



LNDN BUSN 3372

International Marketing

CAPA LONDON PROGRAM

Course Description

This International Marketing course will help you develop an understanding of the scope and challenges of marketing in the international context. The course examines how the global dimensions technology, research, capital investment and production impact marketing, distribution and communication networks. The breadth of this course will provide insights into the increasingly interdependent global economic and physical environment and its impact on international marketing. Globalisation has led to increasing interdependence. 'Connecting the dots' has thus become essential to the survival and success of businesses, even those not operating in the international arena. By examining these linkages, the students will gain an understanding of how companies develop strategic plans that are competitive to survive and succeed in these global markets. The unique localised content provided by the CAPA centres will present further regional insights into the key issues surrounding marketing from an international perspective.

Localised Context

With its global presence, CAPA offers students the opportunity to enrich their academic experience by exposing and exploring the localised context of the CAPA London Centre. London is the leading international financial centre and the UK is a member of the European Union. While the UK is not a member of the Eurozone (countries using the Euro currency), it has deep economic and financial links with other European countries. London's pre-eminent role in the international financial markets dates back to its being the capital of the British Empire as well as the various market innovations developed in the UK since the 1980s.

London is a melting pot with a population of more than 8 million. Workers from the 28 European Union member countries have made this city their home and they enrich the international dimensions of the London work place. Further, its population includes a cross-section of immigrants and workers from Asia, Africa, the Americas, the Far East and the non-EU European states. Major international corporations and small and medium enterprises doing business globally have their offices in London. This cultural and ethnic diversity of London makes the city a unique location for the students to immerse themselves in the study of marketing from an international perspective. The students will have the opportunity to apply the learning outcomes of this course in their internships as well help them enrich their academic experiences.

The students will be expected to develop and expand their understanding of this local context of the UK's role in the global and European marketplace. The research paper project provides the students an opportunity to explore this localised context and to demonstrate their learning outcomes from this unique opportunity provided by studying International Marketing at the CAPA London Centre.

Course Aims

The more general aims of this course are to:

- Provide an understanding of the scope and function of international marketing theory and practice.
- Increase knowledge and skills to help in developing international market entry strategies.
- Develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

Students should emerge from this course as knowledgeable business managers, capable of formulating marketing objectives, collecting and analysing data, and completing international marketing research projects. Hopefully, students will learn a great deal about international and global marketing and will be able to apply their knowledge in their personal, disciplinary, and professional endeavors. Ideally, they should gain valuable experience and knowledge and enjoy themselves in the process.

Requirements and Prerequisites

Students must have a business or marketing background and have taken a course in introductory marketing. The course emphasizes this academic area from a global perspective. Students with a high degree of motivation and desire to learn about the international and global aspects of business will benefit from this course.

Learning Outcomes

After taking this course, students should be able to:

- a) Understand the scope and challenges of international marketing, and the interplay between political globalisation and development and operation of key political institutions at local, regional, national and supranational scales.
- b) Recognise the cultural environment of global markets, business and management approaches
- c) Develop an understanding of the political environment within which international marketing operates and appreciation of dimensions of diversity and of the interplay among them, including ethnicity, sexuality and gender
- d) Gain perspectives to assess global market opportunities and threats
- e) Develop an analytical toolbox for international marketing analysis
- f) Gain an understanding of regional issues in global marketing – the Americas, Asia-Pacific & Europe, Africa & the Middle East
- g) Develop an understanding of global consumer and B2B marketing strategies

Class Methodology

This class will be participative and will require students to contribute individually and as part of a team. The course content and delivery will create a framework where students reflect critically on the weekly discussion topics. The students will be expected to devote an hour per day keeping up with the current global issues in international business, politics and society. Expected reading sources should include *The Economist*, *Financial Times* and *The New York Times*. The teaching and learning methods will be a blend of the following:

- Lectures
- Reflections & observations
- Readings on current topics
- Class discussions and case studies
- Student presentations and two research papers.

Field Components

CAPA provides the unique opportunity to learn about the city through direct, guided experience. Participation in field activities for this course is required. You will actively explore the Global City in which you are currently living. Furthermore, you will have the chance to collect useful information that will be an invaluable resource for the essays/papers/projects assigned in this course.

London is the leading financial and economic centre in the global market place. It is the nerve centre of the largest global financial institutions, the Bank of England, the European Reconstruction & Development Bank, as well as prestigious academic institutions such as the London School of Economics and Political Science, Imperial College and the University of London. As part of this course, field trips will be arranged to the Chartered Institute of Marketing conferences and the Museum of London. Further, the London internship experience offers students a rich contextual environment to apply the learning outcomes from this course in their work place. Findings and observations from these experiences can be used to enrich the content of your project and research papers.

