

Marketing for Management and Organizational Studies

Course Number: MOS 3320B

The course outline and schedule are subject to change at the discretion of the course instructor.

Course Information

Course Name:	Marketing for Management and Organizational Studies
Course Number:	3320B
Section, Class	550
Location, Time:	Room W108 – Tuesday 8:30-10:20am & Thursday 8:30-9:20am
Course Coordinator	Jan Klakurka, Director, Management and Organizational Studies jklakurk@huron.uwo.ca , HUC A2c, 519-438-7224 ext. 263

Instructor Information

Instructor:	Colin McDougall <i>Lecturer</i>
Office:	Room A2b
Office Telephone:	519-438-7224 x 313
e-mail:	cmcdou4@uwo.ca
Course website	SAKAI-OWL MOS3320 http://owl.uwo.ca/ (click location, log-in, click appropriate section)
Office Hours:	Tuesdays 10:30am – 11:30am <i>Other times by appointment (via email: cmcdou4@uwo.ca)</i>

Required Text

Marketing, 3rd Canadian Edition (Grewal, Levy, Persaud, Lichti), 2011, McGraw-Hill Ryerson Ltd. ISBN-10: 0071320385 | ISBN-13: 978-0071320382

*The McGraw website lists these as: ISBN-10 0-07-038548-3 | ISBN-13 978-0-07-038548-1, the bookstore should have the first one, although both are the same text.

Team Project: Creating a Marketing Plan

The objective of the term project (worth 20% of your total grade for this course) is to provide you with experience in applying the concepts and methods of marketing to a real-world marketing opportunity, in the form of a marketing plan. According to the text, a marketing plan "...is a written statement of a marketing strategy and the time-related details for carrying out the strategy" (Perreault et al., 2007, p. 38). The project is to be done in teams (2 members). Following a thorough analysis of the marketing situation, each team will create a marketing plan for one of the following options:

Option 1 (*Entrepreneurial option*): Develop a new product or service in an existing product/service category. Please note that existing brand names cannot be used. This option will also require you to make a reasonable financial justification of the viability of the product.

Option 2 (*Market development option*): Find an existing product or service that is successful in a foreign country, which is NOT currently available in Canada. Your task would be to introduce this product/service to the Canadian market.

Project Deadlines: There are several deadlines, so please mark them down in your agendas.

1. Your first task is to **FORM GROUPS** of 3-4 members by the end of Week 2 (**Deadline: on or before January 15th**), one member from each group must send me an email (cmcdou4@uwo.ca) containing the names and valid email addresses of each group member. I will arbitrarily group students not being a member of a group by this date before the start of the following class. Group members are responsible for exchanging relevant contact information with one another (e.g., telephone numbers, email addresses, availability, etc.).
2. Each team will email me a **1-PAGE REPORT** (consisting of a description of, and rationale for choosing the product/service) by the end of Week 4 (**Deadline: January 29th**), in order to obtain my approval and feedback. The more information that you provide, the more feedback I can offer. During the course of the semester, you are encouraged to meet with me *at least* once for advice. NOTE: No proposals will be approved after February 12thth, resulting in a grade of "0" being assigned to this portion of the course.
3. The **COMPLETE PROJECT** is due by **12:00pm, Friday, March 11th**. Each group must hand in one (1) paper copy *and* 1 electronic copy must be submitted to Turnitin via Owl (check the assignment section on Owl for the Turnitin link). Choose one member of the group to submit the electronic copy. **There are no exceptions to this requirement, and no late submissions will be accepted.**
4. Peer evaluations are due at the start of your team presentation **and are to be printed and handed in**, no exceptions. There is a form posted in OWL with guidance in providing a thorough evaluation of your peers on the project along with the submission form.

5. **IN-CLASS PRESENTATIONS** summarizing the marketing plans will be held during week 13 & 14. Each presentation should be between ten and twelve minutes (the time limit will depend on the number of groups and will be announced in class). The presentation will be graded and both team members should participate.

Evaluation: In grading your project, I will pay close attention to the **realism, clarity, thoroughness, and originality of the written marketing plan**. Both members should participate equally; you will have the opportunity to confidentially evaluate the contributions made (or lack thereof) of fellow team member, with a peer-evaluation. Note that this feedback will be incorporated in assigning the grade for each student in the group. In other words, the grade assigned to the group as a whole may be adjusted downwards for any team member deemed by their fellow group member as making an insufficient contribution.

