



Carleton University - Spratt School of Business
Course number: BUSI 4229 | Winter 2024
Marketing in the Arts and Culture Sectors

Instructors: Carole Anne Piccinin and Victoria Steele

Office: Virtual

Instructor Office Hours: Online via Zoom, Thursdays 10AM-11AM

Emails:

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TA: TBD

TA Email: TBD

Modality: In person; 3 hours each week for 12 weeks for a total of 36 hours. In the event of extreme weather or reasons determined necessary by the professors, on-campus sessions may be moved to online using Zoom. You will be notified via Brightspace ideally at least 12 hours in advance (or as soon as possible only in extenuating circumstances) if the class will be moved online due to extreme weather.

Location: All classes will be held in the Nicol building with the exception of two panel discussions, which will happen on Zoom and at a local arts venue.

Class Time: Wednesdays from 11:35 AM to 2:25 PM (Eastern Standard Time)

Prerequisites: Third year standing, and BUSI 2204 or BUSI 2208 (with a grade of C or higher in each). The Spratt School of Business enforces all prerequisites.

Course Calendar description from the [2023/2024 University calendar](#):

Advanced study of marketing within the arts and culture sectors. Facilitates sophisticated understanding of the knowledge and skills required for marketing managers to respond to changing market environments in order to bring arts and culture offerings to their target audiences.

1. Course Outline and Learning Objectives

Arts and cultural businesses - both nonprofit and for-profit organizations - continue to evolve from the impacts of the global pandemic and face pandemic rebound challenges. As a result, marketers in arts and culture play a crucial role today more than ever.

Arts and culture marketers continue to be responsible for maintaining existing audiences and finding new ones, supporting fundraising and helping to create future donors, and creating and communicating brands. In 2024, they will continue to be integrated into all aspects of the business and must find ways to ensure it flourishes.

The success of arts and culture marketing right now is dependent upon creative, unconventional and both short and long-range approaches. Arts and culture marketers need to work smarter, faster, and with greater ingenuity. Most importantly they need to stay grounded real-time demanding audience needs and their shifting buying habits which are still being impacted by pandemic.

This course provides students with a present day understanding of the marketing needs of the arts and culture sector and industry. It provides a balance between theoretical discussions related to the role or place of the arts and culture sector in society and managerial practices of marketing as they relate to arts and culture.

Upon successful completion of the course, students, independently and collectively should be able to:

1. Apply:
 - a) marketing principles, theories, strategies and tactics which have been adapted for use in the arts and culture sector; and
 - b) learning to address real, current-day arts and culture sector marketing challenges.
2. Analyze and assess marketing issues and problems faced by arts and culture organizations using research tools and resources, and acquired knowledge and experiences to develop marketing recommendations.
3. Generate and utilize ethical, critical, and creative thinking skills, in order to identify and assess contemporary marketing issues in arts and culture businesses and develop creative solutions.
4. Communicate well-reasoned theories and recommendations related to marketing arts and culture through oral and written presentations.
5. Gain practical skills, knowledge and competencies necessary to succeed in an arts and culture marketing career.

2. Approach to Teaching and Learning

This course is structured as a **combined in-person class lecture-seminar** (approx.80% of learning) and complemented with **online learning resources and activities** (approx. 20% of learning).

Respectful classroom: Class time is a professional meeting time. We expect everyone to behave in a supportive and professional manner towards your colleagues/classmates. This includes things like sharing resources for mutual benefit, and creating a classroom climate of honesty and respect. Collaboration and discussion around

the projects and organizations will be frequent and common during class. Be respectful of other ideas – let your peers do their thing, you do yours.

Diversity is a strength: The diversity that students bring to this class is a resource, strength and benefit. Your experience, perspectives and suggestions are encouraged and appreciated. In our pre-class survey, you will have a chance to tell us a little about yourself, including your background and preferred pronouns. This survey will help us to get to know you better and to provide a respectful classroom.

What to expect in our classroom:

Our classroom embraces active learning, which means that you – individually and in teams – must take responsibility for your own learning. Please check-in with us as needed.

