

MOS 3325B
E-Commerce Strategy
School of Leadership & Social Change

CONTACT

Instructor: Adam Caplan
Office: UH 203
Phone: 519-432-8353 ex Insert
E-mail: acaplan3@uwo.ca
Office Hours: Mondays, 5:15 PM – 6:45 PM

CLASS

Day: Mondays
Time: 7:00 PM – 9:00 PM
Room: BR-302

COURSE DESCRIPTION

The digital economy and its impact on commerce is examined. Content includes theoretical and practical knowledge necessary to manage in the E-Commerce world; a survey of current trends in the digital economy; and a framework and methodology for analyzing commercial opportunities and threats in a rapidly changing digital world.

2-3 lecture hours, 0.5 course

COURSE LEARNING OUTCOMES

Upon successful completion of this course students will be able to:

1. Use both electronic and print research tools to develop a factual analysis of the opportunities and challenges related to entering a retail marketplace.
2. Develop fluid, flexible strategies for launching, maintaining, and growing an online business to consumer (B2C) retail operation based on an understanding of the fundamental requirements of the eCommerce business ecology.
3. Differentiate between what is meant by objective, strategy, and tactic to conceptualize, strategize, and support a successful eCommerce operation.
4. Select appropriate research methodologies and strategic frameworks to construct a business plan for an e-commerce startup, business unit, or pre-existing enterprise that includes target audiences, measurable goals and associated strategies, tactical execution plans, and measurement tools to gauge efficacy of the execution.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

1. Communication (Level 3)
2. Critical Thinking (Level 4)
3. Inquiry and Analysis (Level 3)
4. Problem Solving (Level 3)
5. Self-Awareness and Development (N/A)
6. Social Awareness and Engagement (N/A)
7. Valuing (Level 4)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

COURSE MATERIALS

Custom course book available at the Western University Bookstore
Additional online materials are assigned via WebCT

COURSE PREREQUISITES AND ANTIREQUISITES

Antirequisite(s): None

Prerequisite(s): Enrolment in 3rd or 4th year of BMOS.

COURSE STRUCTURE AND CONTENT

The course has five modules:

Module	Weeks	Theory	Application	Brescia Competency
Retail Business Ecology and Strategic Business Planning	1 - 4	<p>Introduce and explore the universal elements of business-to-consumer (B2C) retail and the Retail Business Ecology (RBE).</p> <p>Gain knowledge of and experience with electronic research tools</p> <p>Deepen the understanding of core strategic principals related to business con retail and competitive business planning.</p>	<p>Deconstruct retail into core, interrelated mental-model constructions.</p> <p>Develop an evidence-based unique value proposition for a product or a curated set of products</p> <p>Complete a research and business model canvas planning project.</p>	1, 2, 3, 7
Merchandising, Experience, and Conversion	5 - 6	<p>Understand the key motivators that drive purchase decisions in business to consumer retail, including "Conversion Mechanics", "The Long Tail",</p>	<p>Develop a traffic conversion strategy and tactics based on a "Merchandising" and</p>	2, 4, 6

Module	Weeks	Theory	Application	Brescia Competency
		and "Impulse Purchases" and how they are impacted – and impact – other elements of the RBE.	"Conversion" worksheets. Develop a site visitor experience strategy and tactics based on an "Experience" worksheet.	
Acquisition & Social Media	7 – 9	Explore and understand the methods and ideas that drive traffic to Websites, including traditional and new media advertising, SERPs (Search Engine Results Pages), and social media.	Develop an acquisition strategy and tactics based on an "Acquisition" worksheet. Develop a Social Media strategy and tactics based on a "Social Media" worksheet	1, 2, 4, 7
Retention & Support	10	Understand the effect that Support has across all elements of the Retail Business Ecology. Understand the importance of Retention and how it impacts – and impacts – the other elements of the RBE.	Develop a support strategy based on a "Support" worksheet. Develop a retention strategy based on a "Retention" worksheet.	2, 7
Summary & Final Project Presentations	11 – 12	Unite disparate group work into a unified, cogent, consistent and narratively driven strategic framework.	Produce and present a strategy for creating, implementing, and maintaining a new e-Commerce business.	1, 2, 3, 4, 7

Teaching Methodology and Expectations of Students

This course is designed to ensure maximum experiential learning. Readings may be expanded upon by way of videos, exercises, cases, and/or class discussions. The very nature of the case study approach demands a high level of attendance, preparation, and contribution in class. You are expected to be prepared and fully engaged in learning.