Special Instructions:

1. The Marketing Plan should represent a professional effort, in content, structure, and presentation. A good way to think about this project is to imagine that your team will actually be implementing this plan for real; alternatively you might imagine that your team has been hired as consultants, in order to develop a marketing plan (Consider this to be a real world assignment...the report will be scored in large part on the professor's perception of the usefulness and acceptability of the report to a real client).
2. Include a cover page, and ensure that each team member's name and student ID are on the handed-in project. Each team must hand in one (1) paper copy of the project, along with an electronic copy submitted to Turnitin. Only one team member should submit via Turnitin.
3. You are encouraged to refer to the handouts distributed in class (and/or posted on the course website) as well as materials in the text, for hints on analytical methods and formatting.
4. You are expected to do outside secondary research for this project. This would include, for example, finding and analyzing demographic information that is related to the size/location of the target markets for this product or service, information on the competition, distribution channels, promotional options and costs, etc. This may also include relevant academic and/or trade journal sources. You must provide proper citations for all sources.
5. Assume current (2015) dollars throughout. Clearly state the rationale (and/or source) behind any other assumptions that you may make. Cite all sources of information (i.e., provide references): ALL facts in the report must be substantiated except those that are obviously common knowledge. Use footnotes/endnotes where necessary, and include a bibliography. Ensure that all material included is relevant and appropriate for the situation at hand.
6. Total length of the project (not including appendices, exhibits, references, and cover page) is not to exceed 20 typed, double-spaced pages (note that 'bulleted items' do not require double spacing). Use Arial, Helvetica or Times New Roman non-condensed size-12 fonts, with 1-inch margins.

Detailed Outline and Format for the Marketing Plan:

- (*in order*) Table of Contents (1 page). The executive summary, which precedes the table of contents, presents
- Introduction / Summary (approximately 2 pages). Start with a brief summary of the company's situation, the main goals and recommendations of the plan for management review. This should lead into an introduction that explains the nature, focus, and objectives of the report to the reader. In addition, if following the market development or existing company option, you should include a brief description of the company and product/service that you are focusing on (e.g., history/background, mission statement, major products/divisions, etc.). With respect to the 'new' product or service, state the main marketing objectives that your team would like to attain during the term of the marketing plan, and mention any key issues (i.e., major constraints) that will affect their attainment. Irrespective of the option chosen, you must concisely make a compelling case for proposing this marketing opportunity.

• Analysis of the Marketing Situation (approximately 8 pages, *excluding* any associated appendices). The use of point-form is appropriate here, so long as each point listed is clearly phrased *and* interpreted. Please use appropriate subheadings to organize your assessment of the following:

- *Relevant factors and trends* of the demographic environment, cultural and social environment, the economic environment, the technological environment, the political and legal environment (if applicable), natural and ecological environments (if applicable), etc.
- *Competitor analysis*, such as defining direct and indirect competitors, what is the likelihood of new competition, what is the intensity of competition, what are specific competitors' advantages and disadvantages, competitive barriers that need to be overcome, areas of potential competitive advantage, etc.
- *Customer analysis* (organizational and/or final consumer), including evaluating possible segmenting dimensions (customer needs, consumer behaviours, and other characteristics that form the bases for segmentation), identifying and profiling possible target market(s) as relating to the specific product-category under consideration (operational characteristics, potential size, and likely growth).
- *Company analysis*, including company objectives and overall marketing activities, company resources (e.g., management skills and competencies, finances, human resources, and other resources, etc.).
- *SWOT analyses*: identification of the major strengths, weaknesses, opportunities, and threats (based on the above analyses of company resources, customers, competitors, and other aspects of the external marketing environment).