An active student learner makes a commitment to come to class prepared. Make sure you check the weekly schedule, critically read or watch the assigned article(s)/chapter(s)/video(s) and thoroughly prepare for class discussion. This material is best learned by participating. Active learning requires you to identify relevant terminology, concepts, ideas, and materials, and critically analyze these, looking for patterns and themes, and making connections.

During the in-person class, lectures will be followed by discussion and student activities. The class offers opportunities to learn in an active and synergistic manner. Collaboration and discussion around activities will be frequent and common during class.

Your classroom experience will be informed by weekly online assigned readings, videos and other content material related to the session topic for each week. This material will be posted on Brightspace and will inform the in-person lecture-seminar class to come.

As marketers need to be able to pitch ideas clearly, compellingly and confidently, your active class participation is expected and will be part of your overall grade. You are strongly encouraged to engage in class discussions and presentations, which are the best way to practice expressing your ideas in front of others and allow others to benefit from them. Group exercises, presentations, and other exercises, including quizzes, will be integrated to illustrate course main concepts and points, and to help you comprehend their practical application.

A final group marketing campaign plan project will allow you to gain experience working in a group while researching marketing initiatives in the arts and culture sector. As part of the group, you will make a presentation to your colleagues.

Support and Feedback

Students are encouraged to benefit from our weekly Thursday morning office hours. We are always keen to work with you and help you to succeed. Outside of the university's formal course evaluation we welcome hearing from our students about ways to improve the effectiveness of the course.

3. Course Requirements & Methods of Evaluation (including due dates)

1) In-class Participation - worth 10%

Attendance will be taken. Your engagement and participation in class is necessary for optimal learning and success. Effective participation implies active and continuous contribution to class proceedings in the form of raising or answering questions, commenting on issues raised by the instructors or other

students, or bringing to the attention of the class relevant items of interest, i.e., from the media or personal experiences, etc.

2) Online Discussion Boards and In-Class Quizzes - worth 10%

Nine modules will have either an online discussion board or an in-class quiz. There will be seven discussion boards on Brightspace. To receive the full 5 points, you need to participate in 5 discussion boards, each worth 1 point for a total of 5 points. There will also be two short quizzes held online in class worth 2.5% each for a total of 5 points.

3) Assignments - worth 80%

- Full guidelines and rubrics are available in the assignment description posted on Brightspace.
- All assignments are to be submitted by uploading to the appropriate folder Brightspace.
- Students should always retain a copy of all work that is submitted.
- If you have questions about any of the assignments, be sure to discuss this in class with the instructors in advance (or submit your questions via email to the instructors and cc the TA).
- Are to be written in either Calibri or Arial 12-point font, single spaced.

Assignments are organized as follows:

a) Individual Assignments – combined are worth 40% (see breakdowns below)

There are three (3) individual assignments:

i) Reports (2) - worth 10% each

Students will be required to write two reports, to be completed after each guest speaker panel discussion. Each report should be approximately two pages plus any visual references deemed relevant. There are two panel discussions, one with artists, the second with arts marketers:

- 1. Report on Artists' Panel – worth 10%
- 2. Report on Arts Marketers' Panel – worth 10%

ii) Live Arts and Culture Experience Review (1) - worth 20%

Part of becoming adept at arts marketing is learning to assess the quality of the product and the customer experience. For this assignment choose a local live in-person art form, such as a musical performance, museum/gallery exhibition, festival, or a theatrical or ballet performance. Films in a movie theatre are not eligible. Guidance on how to write a review will be provided.

b) Group Project Assignment: Marketing Campaign Plan – worth 40%

There is one (1) three-part group assignment:

Group membership will be assigned by the professors based on input from the Student Information and Interests Survey to be completed in advance of the first class.

Working as a team, you will act as consultants to develop a marketing campaign plan for an Ottawa area arts and culture organization addressing the marketing 'problem' of 'how to increase audience engagement and attendance'.

