



**Carleton University
Sprott School of Business**

BUSI 4717 A:

**MANAGING GLOBALIZATION IN EMERGING ECONOMIES
*Fall 2015***

Instructor: Abdulghany Mohamed, Ph.D.

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Class-room: TBA

Class Days and Times: Mondays 11:35 am - 2:25 pm

Office Hours: Mondays 3:00 – 4:00 pm or by appointment

This course outline provides you with most of the information you will need to know in order to organize yourself for the lectures and tutorial, prepare for group project, and complete individual assignments. It is, therefore, important that you:

Please read carefully all the information provided in this course outline.

If in doubt please consult the course instructor.

UNDERGRADUATE CALENDAR DESCRIPTION

Critical examination of the managerial and institutional issues of globalization from the perspectives of emerging economies. Indigenous and international institutions' role in the evolution of a competitive and inclusive global economy and society. Discerning lessons of experience for newly globalizing societies.

PREREQUISITES

Precludes additional credit for BUSI 4902 (taken in the academic year of 2002-2003, 2003-2004, and 2004-2005). Prerequisite(s): fourth year standing in B.Com, BIB, or Minor in Business; ECON 1000.

COURSE OBJECTIVES/LEARNING OUTCOMES

The overarching goal of this course is to critically examine/explore the managerial and institutional issues of contemporary globalization from the perspectives of emerging economies. It will focus on the role of indigenous and international institutions in the evolution of a competitive and inclusive global economy and society. It will also discern lessons of experience for newly globalizing societies. Specifically, the course aims to provide students with:

- (a) A clear understanding of the significance and implications of globalization and regionalism for emerging economies.
- (b) A framework for analyzing and assessing the unique business environments of the range of emerging economies around the world.
- (c) The main theories of international trade and investment as they pertain to emerging economies and an articulation of the contemporary issues investors have to contend with when doing business in/with emerging economies.
- (d) The skill set necessary for: (i) data collection, analysis and reporting and presentation, (ii) the formulation of business strategies and operational plans consistent with the realities of the challenges and opportunities obtaining in extant, disparate emerging economies/markets, and (iii) effective/productive team work and collaborative research and learning.
- (e) An opportunity for a hands-on experience through a group project on emerging economy assessment and corporate strategy formulation and presentation.
- (f) A solid foundation and knowledge necessary to prepare the students for more advanced study.

On completion of this course students should be able to:

- (a) Describe and explain the unique features of emerging economies, including: similarities and distinctions among emerging economies, their dynamics and evolution, growing significance and interdependence within the context of the global economy, the opportunities and challenges faced by domestic and foreign businesses in (and from) such economies, how emerging economies have endeavoured to manage globalization in its various manifestations, and how these experiences can serve as useful lessons for multinational corporations/enterprises (MNCs/MNEs), public policy makers and civil society from emerging economies and other societies.
- (b) Show a familiarity with various tools/techniques of data collection, analysis and report compilation and presentation as well as on how to effectively utilize publicly accessible and proprietary sources of emerging economy information/data.
- (c) Demonstrate that they can analyze/assess the unique, complex and dynamic environments of emerging markets in the context of the global economy by specifically identifying, prioritizing, and addressing the opportunities and challenges/threats faced by MNEs/MNCs from emerging economies (venturing into global markets) and those from outside the emerging economies entering the emerging markets around the world.

- (d) Discuss how MNCs/MNEs go about building and developing international relationships and corporate strategic alliances.
- (e) Articulate how the rest of the world engages with emerging economies with a particular focus on how Canada engages itself with emerging economies.

COURSE STRUCTURE AND DELIVERY

Meeting on scheduled days/dates in three-hour sessions, this course will be structured on a lecture format and around four (4) broad activities:

(a) Class participation

Students will each week critically examine and discuss the assigned readings and issues. In fact, each session will begin by engaging students in a discussion of the key readings and a recap of the previous session's material. All participants will be expected to take an active role in discussions. As such, each participant will be expected to have read all the required readings and be prepared to discuss the assigned readings and issues raised in the readings and class discussion. And, most importantly, class participation is predicated on the premise that class attendance for each and every student is mandatory throughout the semester.