• **Strategy and Recommendations** (approximately 6 pages, excluding any associated appendices). On the basis of your situational analysis, generate a marketing strategy (give your strategy a descriptive label). This should include the following components (of the three below subsections, please note that the marketing strategy is the most important):

- *Marketing Strategy*. Clearly state the marketing objectives of your strategy, the generic and narrow product-market(s) that you will be targeting (include a profile of your intended target market[s]), positioning statement, and most importantly, the marketing mix(es) of your strategy. In crafting your marketing mix(es), provide a detailed description and (if necessary, justification) for each element (point form is OK here):
 - Product (decisions about everything the target group receives)
 - Price (decisions about everything the target group gives up to receive it)
 - Place (decisions about everything that is done to get the product to the target group)
 - Promotion (decisions about everything that is done to communicate the other three elements to the target group)
- *Financial Assessment and Budget*. Estimate the market potential for your product/service, in the short-, and medium-terms. What is the impact on the 'bottom line' of your strategy? That is, briefly discuss key figures, including projected revenues, expenses, profits (losses), breakeven analysis, market share, etc. Show details and calculations in the appendix section but extract and discuss key figures in the main part of your project. You may also want to assess trends and/or make forecasts over the long-term.
- *Pros and Cons*. Briefly outline the qualities and shortcomings of your proposed strategy (for example, on the basis of such aspects as impact on the bottom-line, match to core competencies of the firm, viability [given resources, skills, etc.], potential competitors' responses, etc.).

• Implementation and Control (approximately 3 pages). Implementation consists of your action plan—it spells out, according to a detailed time frame, how the marketing strategy will be launched into the marketplace (i.e., what has to be done, when, how, how much, who is responsible for doing it, additional resources required, obstacles to overcome, etc.). Are there any special implementation problems that need to be overcome? Finally, briefly outline the controls that will be used to monitor

progress of the strategy and allow management to review and/or readjust the strategy. You can combine this section with the above “Strategy & Recommendations” if you prefer.

- Appendices. Put all supporting calculations, graphs, tables and charts, in this section. It is critical that you extract and discuss key the findings from your calculations into the main body of your project. Similarly, in the main body of your project, clearly direct the reader towards the supporting calculations, where appropriate. There is no page limit on the number of Appendices, but they must all be relevant to the marketing plan.
- References. List all sources of information.

Group Project Peer Evaluation: Working collaboratively in groups is a very important part of the business world in general. The experience of doing this to complete the group project is as valuable as the project itself. It’s important that all group members participate equally in this assignment.

If there are large discrepancies indicating there were issues relating to one or more group members not pulling their weight or participating at all, I may pursue this further. Ideally you will be able to provide e-mails and other correspondence showing that there were efforts to include all group members in the completion of the project.

Lack of participation by one or more group members will not affect the final mark of the project itself, but it may lead to less than full marks being awarded to the group member(s) who have not participated fully. If your evaluation is between 5/10 to 7/10, your grade on the project may be reduced by 10%. If your peer evaluation shows your contribution to be 5/10 or less from your group members, your grade on the project may be reduced by 20%.

In the case where a group member has literally not participated at all (zero), that group member will receive a grade of zero on the project.

If you are having potential issues relating to group participation with one or more group members you must notify me by email by Week 8.

**Peer evaluations must be printed and handed in –
Submission by Email will not be accepted**

If you do not submit a peer evaluation, your grade on the Group Marketing Plan Project will be reduced by 10%.

Group Project: Presentation

The presentation of the group project is worth 10% of your overall final grade. All group members must be part of this presentation.

Any group members who are absent for their Group Project Presentation without a compelling reason from the Academic Councillor will receive a mark of zero. Failure to contribute fully in preparation for the Group Presentation may also result in a lower grade.

Attendance during the Group Project Presentations is mandatory for the entire class.

Pop Quizzes, Participation and Professionalism

During the course of the semester, there will be 2-3 unannounced (surprise) quizzes, relating specifically to the materials assigned for that particular session. Every class, I will reiterate what readings you are responsible for prior to attending the next class, so coming to class is very important!

I will also track in-class participation. This can take many forms including:

- answering instructor questions effectively
- providing relevant background information based upon personal experiences
- relating current events linked to the material being discussed
- asking relevant questions
- providing clarification of points and issues

Students are expected to attend all classes, and to make regular contributions to class discussions. Each student must come to class with a thorough understanding of the chapter(s) assigned for that class—the objective of the lectures and discussions will be to enhance comprehension of the material and not to merely review concepts and definitions. During the term, students are encouraged to share marketing examples that they come across, either directly or via the media, with the class. For this reason it is recommended that students keep this class in mind when reading newspapers, watching television, reading magazines, while shopping, etc., as often the most relevant learning comes from discussing actual examples of marketing behaviour. All class members will be expected to actively contribute to these discussions.