Your group will first develop and submit a **Group Contract and Workplan** and then present a short marketing campaign work-in-progress **slide presentation** to the class for feedback in the final week of class. You will then have two weeks to revise your **final marketing campaign plan (in lieu of a final exam) before submitting it for grading no later than April 25, 2023.**

You should note that some marks will be allocated for drawing connections between course content and the marketing campaign plan. Please see the assignment description and grading rubrics posted on Brightspace for more details. You should expect to spend a considerable amount of time and effort on this assignment, so plan your time wisely.

c) Extra Credit Opportunity - worth 3%

Attend an additional Ottawa community live art event and submit a 500-word review. The review needs to indicate a marketing lesson-learned or discovery, and how it relates to one or more of our marketing lectures.

Evaluation Components At-A-Glance

- **Individual Work:** 60%
- **Group Work:** 40%
- **Extra Credit Opportunity:** 3%

Formal Evaluation Components	Due Date	Proportion of Total Grade
Individual Work		Total: 60%
Attendance and in-class participation		10%
Online discussion boards and in class quizzes		10%
Report on Artists' Panel	Jan 26	10%
Film/Concert/Exhibition Review	Feb 16	20%
Report on Marketers' Panel	Mar 1	10%
Group Work		Total: 40%
Group contract and workplan	Feb 9	5%
Marketing campaign plan: Work-in-progress slide in-class presentation	Apr 3	10%
Marketing campaign plan submission (in lieu of final exam)	Apr 25	25%
Extra Credit Opportunity		
Additional Ottawa community live art event attendance and 500-word review	By Apr 3	3%

Satisfactory In-term Performance

50% **overall** on Individual work

50% **overall** on Group work

4. Course Schedule

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

Week and Class	Topic Theme(s) and Guests	Student Deliverables
Week 1 – Jan 10	a) Welcome and course overview b) Getting to know you i) Student information and interests survey c) What is Arts and Culture marketing? d) Art and Culture ecosystem and sector realities	Student information and interests survey (if not at the first class) due Fri Jan 12 10PM
Week 2 – Jan 17 NB: This class takes place on Zoom. A link is forthcoming.	Understanding Art and the Artist Guest panel: Meet local artists via Zoom	Discussion Board #1 due Tues Jan 15 10AM
Week 3 – Jan 24	a) Product: Art and Artists - Understanding Value Proposition and Brand b) Final group project <ul style="list-style-type: none"> - Marketing campaign plan scope - Groups assigned and announced - Group contract orientation 	Discussion Board #2 due Tues Jan 23 10AM Report on Artists' Panel due Fri Jan 26 10PM
Week 4 – Jan 31	Today's Arts Consumers: <ul style="list-style-type: none"> - Market - Audiences - Segmentation - Personas 	Discussion Board #3 due Tues Jan 30 10AM
Week 5 - Feb 7	Customer Journey: Managing the Live and Digital Consumption Experiences Getting ready to meet Arts Marketers	In-class Quiz #1- Segmentation Group contracts due Fri Feb 9 10PM

Week 6 – Feb 14 Location: National Arts Centre, 1 Elgin, Ottawa ON	Role of Intermediaries Guest panel: Meet Arts Marketers (the role of Intermediaries)	Discussion Board #4 due Tues Feb 13 10AM Live Arts and Culture Experience Review due Fri 16 10PM
Feb 19-23	Reading Week	
Week 7 – Feb 28	How to do an Arts Marketing Campaign: Project overview/Q & A	Report on Marketers' Panel due Fri Mar 1 10PM
Week 8 - Mar 6	Values, Ethics and Intellectual Property	Discussion Board #5 due Tues Mar 5 10AM
Week 9 – Mar 13	Marketing Mix for the Arts Today: The 7 P's - With a focus on packaging (programming) and pricing	Discussion Board #6 due Tues Mar 12 10AM
Week 10 - Mar 20	Promotion in Arts and Culture	In-class Quiz #2 - Marketing Mix
Week 11 - Apr 3	Evaluating and measuring Arts marketing success: How do you know your marketing is working? Group Presentations - Q & A	Discussion Board #7 due Tues Apr 2 10AM
Week 12– Apr 10	Group Presentations	In-class presentations due Apr 10 : marketing campaign plans (work-in-progress) via slides
Thursday Apr 25	Final Marketing Campaign due	Final Marketing Campaign due Thursday Apr 25 10PM