(b) Mid-term Test (in-class).

Students will be required to sit an in-class mid-term test on a scheduled date (**Session 7: November 2nd, 2015**).

(c) Final Exam

Students will be required to sit a written formal final examination as scheduled by the university.

(d) Term Group Project: Global Strategic Plan for an Emerging Economy MNC

Course participants will be required to take part in a group-based project. This assignment, to be undertaken in four phases/stages, will entail the formulation of a global strategic plan for an emerging economy MNC. Specifically, the project will involve an in-depth analysis of the main strengths and weaknesses of a multinational corporation (MNC/MNE) from an emerging economy and the key advantages and disadvantages it derives from its home country in light of global opportunities and threats. Based on such analysis each student group will then develop a concrete future-oriented strategic plan on how the chosen MNC and its home country can address their shortcomings so that the MNC can capitalize on its strengths and home-based advantages to compete and succeed globally. The detailed requirements of this project – specified in a set of guidelines and marking rubrics -- are provided separately on cuLearn.

TEXT BOOK AND OTHER RESOURCES

The following textbook is required for this course:

Cavusgil, S.T., P.N. Ghauri, and A.A. Akcal (2013) Doing Business in Emerging Markets, 2nd ed. SAGE Publications Ltd

In addition to the textbook, key/required readings (and optional supplementary readings) are assigned from other sources (e.g., periodicals, etc.) as deemed appropriate. Moreover, throughout the semester/course students will be encouraged to read the current business press with a keen eye on thought provoking topics pertaining to emerging economies.

ASSESSMENT

(1) Class Participation	15 %
(2) Mid-term Test (In-class)	10 %
(3) Final Examination	30 %
(4) Term Group Project: Global Strategic Plan for an Emerging Economy MNC	
(i) Phase 1: Selection of an Emerging Economy MNC	5%
(ii) Phase 2: Data Collection and Preliminary Analysis	10%
(iii) Phase 3: Preliminary Report Presentation	10%
(iv) Phase 4: Final Report	20%
Total	100%

NOTE:

- (1) Satisfactory in-term performance:**
 - (a) Unless otherwise stated below in item (b), the requirement for Satisfactory Performance is set at 50% of all, not each, pre-final work (i.e., assignments, participation marks, tests, etc.).**
 - (b) Students must participate and receive a mark (above zero) in each of the five evaluation components in order to receive a passing grade.**
 - (c) Unsatisfactory in-term performance in this course will lead to failure in this course regardless of the performance at the Final Exam or term project.**
 - (d) A Failure with No Deferral (FND) grade will be assigned in this course in case of missed Final Exam or Term Project.**

- (2) If you must miss the mid-term test due to verifiable illness (or, in rare cases, some other circumstances beyond your control) you may apply to shift the weight of the mid-term to the final exam by submitting a medical certificate or other verifiable documentation to me—the instructor—no later than five (5) calendar days after the midterm date.**