In total, the quizzes and participation are worth 10 percent of your final grade in this course. These quizzes are intended to reinforce the importance of attending lectures, and coming to class prepared with an understanding of the assigned readings. As such, there will be no granting of 'make-up' quizzes.

Grading

The following weights will be assigned for each course evaluation component:

Grading Weights for Evaluation Components	
Mid-Term Exam	25%
Final Exam	35%
Marketing Plan Group Project	20%
Marketing Plan Group Project Presentation	10%
Pop Quizzes / Participation	10%
Total	100%

The following are the grade categories for the course from the *Academic Calendar*:

Grade Categories	
A+	90%+
A	80 - 89%
B	70 - 79%
C	60 - 69%
D	50 - 59%
F	Below 50% or assigned when course is dropped with academic penalty

No late submissions of any course material will be accepted, unless there are acceptable (to the course instructor) extraordinary circumstances.

Course Outline Schedule

Date	Topic	Readings
Week 1 Jan 5 & 7	MARKETING FUNDAMENTALS 1. Introduction to course – Review of course syllabus 2. Discussion of Marketing paper (Group Project) 3. The Nature of Marketing/Why study Marketing?	Chapter 1
Week 2 Jan 12 & 14	1. The Nature of Marketing (cont'd) 2. Marketing Strategy and The Marketing Plan Note: Group lists for marketing project due end of this week	Chapter 2
Week 3 Jan 19 & 21	THE MARKETING ENVIRONMENT 1. Analyzing the Marketing Environment 2. Marketing Research	Chapters 3, 7
Week 4 Jan 26 & 28	1. Market Segmentation, Targeting and Positioning Note: 1-pg. summary due!	Chapters 6
Week 5 Feb 2 & 4	1. Consumer Buying Behaviour (C2B)	Chapters 4
Week 6 Feb 9 & 11	1. Business Buying Behaviour (B2B) 2. Global Perspectives	Chapters 5, 17
Week 7 Feb 23 & 25	1. ***MID-TERM EXAM *** In Class – 8:30-10:20am Feb 23 2. IN CLASS PROJECT WORK – FEB 25	EXAM
Week 8 Mar 1 & 3	ELEMENTS OF THE MARKETING MIX 1. New Product Development 2. Product, Branding, Packaging	Chapters 8, 9
Week 9 Mar 8 & 10	1. Product: Services 2. Pricing	Chapters 10, 11
Week 10 Mar 15 & 17	1. Place: Distribution 2. Place: Retail	Chapters 12, 13
Week 11 Mar 22 & 24	1. Integrated Marketing Communication	Chapter 14
Week 12 Mar 29 & 31	1. Advertising and Sales Promotions 2. Group Presentations	Chapter 15
Week 13 Apr 5	Group Presentations	
TBA	Final Exam – Ch. 8, 9, 10, 11, 12, 13, 14, 15 and in class materials/discussions	

The course outline and schedule are subject to change at the discretion of the course instructor.

Appendix to Course Outlines

Prerequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites. Unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Conduct of Students in Classes, Lectures, and Seminars

Membership in the community of Huron University College and the University of Western Ontario implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. The academic and social privileges granted to each student are conditional upon the fulfillment of these responsibilities.

In the classroom, students are expected to behave in a manner that supports the learning environment of others. Students can avoid any unnecessary disruption of the class by arriving in sufficient time to be seated and ready for the start of the class, by remaining silent while the professor is speaking or another student has the floor, and by taking care of personal needs prior to the start of class. If a student is late, or knows that he/she will have to leave class early, be courteous: sit in an aisle seat and enter and leave quietly.

Please see the *Code of Student Rights and Responsibilities* at:

<http://www.huronuc.ca/CurrentStudents/StudentLifeandSupportServices/StudentDiscipline>

Technology

It is not appropriate to use technology (such as, but not limited to, laptops, PDAs, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and is distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

Academic Accommodation for Medical/Non-Medical Grounds

Requests for Accommodation on Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising

University Senate policy, which can be found at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf,

requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform_15JUN.pdf.