It is strongly recommended that students attend topical evening talks and lectures at the Chartered Institute of Marketing (CIM), where prominent marketers and other business practitioners present their views on current economic and social and political events. Guest lecturers will include experienced professionals to share their 'real world' insights into the course topics.

The assigned field component(s) are:

- Chartered Institute of Marketing conference
- Museum of Brands
- Guest speaker

Students are also strongly encouraged to participate in **co-curricular** program activities

Mid-Term & Final Assessment

Midterm research paper: 35%
 GNL Project and Presentation 30%
 Class participation & case study analytical comments: 35%
 (including two presentations in weeks 4 and 9, each presentation 5% and 25% for class participation and case study analytical comments)

Students must complete all required components for this course by the established deadlines. Failure to do so will result in a reduction of the course grade and may result in a grade of F for the course in question.

Mid-term Research Paper: 35% weight

Mid-term research paper submission deadline: **Week 6.**

This will be an individual assignment to be submitted prior to the mid-term break and will cover the week 1-6 class topics. The mid-term research paper questions will be assigned in Week 1, giving you one month for preparation. You are required to present an analytical commentary by applying the various readings for the course. The assessment of your mid-term paper will be based on your application of the theories, examples and content of the weekly seminars and class discussions as well as the course reading material.

Class participation & Case Study Analytical Comments: 35% weight

The class participation assessment component includes preparation for the weekly classes and the quality (rather than quantity) of your participation. There will be case studies assigned for class discussion each week. You are required to work closely with your final research project partners in preparing for these class discussions. It is important to cover the reading assignments in advance of the weekly class. This will allow us to focus selectively on the key material and raise the level of class discussion. You will be graded for this assessment component based on your level of preparedness and quality of class interventions.

Localised Context: The students are required to identify relevant research paper topics within the localised context of the UK and Europe to benefit from their presence in London, the UK and Europe. These research paper topics should be discussed with the lecturer in advance. Preparatory work would include developing good reading sources such as the *Financial Times*, the *Economist* and the *New York Times* to gain a better understanding of the localised context.

Assessment/Grading Policy

Descriptor	Alpha	UK	US	GPA
Excellent	A	75+	93+	4.0
	A-	70-74	90-92	3.7
Good	B+	66-69	87-89	3.3
	B	63-65	83-86	3.0
	B-	60-62	80-82	2.7
Average	C+	56-59	77-79	2.3
	C	53-55	73-76	2.0

Below Average / Poor	C- D+ D	50-52 46-49 40-45	70-72 67-69 60-66	1.7 1.3 0.7 1.0
Fail	F	<40	<60	0

Grade Breakdown and Assessment of Learning Outcomes

Assessment Task	Grade %	Learning Outcomes	Due Date
Class participation/Small group discussions (Including two presentations in weeks 4 and 9)	35%	a, b, c, d	Weekly
Mid-term research paper	35%	a, b, c,d, e	Week 6
GNL Project and oral presentation (written work 20% + oral presentation 10%) 1 X 20-25 min. group presentation	30%	all	Week 13 (Presenta- tion) Week 14 (Group Re- port)

Assignments

(Midterm research paper – **Due in week 6 (5pm)**)

- A) Visit the home pages of one or more multinational firms you are interested in. Follow the links to find out about the company's products, pricing, distribution, and marketing communications strategies. Do a search of the web for other information about the companies. Your report should focus on any country of your choice, except US.

Based on your findings, answer the following questions:

- 1) What is the organisation's business? What is the overall purpose of the organisation? What does the organisation hope to achieve?
- 2) What customer does the business want to serve?
- 3) What elements of the web page specifically reflect the business of the organisation? How is the web page designed to attract the organisation's customers?
- 4) Do you think the marketing strategies and other activities of the firm are consistent with its mission? Why do you think feel this way?
- 5) Develop a report based on your findings and conclusions about the firm (**3000 words, therefore +/- 10% tolerance level**)

You are required to use sound and relevant international marketing theories to underpin your work. Therefore, it is imperative that you demonstrate thorough knowledge and understanding of international marketing concepts and theories within the context (**Submission must be hard copy due Week 6**) Use referencing sources – **use 4-5 relevant books and the same number of relevant academic articles** (web sites are not included on the list)