BUSI 4717 A – Fall 2015 - Course Topics, Mid-term Test and Project Due Dates

Session	Topic	Key Readings/Project Due Dates
Session 1 September 4 th , 2015	Introduction and Course Overview	<ul style="list-style-type: none"> • Project Groups formation
Session 2 September 14 th , 2015	Understanding Emerging Economies in an Era of Globalization & Regionalism	Cavusgil, Ghauri & Akcal (2013) Chapter 1: An Overview of Emerging Markets Stiglitz (2003); Hirakawa & Aung (2011); Silva et al. (2000) <ul style="list-style-type: none"> • Project Groups formation continued
Session 3 September 21 st , 2015	Political, Legal and Cultural Framework in Emerging Markets	Cavusgil, Ghauri & Akcal (2013) Chapter 2: Political, Legal and Cultural Framework in Emerging Markets Chung & Beamish (2005); Dahles (2007); Uhlenbruck et al. (2006)
Session 4 September 28 th , 2015	Economic and Financial Environments in Emerging Economies	Cavusgil, Ghauri & Akcal (2013) Chapter 3: Economic Environment in Emerging Markets Banalieva & Sarathy (2010); Das (2010); Joyce (2011) <ul style="list-style-type: none"> • Term Project: Phase #1 due
Session 5 October 5 th , 2015	Technological Environment and Innovation in Emerging Markets	Bruton, Dess & Jenney (2007); Siqueira & Bruton (2010); Yip & McKern (2014)
Session 6 October 19 th , 2015	Opportunities and Trends in Emerging Markets	Cavusgil, Ghauri & Akcal (2013) Chapter 4: Opportunities and Trends in Emerging Markets Child & Tsai (2005); Jayanti & Gowda (2014); Ramamurti (2000);
October 26-30th, 2015	Fall Break	No classes

Session 7 November 2 nd , 2015	Understanding Multinationals From Emerging Markets • Mid-term Test	Cavusgil, Ghauri & Akcal (2013) Chapter 5: Companies From Emerging Markets Keen & Wu (2011); Li (2013); Yamakawa, Peng & Deed (2008). For scope of readings for Mid-term Test see notes posted on cuLearn.
Session 8 November 9 th , 2015	Entering, Expanding and Exiting Emerging Markets: Where, When, and How?	Cavusgil, Ghauri & Akcal (2013) Chapter 7: Entry Modes and Strategies Miller, et al. (2008); Wright et al. (2005) • Term Project: Phase #2 due
Session 9 November 16 th , 2015	Relationship Building and Development: Fruitful Cooperation with Emerging Economies • Group Presentations (Phase 3) for assigned teams.	Cavusgil, Ghauri & Akcal (2013) Chapter 8: The Negotiation Process and Strategies in International Business Cavusgil, Ghauri & Akcal (2013) Chapter 9: Negotiations and Building Relationships in Emerging Markets Ang & Michailova (2008); Hitt et al. (2004) • Term Project: Phase 3 (hard and soft copy) for presenting groups due in class.
Session 10 November 23 rd , 2015	Making the Most of Globalization • Group Presentations (Phase 3) for assigned teams.	Cavusgil, Ghauri & Akcal (2013) Chapter 6: Analysis of Selected Emerging Markets Cavusgil, Ghauri & Akcal (2013) Chapter 10: Assessing Risks and Opportunities in Emerging Markets Anand et al. (2006) • Final reports (Phase 4; hard and soft copy) for Session 9 group presented are due in class • Term Project: Phase 3 (hard and soft copy) for presenting groups due in class.
Session 11 November 30 th , 2015	Canada's Engagement with Emerging Economies: Competition, Cooperation and Conflict Group Presentations (Phase 3) for assigned teams	Canada (2005); NPSIA (2012); Schmitz (2006) • Term Project: Phase 3 (hard and soft copy) for presenting groups due in class. • Final reports (Phase 4; hard and soft copy) for Session 10 group presented are due in class.
Session 12 December 7 th , 2015	• Course Wrap Up	• Final reports (Phase 4; hard and soft copy) for Session 11 group presented are due in class.

COURSE KEY AND SUPPLEMENTARY READINGS

Session 1 (September 4th, 2015):

Introduction and course Overview

No required readings.

Session 2 (September 14th, 2015):

Understanding Emerging Economies in an Era of Globalization & Regionalism

Required Readings:

Cavusgil, Ghauri & Akcal (2013) Chapter 1: An Overview of Emerging Markets

Hirakawa, H., and T.T. Aung (2011) "Globalization and the emerging economies: East Asia's structural shift from the NIEs to potentially bigger market economies (PoBMEs)", *Evolutionary and Institutional Economics Review* 8(1): 39-63.