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been informed of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will normally consult with the Assistant Dean, Student Success. The instructor’s decision is appealable to the dean.

Requests for Accommodation on Medical Grounds for assignments worth less than 10% of final grade: Consult Instructor Directly

When seeking accommodation on medical grounds for assignments worth less than 10% of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. The instructor may not collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been informed of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will normally consult with the Assistant Dean, Student Success. The instructor's decision is appealable to the dean.

Requests for Accommodation on Non-medical Grounds: Consult Instructor Directly

Where the grounds for seeking accommodation are not medical, the student should contact the instructor directly. Apart from the exception noted below, academic advisors will not be involved in the process of accommodation for non-medical reasons.

Where a student seeks accommodation on non-medical grounds where confidentiality is a concern, the student should approach an academic advisor with any documentation available. The advisors will contact the instructor after the student's request is received, and will outline the severity and duration of the challenge without breaching confidence. The student will be informed that the instructor has been informed that significant circumstances are affecting or have affected the student's ability to complete work, and the student will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. Before denying a request for accommodation where documentation has been submitted to an academic advisor, the instructor will normally consult with the Assistant Dean, Student Success. The instructor's decision is appealable to the dean.

Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Statement on Academic Integrity

The International Centre for Academic Integrity defines academic integrity as "a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behaviour that enable academic communities to translate ideals to action." (CAI Fundamental Values Project, 1999).

A lack of academic integrity is indicated by such behaviours as the following:

- Cheating on tests;
- Fraudulent submissions online;
- Plagiarism in papers submitted (including failure to cite and piecing together unattributed sources);
- Unauthorized resubmission of course work to a different course;
 - Helping someone else cheat;
 - Unauthorized collaboration;
 - Fabrication of results or sources;
- Purchasing work and representing it as one's own.

Academic Integrity: Importance and Impact

Being at university means engaging with a variety of communities in the pursuit and sharing of knowledge and understanding in ways that are clear, respectful, efficient, and productive. University communities have established norms of academic integrity to ensure responsible, honest, and ethical behavior in the academic work of the university, which is best done when sources of ideas are properly and fully acknowledged and

when responsibility for ideas is fully and accurately represented.

In the academic sphere, unacknowledged use of another's work or ideas is not only an offence against the community of scholars and an obstacle to academic productivity. It may also be understood as fraud and may constitute an infringement of legal copyright.

A university is a place for fulfilling one's potential and challenging oneself, and this means rising to challenges rather than finding ways around them. The achievements in an individual's university studies can only be fairly evaluated quantitatively through true and honest representation of the actual learning done by the student. Equity in assessment for all students is ensured through fair representation of the efforts by each.

Acting with integrity at university constitutes a good set of practices for maintaining integrity in later life. Offences against academic integrity are therefore taken very seriously as part of the university's work in preparing students to serve, lead, and innovate in the world at large.

A university degree is a significant investment of an individual's, and the public's, time, energies, and resources in the future, and habits of academic integrity protect that investment by preserving the university's reputation and ensuring public confidence in higher education.

Students found guilty of plagiarism will suffer consequences ranging from a grade reduction to failure in the course to expulsion from the university. In addition, a formal letter documenting the offence will be filed in the Dean's Office, and this record of the offence will be retained in the Dean's Office for the duration of the student's academic career at Huron University College.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

Policy on Special Needs

Students who require special accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at:

http://www.sdc.uwo.ca/ssd/?requesting_acc

Attendance Regulations for Examinations

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that

Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Class Cancellations

In the event of a cancellation of class, every effort will be made to post that information on the Huron website, <http://www.huronuc.ca/AccessibilityInfo> (“Class Cancellations”).

Mental Health @ Western

Students who are in emotional/mental distress should refer to Mental Health @ Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

Academic Advising

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation [see above], students should contact an Academic Advisor in Huron’s Student Support Services (huronsss@uwo.ca). An outline of the range of services offered is found on the Huron website at: <http://www.huronuc.ca/CurrentStudents/AcademicAdvisorsandServices>

Department Chairs and Program Directors and Coordinators are also able to answer questions about their individual programs. Their contact information can be found on the Huron website at: <http://www.huronuc.ca/Academics/FacultyofArtsandSocialScience>