



The
knowledge
to compete

BUSI 3205 A Marketing Communications Fall 2015

Instructor: Mr. Murray Sang
Telephone: 613-562-5685
Office: Dunton Tower, Room:
Office Hours: Wednesday 5 to 6 pm
Class: Wednesday 6:05 to 8:55 pm
E-mail: murray.sang@carleton.ca
Textbook: Advertising & Promotion: An Integrated Marketing Communications Perspective, 5th Canadian Edition, by Belch & Guolla, McGraw-Hill Ryerson, 2014, ISBN-13: 978-007089130-2

COURSE CALENDAR DESCRIPTION FROM THE 2015/2016 UNIVERSITY CALENDAR:

Promotion as communication process and marketing tool. Integrating advertising, direct/digital marketing, interactive media, sales promotion, public relations, personal selling through strategic planning (research, budgeting, organizing, creative and media strategy), execution, and campaign evaluation. Regulatory, ethical, social issues considerations.

COURSE PERSPECTIVE

Marketing communications are a critical part of the marketing mix and a key determinant of an organization's success or failure. Marketers communicate with customers about their offerings in order to shape perceptions, influence behaviour, and drive purchase. To achieve these goals, they develop strategies that describe what should be said to whom, through what media, and how often. This course will familiarize you with the process of formulating and implementing integrated marketing communications (IMC) strategies, including the various promotional tools available to marketers and the criteria used to select and evaluate them.

The complexity of marketing communications decisions has grown dramatically in recent years due to the proliferation of new and increasingly consumer-centric media, a shift in power from manufacturers to retailers, increasingly dynamic competitive environments, heightened brand

parity, and more sophisticated prediction and measurement techniques. As a result, it is more important than ever for managers to understand the principles underlying the development and implementation of effective marketing communications.

LEARNING OBJECTIVES

After completing this course, you should be able to:

1. Understand how organizations use marketing communications to build brand identity, brand equity and profitable relationships with customers.
2. Describe the structure of the marketing communications industry, including the nature of relationships between manufacturers, advertising agencies, retail outlets and consumers.
3. Identify the major marketing communications tools, their contributions to the overall promotional mix, and the circumstances under which each is most effective.
4. Summarize key insights from leading theories of communication, information processing, and persuasion, and use them to identify optimal promotional strategies and activities.
5. Develop a detailed marketing communications plan to enable an organization to reach its target audience and achieve specified marketing and communications goals.
6. Identify appropriate tools to measure and evaluate the effectiveness of a marketing communications campaign.

COURSE PREREQUISITE

BUSI 2208 (Introduction to Marketing) or BUSI 2204 (Basic Marketing) with a grade of C– or higher. (Equivalent courses may be accepted in the case of exchange students.)The School of Business enforces all prerequisites.

You are expected to have a good working knowledge of core marketing concepts (e.g., SWOT analysis, segmentation / targeting / positioning, value proposition, customer satisfaction, product strategy, pricing strategy, distribution channel strategy, etc.). If your foundational understanding is lacking, you are encouraged to revisit your notes from Introduction to Marketing, or pursue additional reading in any of the standard introductory marketing textbooks available from the library.

GRADING SCHEME

Your grade for this course will be computed from the following components:

Assignment – Critique of an Ad or Campaign	10%
Midterm Exam	20%
Group Project – Written IMC Campaign Plan	30%
Group Project – Presentation	10%
Final Exam	30%
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

Assignment – Critique of an Ad or Campaign: This assignment will give you an opportunity to apply IMC concepts to a real-world example and reflect on factors that contribute to effective marketing communications. Your task is to select an individual ad (or ad campaign) and evaluate it. The document you submit (no longer than five pages, double-spaced) should include the following components:

1. *Communication objective* – What is the main thing this ad/campaign aims to achieve? Increase awareness? Enhance perceptions of the product, brand, or company? Stimulate purchase or other behaviours? Something else? (Be sure to clearly explain our basis for drawing this conclusion.) Will it achieve its objective? Why or why not?
2. *Target audience* – Who is the ad/campaign aimed at? Although you are free to research this using external sources, answers can often be inferred from the characteristics of the product, executional elements of the ad (eg. Type of language used, actors featured, cultural references made) and what is known about typical users of the brand. Be as specific as possible in terms of demographics, lifestyles, purchase behaviours, etc. Why is this audience critical for the advertiser?
3. *Key consumer benefit* – What “unique selling proposition” (USP) does the advertiser offer to convince the target to buy the product or service (or like the company)? In your view, does this USP make sense?
4. *Support* – How does the advertiser convince the target to believe in the key benefit? What specific executional elements in the ad/campaign (eg. Explicit claims, implicit claims, endorsements, visual elements, cultural references, etc) provide support?
5. *Tone and manner* – What is the product / brand personality expressed in the advertising? Is this personality consistent with the brand’s desired position?