This assessment is designed to test students':

- Ability to demonstrate a clear understanding of international marketing principles.
- Ability to apply theory to practical examples and situations
- Ability to include a degree of originality in the answer
- Basic research and information retrieval techniques
- Ability to produce a comprehensive synthesis of the argument within the given space limitations
- Reference skills (see APA referencing style)
- Ability to produce and present work of a high academic standard

Group Presentation– Week 4 (5%)

The purpose of this presentation is to begin to develop an understanding of a culture other than your own and how customer differences lead to changes in the ways international marketing strategies and socially responsible decision marketing can be implemented in that culture. Culture is inextricably linked to market segmentation and positioning strategies in a given marketing context. To this effect, you are required to critically undertake the following tasks.

- 1) As part of a small group, select a country you would like to know more about and a product you think could be successful in that market. As a first step, gather information about the country. You will probably need to investigate other sources of information, such as books and magazines found in your library, or access information from the web (country and product information).
- 2) Prepare a summary of your findings that includes the following:
 - a) An overall description of the country, including such factors as its history, economy, religions and so on, that might affect marketing of the product you have selected
 - b) A description of the cultural values and business ethics dominant in the country.
 - c) The current status of this product in the country.
 - d) Your recommendations for a product strategy (product design, package, brand name, price and so on)
 - e) Your recommendations for promotional strategies.

Develop a class presentation (20 - 25 minutes) that includes four major parts:

- a) Introduction – a brief overview of the country, product and problem studied.
- b) Business ethics, cultural values, religions, economy etc
- c) Methodology: the type of research used, the techniques used to gather the data (and why they were chosen – primary and secondary approaches)
- d) Results - a compilation of the findings, including cultural values, business ethics, product differences etc.
- e) Recommendations: a list of recommendations for actions management that might be based on the conclusions drawn from the study.
- f) References – lists of journal papers, textbooks etc

You are required to hand in hard copy of your presentation slides to me before your presentation

Group Presentation (2) - week 9 (5%)

You are required to choose two or three international brands from the following sectors: ***fast food, fashion, airlines, grocery, beverages, entertainment, automobile***. Therefore, your presentation should focus on two or three brands only (2 or 3 brands collectively). Go to their websites and click through to a selection of their national sites in countries with a different socio-economic profile to your own. Critically analyse what is common between the product lines and the promotional messages between the different countries in which the company operates. Then try and identify ways in which the product offerings have been adapted to meet local conditions. ***Your report should be supported with relevant international marketing theories.***

You are required to prepare 20 -25 minutes power point presentation on your findings. You may consider the following points:

- 1) Focus/Background of organisations/brands
- 2) Marketing research overview
- 3) Major findings
- 4) Conclusion
- 5) References

GNL Project Assessment and Grading (20% on the written Report, 10% on the Presentation. Total of 30%)

Students after submitting their written Reports could submit a Report Presentation (digital recording) summarising their findings, including whether they found real opportunities in the foreign market for their chosen good or service, and flagging possible difficulties in entering the market and launching their chosen product. The presentation would be uploaded to Canvas or YouTube with the access details provided to their matched student groups at the other CAPA campuses. Lecturers then would mark the students work, and provide critical feedback **(20% on the written Report, 10% on the Presentation. Total of 30%)**

Top tips for the course

On the assessment in general:

- Ensure you have read the assessment instructions carefully and that you have answered all the questions/points as required.

On the Research Paper:

- Use referencing sources – **use 4-5 relevant books and the same number of relevant academic articles** (web sites are not included on the list)
- Adopt a standard referencing system (APA referencing style is recommended)
- Have an introduction and a conclusion paragraph at the beginning and the end respectively. Be careful with your writing style, avoid being too colloquial
- Do not write in first person (e.g. I am) develop your own 'bank' of useful sentence links (following on from...; it could be suggested/said/argued...;etc)
- Ensure the links between theory and the examples are established clearly
- Use short examples, whenever possible, to illustrate your points

Course Materials and Required Readings:

Cateora, P, Gilly, M and Graham, J (2013) *International Marketing*, 16 Edition, New York: McGraw-Hill ISBN: 007715956X

The book is available from McGraw-Hill for electronic download at a 20% student discount by using the link below:

http://www.coursesmart.co.uk/IR/4905885/007715956x?_hdv=6.8

Supplementary Readings

Keegan, W and Green, M (2015) *Global Marketing*, 8th Edition, London: Pearson

Hollensen, S (2010) *Global Marketing*, London: Pearson Hall

McDonald, M, Frow, P and Payne, A (2011) *Marketing Plans for Services*, Chichester: Wiley