Class Schedule

A tentative schedule for this course is posted on OWL. I may depart from this schedule as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should check OWL regularly for lecture notes, reading, and announcements. Although they do not appear on the schedule, there may be random written assignments given at various points throughout the semester. These assignments are incorporated into your contribution grade. You should anticipate spending a minimum of 3-5 hours per week preparing for classes, completing readings, cases and exercises, as well as studying for tests and preparing assignments.

EVALUATION

Component	Timing	Learning Outcomes	Brescia Competency	Weight
Business Canvas Project (Group)	Due Week 5	1,4	1,2,3,4,7	15%
Mid-Term Quiz	Week 7	2,3	1,2,3,4	20%
Final Project	Week 6	1,2,3,4	1,2,3	20%
Final Exam	Week 13	2,3	1,2,3,4,7	40%
Attendance	Weekly	1,2,3,4	1,3,5	5%

Evaluation Policies

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a “0.” All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments 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 (<http://www.turnitin.com>).

Evaluation Component Descriptions

See detailed assignment instructions and grading rubric for all evaluation components on OWL.

Component 1

The Business Model Canvas project requires you and your group to research a marketplace and then develop an evidence-based business model based on collected data. In a maximum of 3 pages (plus citations & a business model canvas), your team will research and analyze your chosen market category using the tools outlined in the week 4 lecture

Component 2: The Mid-Term Quiz

There is a short (less than one-hour) mid-term quiz. The quiz includes up to 35 multiple-choice questions, and includes all material from week 1 to week 6.

Component 3: The Final Project

Students will present a business case for a new e-Commerce shopping business and develop a strategy and action plan for each of the 5 pillars of the Retail Business Ecology. Using a series of worksheets and independent efforts, groups will research a marketplace and craft a business strategy for executing an on-line e-commerce operation.

Groups will present in-class using powerpoint or another such technology in a randomly determined order and each group will have 12 minutes to present (considering the following):

- :30 Introduction + Elevator Pitch
- 1:00 Describe Audience + Personas
- 2:00 Acquisition Strategy
- 2:00 Experience Strategy
- 2:00 Conversion Strategy
- 2:00 Retention Strategy
- 2:00 Support Strategy
- :30 Summary

Note: The business case MUST include purchasing actual items through the Website. These products must be able to be that be physically delivered to the customer!

The final project in-class presentations are to last no longer than 12 minutes. Presentations will be cut short if they go over. Students are encouraged to arrive at class early for the presentation in order to ensure that Powerpoint presentations, Websites and other material are correctly formatted and that they will work.

An electronic version of the presentation materials (powerpoint, keynote, etc.) should be uploaded to WebCT or emailed to the instructor no later than 7PM on December 4, 2017. Please note that links to online powerpoint-style services such as Prezzi will not be accepted - the presentation must be self-contained and viewable 'off-line.' Additionally, all groups should arrive with a printout of the presentation for the instructor.

All students are required to be in-class at all times through the final presentation. Any student not present at the end of the class will receive a mark of '0' for the presentation if they do not respond when called.

Project Marking

The project presentations will be marked according to this rubric:

- Strategic Thinking (40%)
- Use of RBE (30%)
- Use of Research Tools (20%)
- Business Model Creativity (5%)
- Presentation Quality & Preparedness (5%)

Notes Regarding the Presentations

- All group members must participate in the presentation.
- It is students' responsibility to ensure that the PowerPoint is viewable on the classroom's projection system, and to provide for any special software, computers, or accessories - such as adaptors - that are required for the presentation to occur.
- A copy of all presentation material is due via WebCT or immediately prior to the presentation class commences. This material must be easily viewable by the instructor on a standard mac or PC, and must be packaged to be viewable 'offline.'

- An APA-formatted bibliography or works-cited page must accompany all presentations. Each citation must be directly referenced in the work, according to APA style rules.
- Students must remain in attendance through all presentations. Any departure before the end of class will result in a 0 grade being assigned for the individual's presentation.
- All presentations will be videoed for subsequent review by the instructor. These materials will not be made available to students or posted anywhere online.

Component 4: The Final Exam

Exam is multiple choice in format. The exam will consist of no more than 80 questions, and is closed book examinations. Dictionaries are NOT allowed into the examinations. **Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your professor to check your calculator. This exam includes material covered through the entire semester.

Component 5: Attendance

Class contribution assesses your oral communication, critical thinking, complex problem solving, and inquiry and analysis skills. Class contribution may also be used to determine whether you have mastered the content of the course and to assess your professionalism, including preparation, civility, ethical perspective, and promptness.

While class participation or contribution is not primarily an assessment of attendance, if you are not in class, it is not possible to assess your contribution. Each class will count equally toward your contribution grade. Each week, attendance will be noted by a 0,0.5 or 1

- 0 - The student was absent from class, or was disruptive in the class.
- .5 - The student had an excused absence for the class.
- 1 - The student attended the class.