Keep in mind that the reasoning you provide to support your assertions is a critical part of this assignment: You need to offer specific evidence and sound logic to convince your reader (in this case me) that your ideas have merit. The essence of your critique should be a well-supported argument regarding the degree to which you feel the ad / campaign achieves the advertiser’s apparent objectives.

NOTE: Please include a brief description of the ad / campaign in an appendix (this does not count toward the page limit), along with a copy of the ad or a sample of advertising from the campaign (hard copy, active URL link, or file on CD / DVD). The ad critique is due on **September 23** at the beginning of class.

Midterm Exam: The objective of the midterm exam is to assess your understanding of the core concepts and theoretical underpinnings of marketing communications. The exam will consist of multiple choice questions and will be based on assigned readings (Chapters 1 to 9) and material covered in class. The midterm will be held during our regular class time on **October 07**.

Group Project – Written Campaign Plan: This is the capstone assignment for the marketing communications course. Its aim is to give you an opportunity to apply the concepts and ideas from our readings and class discussions to a real-world problem, along with hands-on experience with the process of developing an integrated marketing communications plan. Working in a team of 4 to 5 you will develop an IMC plan for an actual organization.

When forming your groups, you may find it helpful to work with individuals who have skill sets that complement your own. Practical matters such as availability and preferred work styles can also be an important consideration. Please begin thinking about whom you would like to work with as soon as possible; your list of group members and your IMC Campaign topic must be submitted to me by **September 30** using the IMC Project Proposal Form found on the course web site.

Final reports should be addressed to the client and be no longer than 25 pages, double spaced (based on 12-point type and 1-inch margins), on 8½×11 paper. They are due in class **November 25**. Please see the course website for the IMC Campaign plan content.

Group Project – Presentation: To familiarize you with the experience of “pitching” a client, your group will also be expected to make a 20 minute presentation of your IMC plan to the class. Prepare your presentation as though you were an agency seeking to win the account from the client. You will be evaluated on the quality of your insights, the connections you draw between these insights and your plan, the extent to which your strategy is both “on-strategy” and creative, the persuasiveness and professionalism with which you state your case, and your ability to field questions from the client.

Tips for preparing and delivering presentations are available from the Student Academic Success Centre at: http://www.carleton.ca/sasc/lss_home/resources/ten_tips.html. As you prepare your presentation, please keep the following points in mind:

- *Be focused* – You have a limited amount of time to present, so focus on key points and avoid providing too much detail. Your goal is to convince the client that your group has insight into their problem and the marketing communications plan that responds most effectively to their needs, not to lay out every aspect of your plan.
- *Delivery matters* – In any pitch, it is important to present information in an organized fashion and to argue your case as persuasively as possible. Your slides should look professional, and your delivery should be polished and enthusiastic. Rehearsing your presentation is highly recommended.
- *Choose the right number of presenters* - While all members of your group should be involved in preparing the presentation, not all of you need to actually present. Choose the number of presenters that makes sense for your pitch, and think of other ways for the remaining group members to contribute during your presentation.
- *Anticipate problems* – While presentations are normally (though not necessarily) based around a series of PowerPoint slides, they may also involve other elements. If you require any equipment that is not part of the regular classroom setup, please make arrangements with Instructional Media Services (www.carleton.ca/ims/) at least two weeks prior to your presentation. Also, be sure that your laptop works with the overhead projector, and have a back-up plan in case of technical problems.

Grading for the oral presentation will focus on the following elements:

- Approach
- Logic and Coherence
- Clarity of objectives
- Creativity and imagination
- Use of IMC strategies
- Promotional Activities

Your group should also prepare a one-page handout summarizing your plan. A copy of this handout and of your presentation (i.e., the PowerPoint slides) should be given to me at the beginning of the presentation. Presentations will take place during our normal class time on **November 11** and **November 25**.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, a confidential peer evaluation will be used for both the group project and presentation. The peer evaluation form (pdf) can be found on the course Course Web site.

The term project is an important part of the course and will count for a significant amount of your final mark. The Peer and self-assessment sheet must be submitted no later than the last class. Those students who do not submit a peer evaluation will not receive a final grade.

When your project is complete and I am assigning grades. In rare cases, problems may arise. If members of your group independently assign few points to a particular individual on their final peer evaluation form, their grade may be adjusted downward accordingly.

POLICIES & EXPECTATIONS

Class Attendance and Participation. I expect you to attend all sessions of this course, but understand that unusual circumstances can arise. If you are unable to be in class due to ill health or any other reason, please advise me in advance via e-mail. Regardless of your reasons for missing class, keep in mind that you are responsible for informing yourself about the material covered, obtaining class notes, and picking up handouts.

