list-style-type: none"> Comprehensive Case Presentations *** Attendance Mandatory *** 		

* Speakers, Schedule and Readings:

Guest speakers are expected to present during the semester, and additional readings on a particular topic may occasionally be assigned.

While every attempt will be made to keep to the schedule listed above, unforeseen circumstances and availability of guest speaker(s) may necessitate modifications throughout the semester (including assignments, readings and topics). I will keep you informed of changes via CuLearn.

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p. 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific

degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30 am and 4:30 pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>