5. Required Readings and Materials

As per this course's prerequisites, this course operates under the assumption that you have a good grasp of basic marketing theory. If you need to refresh your knowledge, you can consult any basic Introduction to Marketing" textbook and we recommend: *Marketing: An Introduction, Canadian Edition, 7th edition*.

You are not required to purchase a textbook for this course, but there are three required texts/references which we will refer to often:

- **Chapter 10 - Marketing in Management and the Arts, Sixth edition (2022) by William Byrnes** which is available as an ebook through the Carleton Library.
- The **National Arts Marketing Project's Third Edition (2017) Expert's Guide to Marketing the Arts** which is available here: [The Experts' Guide to Marketing the Arts](#)
- **Marketing Masterclass Toolkits (2022)** from WorkinCulture: <https://workinculture.ca/resource/marketing-masterclass-toolkits/>

You will also find this textbook to be an excellent resource: *Marketing Culture and the Arts, 5th Edition by François Colbert and Philippe Ravanas*. **Some other valuable tools and books** will be available on Brightspace or ARES which you can consult for your assignments.

To enable dynamic class discussions, before each week's class you are required to read and review relevant content, i.e., case studies, videos, articles, etc., on Brightspace in Modules aligned with weekly content themes. Some of this content will be accessed via Library Reserve, and some of it will be accessible online.

6. Course Norms and Classroom Policies and Expectations

Take care of yourself:

Please do your best to maintain a healthy lifestyle this semester. This will help you achieve your goals and cope with stress. There are helpful resources available on campus and asking for support sooner rather than later is often helpful. Please do not hesitate to reach out to us if you need support or assistance.

Learning Platform - Brightspace:

This course uses Brightspace, Carleton's online learning management system. To access courses on Brightspace go to <https://carleton.ca/brightspace>. For help and support, go to <https://carleton.ca/brightspace/students>. The course Brightspace website contains all the pertinent course information. This site will also be the primary source for course announcements and distribution of materials including assignments, readings, etc. Grades will be posted to Brightspace as soon as they become available. In line with Spratt policy, it is your responsibility to check your grades by clicking on "Grades."

Email and Correspondence Policy:

We will not answer email questions that have already been asked and answered in class. Before you write "enquiry emails" about administrative aspects of the course, check the course outline or modules on Brightspace to see if the information you are looking for is already posted, or if your classmates can assist you. As well, we are available each week during Office Hours. The best way to contact the instructors is by email. You must send your emails to BOTH of us (as we co-instruct this course). **Please add "BUSI4229A" in your email's subject line.** In keeping with Carleton University policy, your@cmail accounts must be used for any enquiries which involve confidential student information (e.g., about grades or health issues).

- **Response Time:** We will not respond to student emails over the weekend. During the week, you need to allow two working days to hear back from us; you should not expect an immediate response. Therefore, it is best to email far in advance with questions/comments. So, for example, there is no guarantee for an immediate response to an email which was sent the day before a class or the day before the due date for a paper submission.
- **Email in general:** Please be respectful when writing emails. Write clearly and be as brief as possible. This is good professional business practice.

If you need to reach the TA, please also do so via email.

Recording or Videotaping Policy:

Students are NOT permitted to audio or video record any portion of the class lectures, nor are you permitted to make digital images of the lecture slides. If you feel you require this form of accommodation, please contact the Paul Menton Centre (PMC) to formally request accommodation.

Cell Phone and Laptop Use in Class:

Please bring your laptop to class for academic use. Cell phones should only be used for professional purposes and not be a distraction to others. Please ensure that the ring is off, do not take calls or check emails. If you need to monitor your cell phone, e.g., because of an ongoing family emergency or health issue, please let us know about it ahead of time so that we can accommodate you with the least disruption possible.