Mandatory reading journal papers

The following selected papers should be read and incorporated into your research papers and presentations:

Backhaus, K, Muhlfeld, K and Van Doorn, J (2001) Consumer perspectives on standardization in International Advertising: A student sample, *Journal of Advertising Research*, pp. 53 – 61

Cayla, J and Arnould, E (2008) A Cultural Approach to Branding in the Global Marketplace, *Journal of International Marketing*, Vol. 16. No. 4

Kumar, V (2014) Understanding cultural differences in innovation: a conceptual framework and future research directions, *Journal of International Marketing*, Vol. 22, No. 3 pp. 1- 29

Matusitz, J (2010) Disneyland Paris: a case analysis demonstrating how glocalization works, *Journal of Strategic Marketing*, Vol. 18, No.3 pp 223 -237

Ozuem, W, O'Keefe, A, and Lancaster, G (2015) Leadership Marketing: an exploratory study, *Journal of Strategic Marketing*, Vol 23

Ozuem, W, Thomas, T and Lancaster, G (2015) The Influence of customer loyalty on small island economies: an empirical and exploratory study, *Journal of Strategic Marketing*, Vol 23

Singh, J., Scriven, J., Clemente, M., Lomax, W and Wright, M (2012) New Brand Extensions: Patterns of Success and Failure, *Journal of Advertising Research*, pp. 234 - 242

Srnka, K (2004) Culture's Role in Marketers' Ethical Decision Making: an integrated theoretical framework, *Academy of Marketing Science Review*, Vo. 21. No.1

Useful discipline specific academic journals include (all available online via library):

- European Journal of Marketing
- International Business Review
- International Journal of Research in Marketing
- International Marketing Review
- Journal of Global Marketing
- Journal of International Business Studies

- Journal of International Management
- Journal of International Marketing
- Journal of Marketing
- Journal of Marketing Management
- Journal of Strategic Marketing
- Journal of the Academy of Marketing Science
- Management International Review
- Marketing Theory

Other resources that students should consult to aid the learning process include:

American Marketing Association: <http://www.marketingpower.com/>

Marketing Magazine <http://www.marketingmagazine.co.uk>

Marketing Science Institute: <http://www.msi.org>

Marketing Today: <http://www.marketingtoday.com/>

Marketing Week: <http://www.marketingweek.co.uk/>

World Advertising Research Centre: <http://www.warc.com/>

Chartered Institute of Marketing: <http://www.cim.co.uk>

Weekly Course Schedule

Week	Topic
Week 1	<p>In-class activity</p> <ul style="list-style-type: none"> ➤ Course overview & review of assessment guidelines ➤ Research project requirements – localised context ➤ Scope & Challenge of International Marketing ➤ Dynamic Environment of International Trade ➤ Readings: CGG 1 & 2 ➤ <i>In-class activity- Apple versus Samsung: The Battle for Smartphone Supremacy Heats up</i> ➤ <i>Out-of-class activity</i> <ul style="list-style-type: none"> ○ William, L (1993). “Changing Dimensions of International Marketing Management.” <i>Journal of International Marketing</i> 1, no. 3, pp. 93-103.
Week 2	<p>How Cultural Differences affect Organisations</p> <ul style="list-style-type: none"> ➤ Readings: CGG 3, 4 & 5 ➤ Cultural Environment of Global Markets ➤ History & Geography: The Foundations of Culture ➤ Cultural Dynamics in Assessing Global Markets ➤ Dynamics of Global Population Trends ➤ Culture, Management Style & Business Systems ➤ In-class activity: Soccer and the Fashion World ➤ <i>Out-of-class activity</i> <ul style="list-style-type: none"> ○ Jacobs, Laurence E., Charles Keown, Reginald Worthley, and Kyung-I Ghymn. “Cross-Cultural Colour Comparisons: Global Marketers Beware!” <i>International Marketing Review</i> 8, no. 3 (1991), pp. 21-30