If you miss more than 35% of scheduled classes without an academic accommodation you will receive a class contribution grade of "0" for the semester.

You should attend every class in this course. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation).

COURSE POLICIES

Attendance Policy

This course has a Student Focused Learning (SFL) attendance policy. Class attendance is the best predictor of academic performance, so by attending class, you are setting yourself up for success. Missing more than ~35% (or 8 hours) of scheduled course hours without an academic accommodation will result in receiving a "0" in the semester class contribution component.

You are expected to attend class. You should check your UWO email and OWL site mail regularly for any notifications regarding your attendance. You should read the course outline and clarify any concerns

that you might have regarding the class attendance policy with me. I suggest that you track your class attendance.

I will send you an email if you are at risk of exceeding the allowable level of absenteeism. If you are struggling with attendance, I encourage you to talk to me, to your academic advisor, to a spiritual advisor, or to a member of the student life staff. We may be able to help. If you believe that your situation warrants an academic accommodation, please consult with your academic advisor to determine if an accommodation would apply to your situation.

Student Use of Technology in Class

Laptops, phones, and tablets are not permitted during lecture. They may be used during workshops, and each team may use a laptop during their presentation; however, students are not permitted to use their laptops during other students' presentations. Using your computer or phone during class for personal activities such as reading or writing e-mail, surfing the web, or playing games is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. Please ensure your phones are turned off and placed inside a bag.

Recent research shows that grades decline when you use laptops in the classroom for non-educational tasks. Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). So, if I find you using a laptop for non-class related activities, I will ask you to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop.

Texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half were requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. The students who texted scored 16% points lower than those who did not text (Ellis, Daniels & Jauregui, 2010). As a result, if I find you texting I will ask you to put your phone away.

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education* (50). 906-914.

Ellis, Y., Daniels, B. & Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*. (8).1 – 10.

Email

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

Appointments

Students are welcome to meet with me by arranging an appointment at a mutually convenient time. Be on time for your appointment, have an objective for the discussion and bring a copy of your paper or exam you wish to discuss.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. If you wish to discuss a grade, or review a test or paper, please make an appointment with the professor to do so in person. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following dates:

Fall Term Half Credit Course	November 12, 2017
Winter Term Half Credit Course	March 7, 2018
Full Credit Course	November 30, 2017

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, and collaborate with your assigned teams on the two projects. Most of all, use the Retail Business Ecology and the A5 system as a framework to support your well-researched ideas. Finally, start using the worksheets early in the semester (don't wait until the last minute) and meet with your instructor if you have any questions or wish to work through any issues or challenges.
I missed a quiz or exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
When will the exam grades be posted?	Mid-term grades are posted on OWL when they become available. Final exam, final project, and final course grades are posted on OWL only after they have been accepted by the Registrar.
Can I come and see my quiz or exam?	You can review your quiz or exam during office hours or at any other mutually convenient time.
There is so much material. How can I possibly remember everything?	You do not need to remember everything in the course materials. You need to understand the fundamental principles and how to apply them. Moreover, the lecture slides will form the basis of 'testable' materials. Information not discussed in-class will not be tested.
The mark I have been given is going to prevent me from getting accepted at graduate school.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.
I need a certain mark to get or maintain a scholarship or my AEO status at Ivey.	
I tried really hard but I still got a poor mark.	
This is the lowest mark I have ever received.	
One of the team members in my project is not pulling her weight. What do I do?	First, send the under-performing team member an email, and copy the instructor (acaplan3@uwo.ca) indicating the items they are responsible for. If there is still no response, please inform the instructor as soon as possible. A meeting may be scheduled. Do not wait until the project is due.

2017-18 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf. The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at: <http://westerncalendar.uwo.ca/2017/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official dates <http://westerncalendar.uwo.ca/2017/pg7.html>). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://westerncalendar.uwo.ca/2017/pg130.html>)

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

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.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

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 (<http://www.turnitin.com>).

Computer-marked Tests/exams:

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. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section

on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://westerncalendar.uwo.ca/2017/pg112.html>).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices (http://www.uwo.ca/univsec/pdf/academic_policies/exam/evaluation_undergrad.pdf and http://www.uwo.ca/univsec/pdf/academic_policies/exam/finalgrades.pdf).

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the 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 prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. The website for the Student Development Centre at Western is <http://www.sdc.uwo.ca/>.

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about mental health and wellness at Brescia at <http://brescia.uwo.ca/life/mental-health-wellness/>. 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.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.