Engagement during class and involvement in class discussion are critical to your learning and to the learning of your classmates. It is important to complete all assigned readings prior to class so that you are prepared to actively contribute to the day's discussion. Also, since you must be present to participate in classroom activities, there is no way to "make up" for a missed class; simply do your best to be an active participant in the remaining sessions.

Late Assignments. Written assignments are due at the beginning of class. If you are unable to attend class on the day an assignment is due, it is your responsibility to ensure that I receive a copy of your assignment prior to the deadline.

Submissions sent via e-mail will be accepted, but only if successfully received (i.e., claiming that an e-mail was sent, but not delivered, does not constitute acceptable grounds for accommodation). Requests for extension will be considered in cases of serious illness or other exceptional circumstances.

To ensure fairness to all students, strict penalties will be applied to late assignments: Late assignments are penalized at the rate of 5% of the value of the assignment per day (e.g., an assignment worth 15 marks will be penalized 0.75 marks per day).

Inability To Complete An Assignment Or Write The Midterm Exam Due To Illness. Students who are not able to write the midterm exam due to a certified illness will have the weight of the midterm exam added to their final examination, upon provision of the appropriate documentation at least two weeks before the final examination.

The situation of students who cannot contribute to the group case study due to certified illness will be dealt with according to the provisions of your Group Contract. Please be sure that you contribute to and are aware of the provisions outlined in your group's contract.

Students who cannot hand the individual case study in by the assigned deadline due to certified illness may have the deadline extended, depending on the contents of the doctor's note. **Please ensure that your medical practitioner includes a date by which s/he expects you to be able to return to your studies along with an estimate of the extent of time during which you were unable to attend to your studies.** The weight of the individual case study will NOT be added to the final exam.

Please note that in this course **for all occasions that call for a medical certificate** you must use or furnish the information demanded in:

<http://www1.carleton.ca/registrar/forms/>

Group Work. The purpose of group assignments is to give you an opportunity to share ideas and learn from your peers in a more interactive fashion than is normally possible in the classroom. The group assignment for this course relies on integrative thinking to successfully conceptualize the marketing communications problem, develop an appropriate strategy, and translate that strategy into a specific communications plan. As such, I expect you to complete each stage of the assignment as a group, rather than dividing the assignment into parts for individual completion. Groups who use the latter approach tend to produce disjointed work that receives much lower grades.

Because you are expected to work together on group assignments, all group members will be deemed to be jointly and individually responsible for any infractions of academic integrity. Hence, if one group member plagiarizes or fails to cite sources, all members of the group will receive the same penalty. I will not entertain appeals that you did not personally complete the offending portion of the assignment.

Classroom Distractions. Because of their potential to disrupt classroom discussion, mobile communications devices should be turned off while in class. If an emergency situation requires you to keep your device turned on, please discuss this with me prior to the class.

Since our class takes place over the supper hour, I recognize that some students may wish to eat or drink during class. This is fine. However, in consideration of your classmates, please avoid food with strong odors or loud/crinkly packaging, and be discreet when eating.

Laptops are permitted in class for course-related activities, but please do not use your laptop for other purposes (e.g., surfing, e-mailing) since these can be distracting.

Course Website. The website for this course can be accessed through cuLearn. You are encouraged to visit the site regularly for announcements and supplementary course materials, including PowerPoint slides, and information related to course assignments. Assignment and exam grades will also be posted to cuLearn as soon as they become available.

Email Policy. I will strive to answer your e-mails within 48 hours and within 24 hours during critical course deadlines such as exams or assignments. Please note that I will not provide e-mail answers to questions that have already been asked and answered in class; please consult your classmates in such cases.

ABOUT THE TEXTBOOK

The required textbook for this course is Advertising & Promotion: An integrated Marketing Communications Perspective, 5th Canadian Edition, by Belch & Guolla, McGraw-Hill Ryerson, 2014. ISBN-13: 007089130-3

This is a relatively expensive textbook. However, it is thorough, concise, easy-to-read, and contains helpful tools at the end of each chapter to assist you in mastering the material. I have also found it to be the most up-to-date Canadian marketing communications textbook available, due to its broad range of current examples and chapters devoted to online/interactive commerce.

Satisfactory In-term Performance

1. Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project)
3. FND grade in this course (in case of missed Final exam or project)

ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor 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 WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Plagiarism, 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

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation.