Week 3	<ul style="list-style-type: none"> ➤ Brand and Product decisions in Global Marketing ➤ Product concepts ➤ Local products and brands ➤ The importance of ‘country of origin’ as a brand element ➤ In-class activity: The Smart Car ➤ Out-of-class activity: <ul style="list-style-type: none"> ○ Singh, J., Scriven, J., Clemente, M., Lomax, W and Wright, M (2012) New Brand Extensions: Patterns of Success and Failure, <i>Journal of Advertising Research</i>, pp. 234 - 242
Week 4	<p>Assessing Global Market Opportunities</p> <ul style="list-style-type: none"> ➤ Readings: CGG 4 ➤ Developing a Global Vision through Marketing Research ➤ Defining the Problem & Establishing Research Objectives ➤ Issues with Primary & Secondary Data ➤ Problems with Data Analysis & Interpretation ➤ In-class activity <ul style="list-style-type: none"> ○ <i>Research Helps Whirlpool Keep Its Cool at Home, Act Local in Emerging Markets</i> ○ Group Presentation (1) ➤ <i>Out of class activity:</i> <ul style="list-style-type: none"> ○ Kumar, V (2014) Understanding cultural differences in innovation: a conceptual framework and future research directions, <i>Journal of International Marketing</i>, Vol. 22, No. 3 pp. 1- 29
Week 5	<p>The Political & International Legal Environment</p> <p>The Economic, Political & International Legal Environment</p> <ul style="list-style-type: none"> ➤ Readings: CGG 6 & 7 ➤ The Political Environment: A Critical Concern ➤ Political Risks of Global Business ➤ The International Legal Environment: Playing by the Rules ➤ Bases for Legal Systems & International Dispute Resolution ➤ Protection of Intellectual Property Rights ➤ In class activity: World Trade Goes Bananas ➤ Out-of class activity <ul style="list-style-type: none"> ○ Ozuem, W, O’Keeffe, A, and Lancaster, G (2015) Leadership Marketing: an exploratory study, <i>Journal of Strategic Marketing</i>, Vol 23
Week 6	<p>Regional Focus: Part 1 – the Americas</p> <ul style="list-style-type: none"> ➤ Readings: CGG 9 ➤ Economic Development and the Americas ➤ Marketing & Economic Development ➤ Marketing in a Developing Country ➤ Emerging Markets in the Americas ➤ NAFTA, CAFTA, Mercosur, Latin American Economic Cooperation ➤ In class activity: The World May Operate 24/7, But People Don’t (class discussion) ➤ Out of class activity <ul style="list-style-type: none"> ○ Ozuem, W, Thomas, T and Lancaster, G (2015) The Influence of customer loyalty on small island economies: an empirical and exploratory study, <i>Journal of Strategic Marketing</i>,

	Vol 23
	<p>1) Field Study</p> <p>2) Mid Term paper submission due</p>
Week7	Mid-Term
Week 8	<p>Regional Focus: Part 2 – Europe, Africa & the Middle East (EAME)</p> <ul style="list-style-type: none"> ➤ Readings: CGG 10 ➤ Economic, Political, Geographic & Cultural Factors ➤ Patterns for Multinational Cooperation ➤ Europe: European Integration, European Union, Eastern Europe & Baltic States, The Commonwealth of Independent States ➤ Africa: Middle East & North Africa ➤ Implications of Market Integration ➤ In-class activity: Might Free Trade Bring Peace to the Middle East ➤ Out-of class activity <ul style="list-style-type: none"> ○ Czinkota, M R (1995). “The World Trade Organization – Perspectives and Prospects,” <i>Journal of International Marketing</i> 3, no. 1, pp. 85-92
Week 9	<p>Regional Focus: Part 3 – Asia Pacific Region</p> <ul style="list-style-type: none"> ➤ Readings: CGG 11 ➤ Dynamic Growth in the Asia-Pacific Region: Greater China, India, Japan, the Four ‘Asian Tigers,’ South-East Asia ➤ Bottom-of-the-Pyramid Markets ➤ Asia-Pacific Trade Associations: ASEAN, APEC ➤ Focus on Diversity within China ➤ In-class activity: U.A.E’S Tourism and Conservation efforts ➤ Out-of class activity: <ul style="list-style-type: none"> ○ Backhaus, K, Muhlfeld, K and Van Doorn, J (2001) Consumer perspectives on standardization in International Advertising: A student sample, <i>Journal of Advertising Research</i>, pp. 53 – 61 ○ Group Presentation (2)
Week 10	<p>Field Study: Museum of Brand</p> <ul style="list-style-type: none"> ➤ Differentiate among trademark pre-emption, counterfeiting, piracy, and suggest ways in which firms can seek to minimise each of these ➤ Identify the strengths and weaknesses of global brands versus of local brands ➤ Explain how culture can affect key aspects of international brands ➤ Out-of class activity <ul style="list-style-type: none"> ○ Cayla, J and Arnould, E (2008) A Cultural Approach to Branding in the Global Marketplace, <i>Journal of International Marketing</i>, Vol. 16. No. 4
Week 11	<p>Developing Global Marketing Strategies</p> <ul style="list-style-type: none"> ➤ Readings: CGG 12, 13 & 14 ➤ Global Marketing Management ➤ Planning for Global Markets ➤ Alternative Market Entry Strategies ➤ Products and Services for Global Customers ➤ Products & Culture