Silva, M.L.F., J.P. de Andrade and T.S. Torrance (2000) "Reflections on the perspectives of the global economy from the point of view of emerging economies", *Journal of Evolutionary Economics* 10: 109-129.

Stiglitz, J. E. (2003) "Globalization and growth in emerging markets and the new economy", *Journal of Policy Modeling* 25:505-524.

Session 3 (September 21st, 2015):

Political, Legal and Cultural Framework in Emerging Markets

Cavusgil, Ghauri & Akcal (2013) Chapter 2: Political, Legal and Cultural Framework in Emerging Markets

Chung, C.C. and P.W. Beamish (2005) "The Impact of Institutional Reforms on Characteristics and Survival of Foreign Subsidiaries in Emerging Economies", *Journal of Management Studies* 42(1): 35-62.

Dahles, H. (2007) "On (Mis-)conceptions of culture as a vehicle of business success: Singapore Chinese investment strategies after failing in China", *East Asia* 24: 173-193.

Uhlenbruck, K., P. Rodriguez, J. Doh and L. Eden (2006) "The impact of corruption on entry strategy: evidence from telecommunication projects in emerging economies", *Organization Science* 17(3): 402-414.

Supplementary Readings:

Millar, O. CJM., T. I. Eldomiaty, CJ. Choi, and B. Hilton (2005) "Corporate governance and institutional transparency in emerging markets", *Journal of Business Ethics* 59: 163-174.

Tan, J. (2009) "Institutional structures and firm social performance in transitional economies: Evidence of multinational corporations in China", *Journal of Business Ethics* 86: 171-189.

Session 4 (September 28th, 2015):

Economic and Financial Environments in Emerging Economies

Required Readings:

Cavusgil, Ghauri & Akcal (2013) Chapter 3: Economic Environment in Emerging Markets

Banalieva, E.R. and R. Sarathy (2010) "The impact of regional trade agreements on the global orientation of emerging market multinational", *Management International Review* 50:797-826.

Das, D. K. (2010) "Contours of deepening financial globalization in the emerging market economies", *Global Journal of Emerging Market Economies* 2(1): 45-67.

Joyce, J.P. (2011) "Financial globalization and banking crises in emerging markets", *Open Economies Review* 22(5): 875-895.

Supplementary Readings:

Hejazi, W. (2009) "Does China receive more regional FDI than gravity would suggest?", *European Management Journal* 27: 327-335.

Park, Y-R, Y.S. Pak, and J.Y. Lee (2006) "What they learned from the crash: A comparison of Korean Firms' FDI before and after the 1997 financial crisis", *Management International Review* 46(1): 109-130.

Session 5 (October 5th, 2015):

Technological Environment and Innovation in Emerging Markets

Required Readings:

Bruton, G.D., G.G. Dess and J.J. Janney (2007) "Knowledge management in technology-focused firms in emerging economies: caveats on capabilities, networks and real options", *Asia Pacific Journal of Management* 24:115-130

Siqueira, A.C. O. and G.D. Bruton (2010) "High-technology entrepreneurship in emerging economies: Firm informality and contextualization of resource-based theory", *IEEE Transactions on Engineering Management* 57(1):39-50.

Yip, G. and B. McKern (2014) "Innovation in emerging markets – the case of China", *International Journal of Emerging Markets* 9(1): 2-10.

Supplementary Readings:

Fu, X., C. Pietrobelli and L. Soete (2010) *The role of technology and indigenous Innovation in emerging economies: Technological change and catching up*, Technical Note No. IDB-TN-166 Inter-American Development Bank, September.

Kaplinsky, R., J. Chataway, N. Clark, R. Hanlin, D. Kale, L. Muraguri, T. Papioannou, P. Robbins and W. Wamae (2010) *Below the Radar: What Does Innovation in Emerging Economies Have to offer other Low Income Economies?*, Working Paper Series # 2010-020, Maastricht, The Netherlands, United Nations University UNU-Merit

Salter, B., M. Cooper, A. Dickins and V. Cardo (2007) "Stem Cell Science in India: Emerging Economies and the Politics of Globalization", *Regenerative Medicine* 2(1): 75-89.

