

POLS7280 – Directed Readings in Politics
POLITICAL MARKETING

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Course Content and Description

This course focuses on the theory, practice, and analysis of political marketing, one of the newest subfields in political science research. The student will be exposed to cutting-edge scholarship on the strategies and communication techniques employed by political professionals in North America and Europe, with a special focus on the United Kingdom, United States, and Canada. Major themes addressed include: the rise of the political market and consumer; the development of political market intelligence; the process of political branding; the use of marketing in government; and the democratic implications of political marketing. The student is expected to meet weekly with the instructor, while submitting written précis on selected readings. The student will write two (2) book reviews, and develop a thesis proposal as part of his final assignment.

Course Evaluation

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| ❑ Two (2) Book Reviews @ 10% each | 20% |
| ❑ One (1) Thesis Proposal and Literature Review | 40% |
| ❑ Weekly Précis | 40% |

Course Schedule

Module 1: The Political Market and the Rise of the Political Consumer

Required:

Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Chapter 1.

Lees-Marshment, Jennifer (2008). *Political marketing and British political parties (2nd ed.)*. Manchester University Press. Chapter 1, pages 1-12.

Micheletti, Michelle, Andreas Follesdal and Dietling Stolle (ed.) (2006). *Politics, products and markets: exploring political consumerism past and present*. New Brunswick, N.J: Transaction Publishers.

Needham, Catherine (2004). The citizen and consumer: e-government in the United Kingdom and the United States. In Rachel K. Gibson, Andrea Römmele and Stephen J. Ward (Eds.), *Electronic Democracy*. Routledge.

Savigny, Heather (2008). The Construction of the Political consumer (or politics: what not to consume In D. Lilleker and R. Scullion (Eds.), *Voters or Consumers: Imagining the contemporary electorate*. Cambridge Scholars Publishing.

Recommended:

Scammell, M. (2003). Citizen consumers: towards a new marketing of politics? In John Comer and Dick Pels (Eds.), *Media and the restyling of politics*. Sage, pp. 117-136. Another version is available online at <http://depts.washington.edu/gcp/pdf/citizenconsumers.pdf>.

Needham, Catherine (2003). *Citizen-consumers: New Labour's marketplace democracy*. Catalyst.

Module 2: Introduction into Political Marketing

Required:

Newman, Bruce I. (eds) (2002). *Political marketing*. New York: John Wiley & Sons.

Henneberg, Stephan C. (2008). "An Epistemological Perspective on Research in Political Marketing." *Journal of Political Marketing* 7, no. 2 : 151 - 82.

Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 2

- Lees-Marshment, Jennifer (2001b). The Marriage of Politics and Marketing. *Political Studies*, vol. 49(4): 692-713.
- Lees-Marshment, Jennifer (2003). Political marketing: how to reach that pot of gold. *Journal of Political Marketing*, vol. 2(1): 1-32.
- Lees-Marshment, Jennifer (1999). Political Marketing: Lessons for Political Science. *Political Studies*, vol. 47(4): 718-39.

Recommended:

- O'Shaughnessy, Nicholas (1990). *The phenomenon of political marketing*. New York: St. Martin's Press.
- Newman, Bruce I. (eds) (1999). *Handbook of political marketing*. Thousand Oaks: Sage.

Module 3: Political Marketing Strategy

Required:

- Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 3.
- Lees-Marshment, Jennifer (2001). The Marriage of Politics and Marketing. *Political Studies*, vol. 49(4): 692-713.
- Lees-Marshment, Jennifer (2001). The Product, Sales and Market-oriented Party: How Labour learnt to market the product, not just the presentation. *European Journal of Marketing*, vol. 35(9/10): 1074-1084.
- Lees-Marshment, Jennifer (2009). Political marketing strategy. In *Political Marketing: Principles and Applications*. London and New York: Routledge.
- Marland, Alex (2003). Marketing Political Soap: A Political Marketing View of Selling Candidates Like Soap, of Electioneering as a Ritual, and of Electoral Military Analogies. *Journal of Public Affairs*, vol. 3(2): 103.
- Newman, Bruce (1999). *The Mass Marketing of Politics: Democracy in an Age of Manufactured Images*. Beverley Hills: Sage Publications.
- Ormrod, Robert P (2005). A Conceptual Model of Political Market Orientation. *Journal of Nonprofit & Public Sector Marketing*, vol. 14(1/2): 47-64 or try online source:

Module 4: Market Analysis & Psychographics

Required:

- Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 4.
- Bannon, Declan (2005). Electoral Participation And Non-Voter Segmentation. In J. Lees-Marshment and W. Wymer (Eds.), *Current issues in political marketing*. Haworth Press.
- Collins, N. and P. Butler (2002). Considerations on Market Analysis for Political Parties. In Nicholas O'Shaughnessy and Stephan Henneberg (Eds.), *The Idea of Political Marketing*. London: Praeger
- Davidson, Scott (2005). Grey Power, School Gate Mums and the Youth Vote: Age as a Key Factor in Voter Segmentation and Engagement in the 2005 UK General Election. *Journal of Marketing Management*, vol.21(9/10): 1179-92.
- Rademacher, Eric W. and Alfred J. Tuchfarber (1999). Pre-election polling and political campaigns. In B. Newman (Ed.), *Handbook of political marketing*. Sage.
- Savigny, Heather (2007). Focus Groups and Political Marketing: Science and Democracy as Axiomatic? *The British Journal of Politics and International Relations*, vol. 9(1): 122–137.
- Sparrow, N. and Turner, J. (2001). The integrating of market research techniques in developing strategies in a more uncertain political climate. *European Journal of Marketing*, vol. 35(9/10): 984-1002.
- View *The Persuaders*: <http://www.pbs.org/wgbh/pages/frontline/shows/persuaders/> (DVD available from instructor)

Recommended:

- Penn, Mark with E. Kinney Zalesne (2007). *Micro-Trends: The small forces behind tomorrow's big changes*. Twelve, Hatchett Book Group, USA.
- Teinturier, Brice (2008). The Presidential Elections in France 2007 - the Role of Opinion Polls. In Marita Carballo and Ulf Hjelmar (Eds.), *Public Opinion Polling in a Globalized World*. Berlin: Springer-Verlag.
- Rottinghaus, Brandon and Irina Alberro (2005). Rivaling the PRI: The Image Management of Vicente Fox and the Use of Public Opinion Polling in the 2000 Mexican Election. *Latin American Politics and Society*, vol. 47(2): 143-58.

Module 5: Product Development and Branding

Required:

- Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 5.
- Cosgrove, K. M. (2007). Midterm Marketing: An Examination of Marketing Strategies in the 2006, 2002, 1998, and 1994 Elections. Paper presented at the annual meeting of the *American Political Science Association*. Available online at: http://www.allacademic.com/meta/p209749_index.html March 19 2008>.
- Bandyopadhyay, Subir (ed.) (2009). *Contemporary research in e-branding*. Hershey: Information Science Reference.
- Needham, C. (2006). Brands and Political Loyalty. *Journal of Brand Management*, vol. 13(3): 178-87.
- Reeves, Peter, Leslie de Chernatony and Marylyn Carrigan (2006). Building a political brand: Ideology or voter-driven strategy. *Brand management*, vol. 13(6): 418-428.
- Rudd, Chris (2005). Marketing the Message or the Messenger? In Darren Lilleker and J. Lees-Marshment (Eds.), *Political Marketing in Comparative Perspective*. Manchester: Manchester University Press.
- Scammell, Margaret (2008). Brand Blair: Marketing politics in the Consumer Age. In D. Lilleker and R. Scullion (Eds.), *Voters or Consumers: Imagining the contemporary electorate*. Cambridge Scholars Publishing.
- White, Jon, and Leslie-de Chernatony (2002). New Labour: A Study of the Creation, Development and Demise of a Political Brand. *Journal of Political Marketing*, vol. 1(2-3): 45-52.

Recommended:

- Clifton, Rita, Sameena Ahmad... [et al.] (2009). *Brands and Branding*. New York: Bloomberg Press.
- Cotrim Maciera, Josiane (2005). Change to Win? The Brazilian Workers' Party's 2002 General Election Marketing Strategy. In Darren G. Lilleker and Jennifer Lees-Marshment (Eds.), *Political Marketing: A Comparative Perspective*. Manchester: Manchester University Press.
- Harfoush, Rahaf (2009). *Yes we did: an inside look at how social media built the Obama brand*. Berkeley: New Riders.
- Taylor, David (2007). *Never mind the sizzle—where's the sausage?: branding based on substance not spin*. Chichester, UK: Wiley.
- Till, Brian and Donna Heckler (2009). *The truth about creating brands people love*. Upper Saddle River, N.J. : FT Press.