	<ul style="list-style-type: none"> ➤ Products & Services for Business: the B2B Markets ➤ Pricing and International Negotiation ➤ <i>In-class activity</i> <ul style="list-style-type: none"> ○ <i>Jaguar's Passage to India</i> ○ <i>Can Interbrew sell more beer to the heavy drinking Czechs?</i> ➤ <i>Out-of class activity</i> <ul style="list-style-type: none"> ○ Srnka, K (2004) Culture's Role in Marketers' Ethical Decision Making: an integrated theoretical framework, <i>Academy of Marketing Science Review</i>, Vo. 21. No.1
Week 12	<p>International Marketing Channels, Communications & Advertising</p> <ul style="list-style-type: none"> ➤ Readings: CGG 15 & 16 ➤ Channel-of-Distribution Structures ➤ Alternative Middleman Choices ➤ Cost Factors in Choice of Channels ➤ Channel Management ➤ The Internet as a Channel ➤ Advertising Strategy & Goals ➤ Media Planning & Message Management ➤ <i>In class activity: Samsung: Launching People</i> ➤ <i>Out-of class activity:</i> <ul style="list-style-type: none"> ○ Ozuem, W, Howell, K and Lancaster, G (2008) <i>Communicating in the new interactive marketplace, European Journal of Marketing</i>, 42: 9/10
Week 13	<p>Pricing for International Markets & International Negotiations</p> <ul style="list-style-type: none"> ➤ Readings: CGG 18 & 19 ➤ Pricing Policy ➤ Approaches to International Pricing ➤ Leasing in International Markets ➤ Foreign Commercial Payments ➤ Dangers of Stereotypes ➤ Pervasive Impact of Culture in International Negotiations ➤ Creative Solutions in International Negotiations ➤ <i>In class activity: America's Cuban Conundrum; and Gambling Goes Global on the Internet</i> ➤ <i>Out-of class activity: Vogel, D (1992). "The Globalization of Business Ethics: Why America Remains Distinctive." California Management Review 35, no. 1, pp. 30-49</i> <p>GNL Presentation/Feedback</p>
Week 14	<p>Revision and Final Group Report</p>

Attendance, Participation & Student Responsibilities

Attendance: CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. Unauthorized absence from class will result in a reduction of the final grade and potentially a failure for the course.

Missing classes for medical reasons: If you need to miss a class for medical reasons or for a family emergency, **you must send an e-mail** to let the Associate Director of Academic Affairs (ADAA) know at least one hour in advance of your class or meeting at the following e-mail: excused.absence@capa.org. Note that calling the CAPA Centre (0207 370 7389) is acceptable only if you do not temporarily have access to the internet. An e-mail is still required as quickly as you can get access to the internet again. You will need to provide evidence of the reason for your absence. Unexcused absences will result in a grade reduction. In the event of a missed class or field trip, it is your responsibility to contact your instructor and make up any missed assignments.

Class Participation: Students are expected to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assignments **BEFORE** the class, and come in on time. Participation is a vital part of your grade: students are expected to participate orally in seminars and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others in the class will not be tolerated.

Academic Integrity: A high level of responsibility and academic honesty is expected. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work and class behavior. Plagiarism and cheating will result in dismissal from the program. See the Handbook of CAPA Academic Policies for more information and resources on plagiarism.

Use of electronic equipment in class: All devices such as laptops, i-pods, i-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are **NOT** allowed unless you have express permission from the faculty or you have been instructed to do so. If you require an accommodation to use any type of electronic equipment, inform the Associate Director of Academic Affairs at the beginning of Term.

Use of Electronic Translators: In Language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a fashion will receive a final F grade for the course.

Late Submission: Late submission of papers, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request must be made to the relevant Faculty member no later than two days prior to the due date. Late submission without prior approval will result in a full alpha grade penalty. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of F will be given for the assessment.

Behaviour during Examinations: During examinations, you must do your own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, nor may you compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam, and may lead to failure of the course and disciplinary action.