Session 6 (October 19th, 2015):

Opportunities and Trends in Emerging Markets

Required Readings:

Cavusgil, Ghauri & Akcal (2013) Chapter 4: Opportunities and Trends in Emerging Markets

Child, J., and T. Tsai (2005) "The dynamic between firms' environmental strategies and institutional constraint in emerging economies: Evidence from China and Taiwan", *Journal of Management Studies* 42(1) 95-125.

Jayanti, R.K. and M.V. R. Gowda (2014) "Sustainability dilemmas in emerging economies", *IIMB Management Review* 26: 130-142.

Ramamurti, R. (2000) "Risks and rewards in the globalization of telecommunications in emerging economies", *Journal of World Business* 35(2):149-170.

Supplementary Readings:

May, R.C., W. H. Stewart and R. Sweo (2000) "Environmental scanning behavior in a transition economy: Evidence from Russia", *Academy of Management Journal* 43(3): 403-427.

Session 7 (November 2nd, 2015):

Understanding Multinationals from Emerging Markets

Required Readings:

- Cavusgil, Ghauri & Akcal (2013) Chapter 5: Companies from Emerging Markets
- Keen, C. and Y. Wu (2011) "An ambidextrous learning model for the internationalization of firms from emerging economies", *Journal of International Entrepreneurship* 9:316-339.
- Li J. (2013) "The internationalization of entrepreneurial firms from emerging economies: The role of institutional transitions and market opportunities", *Journal of International Entrepreneurship* 11: 158-171.
- Yamakawa, Y., M.W. Peng and D.L. Deed (2008) "What drives new ventures to internationalize from emerging to developed economies?", *Entrepreneurship Theory and Practice* (January): 59-82.

Supplementary Readings

- Alon, I., J. Child, S. Li, and L.R. McIntyre (2011) "Globalization of Chinese firms: Theoretical universalism or particularism", *Management and Organization Review* 7(2): 191-200.
- Contractor, F.J. (2013) "'Punching above their weight': The sources of competitive advantage for emerging market multinational", *International Journal of Emerging Markets* 8(4): 304-328.
- Goldstein, A. and F. Pusterla (2010) "Emerging economies' multinationals; general features and specificities of the Brazilian and Chinese cases", *International Journal of Emerging Markets* 5(3/4): 289-306.
- Guillen, M.F. (2000) "Business groups in emerging economies: A resource-based view", *Academy of Management Journal* 43(3): 362-380.
- Holtbrügge, D. and H. Kreppel (2012) "Determinants of outward foreign direct investment from BRIC countries: an explorative study", *International Journal of Emerging Markets* 7(1): 4-30.
- Sethi, D. (2009) "Are multinational enterprises from emerging economies global or regional?", *European Management Journal* 27:356-365.

Session 8 (November 9th, 2015):

Entering, Expanding and Exiting Emerging Markets: Where, When, and How?

Required Readings:

Cavusgil, Ghauri & Akcal (2013) Chapter 7: Entry Modes and Strategies

Miller, S. R., D. E. Thomas, L. Eden and M. Hitt (2008) "Knee deep in the big muddy: The survival of emerging market firms in developed markets", *Management International Review* 48(6): 645-666.

Wright, M., I. Filatotchev, R.E. Hoskisson and M.W. Peng (2005) "Strategy research in emerging economies: Challenging the conventional wisdom", *Journal of Management Studies* 42:1-33

Supplementary Readings:

Thomas, D. E., L. Eden, M.A. Hitt and S.R. Miller (2007) "Experience of emerging market firms: The role of cognitive bias in developed market entry and survival", *Management International Review* 47(6): 845-867

Session 9 (November 16th, 2015):

Relationship Building and Development: Fruitful Cooperation with Emerging Economies

Required Readings:

Cavusgil, Ghauri & Akcal (2013) Chapter 8: The Negotiation Process and Strategies in International Business

Cavusgil, Ghauri & Akcal (2013) Chapter 9: Negotiations and Building Relationships in Emerging Markets

Ang, S. H. and S. Michailova (2008) "Institutional explanations of cross-border alliance modes: The case of emerging economies' firms", *Management International Review* 48(5):551-576.