Privacy Warnings and Zoom Recordings:

Zoom classes may be recorded by the instructor. A recording of the live lectures may (but not always) be posted, approximately 48 hours after the live session. Students are not authorized to make a copy of the recorded class; it is provided for viewing purposes of students enrolled in the class only and further distribution or sharing is strictly prohibited. The instructor and the TAs may view the recordings for teaching, grading, misconduct investigations and other administrative and academic purposes. If a student is concerned or needs to make special arrangements to accommodate specific privacy issues, he or she must bring these matters to the attention of the instructor within the first week of the term so that reasonable accommodations can be made, or an alternate course can be selected by the student.

Course Material Sharing Policy:

Student or instructor materials created for this course (including video presentations and posted notes/slides, 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). The instructors claim their intellectual property rights over all materials prepared for this course. They do not grant permission to anyone to share these materials in digital or hard copy via course note sharing websites or in person.

Intellectual and Professional Integrity:

The highest standard of ethics and integrity is expected. Plagiarism and other forms of academic misrepresentation, such as AI generated content, are extremely serious matters. 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/>.

AI tools are not allowed to assist in any type of preparation or creation of the assignments in this course. Since this course focuses on building your critical thinking and original ideas, using AI tools would compromise the learning purpose, therefore is prohibited.

Attendance and Missed Classes:

Students should attend all classes and attendance will be taken. If an absence is unavoidable, the student is responsible for obtaining any missed information (i.e., contacting classmates to copy notes). To be fair to students that attended class, no class time or the instructor's office time will be used to re-present the missed information.

Group Assignments:

The intent of having group assignments is to provide an opportunity for students to learn from each other in a more intimate setting than the classroom provides. Group work does not consist of dividing the assignment up into parts that may be completed by individuals and then throwing those parts together into one document. That is why a certain portion of the marks for each assignment are dedicated to how the assignment reads; it should flow as one piece of writing, not a collection of individual styles.

Since you are considered to be working on the entire assignment together, you are all jointly and individually responsible for any infractions of academic integrity. This means that if one of you plagiarizes or fails to cite sources, all of you will receive the same penalty. You do not have recourse to the excuse that you personally did not complete that portion of the assignment – this is group work. Please keep this in mind as you complete the academic integrity declaration.

In addition, you are expected to be able to manage your group process in a professional manner. You are responsible for the hiring (and possible firing) decisions that you and your group make. When you write your group contract you should take these matters into account.

Late Penalty:

All assignments are **due in Brightspace at 11:59 pm EST on Fridays**. 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). This includes the first day. It is to your advantage to keep up with the required work and hand your assignments in on time. No deadline extension will be given for group assignments. Students who are unable to meet their individual work deadlines due to certified illness should get in touch with the instructor.

Remarking:

From time to time, students have legitimate concerns about marks they have received on a piece of work submitted. It is important to understand that you do have recourse if you feel that any assignment handed back to you has not been marked appropriately for the work you have submitted. If you ever feel this way during this course, you must embark upon the following procedure within one week of the paper being handed back in class:

- 1) Indicate in writing specifically what your concern(s) is (are). This does not mean that you simply say "I think I deserve more marks." You must clearly indicate where the marker made a mistake in his/her marking of the assignment. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim;
- 2) After completing #1 above, you must submit the assignment with your comments back to the TA within one week of the assignment being marked on Brightspace;

- 3) If an assignment is not resubmitted following the above guidelines, the instructor will regard the mark as originally assigned to be final. NO MARKS will be changed at a later date; and
- 4) In the event that you are still concerned, an instructor reserves the right to remark the entire assignment in question and to either leave the mark as is or to change it positively or negatively as required.

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
	CHECK (X) ONE PER ROW			
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
B15 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	N/A			

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.

Grading

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

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 Accommodation

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

Pregnancy Accommodation

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 its 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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.

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 Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

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 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 <https://carleton.ca/its/get-started/new-students-2/>
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