If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and 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 me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2015 exam period is **November 6, 2015**.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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 <http://www2.carleton.ca/sasc/advisingcentre/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're 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 8:30am and 4:30pm. 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/support-services/>

Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

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

SESSION SCHEDULE

While every attempt will be made to keep to the schedule listed below, unforeseen circumstances may necessitate modifications throughout the semester

**Week 1
Sep 02 Overview / Introduction to Marketing Communications**

Readings:

- Ch.1: Integrated Marketing Communications
 - Ch.2: Organizing for Integrated Marketing Communications
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**Week 2
Sep 09 Buyer Behavior**

Readings:

- Ch.3: Consumer Behaviour and Target Audience Decisions
 - Ch.4: Communication Response Models
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**Week 3
Sep 16 Marketing Communications Objectives and Positioning Strategy**

Readings:

- Ch.5: Objectives for the IMC Plan
 - Ch.6: Brand Positioning Decisions
-

**Week 4
Sep 23 Creative Strategy and Tactics**

Readings:

- Ch.7: Creative Strategy Decisions
 - Ch.8: Creative Tactics Decisions
-

 **ASSIGNMENT DUE(Ad Critique)**

**Week 5
Sep 30** **Creative Strategy Continued and Measuring Promotional Effectiveness**

Readings:

- Ch.9: Measuring the Effectiveness of the Promotional Message

SUBMIT NAMES OF GROUP MEMBERS FOR IMC PLAN PROJECT AND TOPIC FOR APPROVAL

**Week 6
Oct 07** **MIDTERM EXAM – In Class**

**Week 7
Oct 14** **Media Planning, Budgeting and Strategy**

Readings:

- Ch.10: Media Planning and Budgeting for IMC
 - Ch. 11: Broadcast Media
-

**Week 8
Oct 21** **Print and Out of Home Media**

Readings:

- Ch.12: Print Media
- *Ch.13: Out of Home and Support Media*

 **INTERIM PROGRESS MEETINGS WITH IMC PLAN GROUPS**

**Week 9
Nov 04** **Sales Promotion and Public Relations**

Readings:

- *Ch.14: Sales Promotions*
 - *Ch.15: Public Relations*
-

**Week 10
Nov 11** **Direct Marketing, Internet and Interactive Media**

Readings:

- Ch.16: Direct Marketing
 - Ch.17: Internet Media
-

**Week 11
Nov 18** **Ethics and Regulation**

Readings:

- Ch.18: Regulatory, Ethical, Social and Economic Issues for IMC
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- **Class Presentations – IMC Campaign Plans**

Week 12 Class Presentations – IMC Campaign Plans
Nov 25 WRITTEN IMC CAMPAIGN PLAN DUE
(Peer Evaluation and Academic Integrity Forms Due)

Dec 09-21, 2015 FINAL EXAM TBA

Important Dates and Deadlines – Fall 2015
Graduate, Undergraduate and Special Students

Sessions:

- **Fall term: September 2, 2015 – December 7, 2015**
- **Winter term: January 6, 2016 – April 8, 2016**
- **Fall/winter: September 2, 2015 – April 8, 2016**

May 25

The registration timetable planning tool is available for the 2015-2016 academic year. The Student Registration Assistance service becomes available to all students.

June 4

Carleton Central opens at 8:30 a.m. for registration for new first year undergraduate students (see [Timeticket schedule](#) for your registration start time).

June 22

Carleton Central opens at 8:30 a.m. for registration for returning students (see [Timeticket schedule](#)).

August 7

Carleton Central opens at 8:30 a.m. for registration for Special Students (see [Timeticket schedule](#)).

August 25

Payment deadline date for your entire student account. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

August 29-30

Residence move in weekend. Students will be advised in July of their assigned move in date.

August 31

Orientation for Teaching Assistants.

September 1

Last day for receipt of applications from potential fall (November) graduates.

Academic orientation.

All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 2

Fall term begins.

Fall and fall/winter classes begin.

September 4

Classes follow a Monday schedule.

September 7

Statutory holiday. University closed.

September 18

Last day of registration for fall term and fall/winter courses.

Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2015 and must register for the Fall 2015 term.

September 25-27

Summer deferred final examinations held.

September 30

Last day to withdraw from fall term and fall/winter courses with a full [fee adjustment](#).

Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

October 9

December examination schedule (fall term final and fall/winter mid-terms) available online.

October 12

Statutory holiday. University closed.

October 15

Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

October 26-30

Fall break. Classes are suspended.

November 6

Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for December examinations.

November 15

Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

November 24, 2015

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

November 25

Final Payment Deadline. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

December 1

Last day for receipt of applications from potential winter (February) graduates.

Last day to upload your Master's or PhD thesis for your thesis defence in order to graduate this winter.

December 7

Fall term ends.

Last day of fall-term classes.

Last day for academic withdrawal from fall term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.

Last day for receipt of applications for undergraduate degree program transfers for winter term.

Last day to pay any remaining [fall tuition fees](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

December 8

No classes or examinations take place.

December 9 – 21

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 15, 2015

Fall Co-op Work Term Reports due.

December 22, 2015

All take home examinations are due.

December 25 to January 3

University closed