Hitt, M.A., D. Ahlstrom, D. T. Dacin, E. Levitas, and L. Svobodina (2004) "The Institutional Effects on Strategic Alliance Partner Selection in Transition Economies: China vs. Russia", *Organization Science* 15(2): 173-185.

Supplementary Readings:

Hitt, M.A., M.T. Dacin, E. Levitas, J-L. Arregle and A. Borza (2000) "Partner selection in emerging and developed market contexts: resource-based and organizational learning perspectives", *The Academy of Management Journal* 43(3): 449-467.

White, S. (2000) "Competition, Capabilities, and the make, buy, or ally decisions of Chinese state-owned firms", *Academy of Management Journal* 43(3): 324-341.

Session 10 (November 23rd, 2015):

Making the Most of Globalization

Required Readings:

Cavusgil, Ghauri & Akcal (2013) Chapter 6: Analysis of Selected Emerging Markets

Cavusgil, Ghauri & Akcal (2013) Chapter 10: Assessing Risks and Opportunities in Emerging Markets

Anand, J., E. R. Brenes, A. Karnani, and A. Rodriguez (2006) "Strategic responses to economic liberalization in emerging economies: Lessons from experience", *Journal of Business Research* 59: 365-371.

Supplementary Readings:

Aulakh, P.S., M. Kotabe and H. Teegen (2000) "Export strategies and performance of firms from emerging economies: Evidence from Brazil, Chile, and Mexico", *Academy of Management Journal* 43(3): 342-361.

Session 11 (November 30th, 2015):

Canada's Engagement with Emerging Economies: Competition, Cooperation and Conflict?

Required Readings:

Canada (2005) *Elements of an emerging markets strategy for Canada: report of the Standing Committee on Foreign Affairs and International Trade*, Ottawa, Parliament. House of Commons. Standing Committee on Foreign Affairs and International Trade, Subcommittee on International Trade, Trade Disputes and Investment. Available at:
<http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=1824118&Language=E&Mode=1&Parl=38&Ses=1&File=9>

NPSIA (2012) *Winning in a changing world; Canada & emerging markets*, Ottawa, The Norman Paterson School of International Affairs, Carleton University. Available at:
<http://books.scholarsportal.info/view.doc.htm?id=560893>

Schmitz, G. (2006) *Emerging powers in the global system: Challenges for Canada*, Ottawa, Library of Parliament, Political and Social Affairs Division, 27 March 2006. Available at:
<http://www.parl.gc.ca/Content/LOP/ResearchPublications/prb0570-e.htm>

Supplementary Readings:

Adelman, C., Y. Spantchak, J. Norris and K. Marano (2013) *2013 Index of Global Philanthropy and Remittances With a Special Report on Emerging Economies*, Washington, DC, The Center for Global

Prosperity, Hudson Institute, Inc. Available at: <http://www.hudson.org/research/9914-2013-index-of-global-philanthropy-and-remittances-with-a-special-report-on-emerging-economies>

Canada (2013) "Maximizing Canada's Engagement in the Global Knowledge-Based Economy: 2017 and Beyond" Policy Horizons Canada. Available at:

<http://www.horizons.gc.ca/eng/content/maximizing-canada%E2%80%99s-engagement-global-knowledge-based-economy-2017-and-beyond%C2%A0>

Session 12 (December 7th, 2015): Presentations & Course Wrap Up

No required readings

THE END

IMPORTANT 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 Spratt 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, 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

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. The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

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; a grade of Failure in 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:

<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 Facebook SprottStudents Sprott.

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, it would be easier to respond to your inquiries if you would send all email from your Carleton 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/>

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