- Keenan, Elizabeth (2007) 'Kevin 07: Labor's winning brand.' *Time*, December 3 pp. 24-31
- Cuno, Steve (2009). *Prove it before you promote it: how to take the guesswork out of marketing*. Hoboken, N.J. : Jon Wiley & Sons.
- Franzen, Giep and Sandra Moriarty (2009). *The science and art of branding*. Armonk, N.Y. : ME Sharp.
- Needham, Catherine (2005). Brand Leaders: Clinton, Blair and the Limitations of the Permanent Campaign. *Political Studies*, vol. 53(2): 343-61.

Module 6: Internal Marketing

Required:

- Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 6.
- Bannon, Declan (2005a). Internal Marketing and Political Marketing. *UK PSA conference paper*. See < <http://www.psa.ac.uk/journals/pdf/5/2005/Bannon.pdf>>
- Granik, S. (2005). Membership Benefits, Membership Action: why incentives for activism are what members want. In W. Wymer and J. Lees-Marshment (Eds.), *Current issues in political marketing*. Haworth Press.
- Lees-Marshment, Jennifer and Stuart Quayle (2001). Empowering the Members or Marketing the Party? The Conservative Reforms of 1998. *The Political Quarterly*, vol. 72(2): 204-12
- Label, Gregory G. (1999). Managing Volunteers: Time has changed - or have they? In Bruce Newman (Ed.), *Handbook of Political Marketing*. Sage.
- Lilleker, Darren G. (2005). The Impact of Political Marketing on Internal Party Democracy. *Parliamentary Affairs*, vol. 58(3): 570-584

Module 7: Marketing Communications and Campaigns

Required:

- Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 7.
- Corner, John and Dick Pels (eds) (2003). *Media and the restyling of politics: consumerism, celebrity, and cynicism*. London: Sage.
- Jackson, Nigel (2006). Banking online: the use of the internet by political parties to build relationships with voters. In D. Lilleker, N. Jackson and R. Scullion (Eds.), *The marketing of political parties*. Manchester University Press.

- Lilleker, Darren (2006). Local political marketing: political marketing as public service. In D. Lilleker, N. Jackson and R. Scullion (Eds.), *The marketing of political parties*. Manchester University Press.
- Steger, Wayne, Sean Q. Kelly, and J. Mark Wrighton (2006). *Campaigns and political marketing*. New York: Haworth Press.
- Steger, Wayne (1999). The permanent campaign: Marketing from the hill. In Bruce Newman (Ed.), *The Handbook of political marketing*. Sage.

Recommended:

- Schweiger, Gunter and Michaela Aadami (1999). The nonverbal image of politicians and political parties. In Bruce Newman (Ed.), *The Handbook of political marketing*. Sage.
- Lilleker, Darren (2004). Micro-level political communication: is publicizing constituency service the vote winner that UK MPs perceive it to be? Paper presented to the UK PSA association See < <http://www.psa.ac.uk/journals/pdf/5/2004/Lilleker.pdf>>
- Prasaad, K. Sai and Ramya Raghupathy (2005). A Snapshot of a Successful Public Relations Strategy. *American Behavioral Scientist*, vol. 49(4): 629-33.
- Robinson, Claire E. (2007). Images of the 2005 campaign. In Stephen Levin and Nigel s. Roberts (Eds.), *The Baubles of office: the New Zealand General election of 2005*. Victoria University Press.
- Robinson, Claire (2009), 'Vote for me' Political advertising, pp. 73-89, in *Informing Voters? Politics, media and the New Zealand Election 2008* by Chris Rudd, Janine Hayward and Geoffrey Craig, Pearson Education

Module 8: Marketing in Government

Required:

- Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 8.
- Allington, Nigel, Philip Morgan and Nicholas O'Shaughnessy (1999). How marketing changed the world. The political marketing of an idea: a case study of privatization. In Bruce Newman (Ed.), *The Handbook of political marketing*. Sage.
- Fischer, Thomas, Gregor Peter Schmitz and Michael Seberich (Eds.) (2007). *The Strategy of Politics, The Strategy of Politics: Results of a comparative study*. Verlag, Bertelsmann Stiftung: Butersloh. especially chapter by Boaz, Annette and William Solesbury Strategy and Politics: The Example of the United Kingdom; and by Glab, Manuela Strategy and politics: The Example of Germany.
- Atkinson, Robert D. and Andrew Leigh (2003). Serving the Stakeholders. Customer-Oriented E-Government: Can We Ever Get There? *Journal of Political Marketing*, vol. 2(3/4): 159-81.

Lees-Marshment, Jennifer (2004). *The political marketing revolution: transforming the government of the UK*. Manchester: Manchester University Press.

Lees-Marshment, Jennifer (2008) Managing a market-orientation in government: Cases in the U.K. and New Zealand. In Dennis W. Johnson (Ed.), *The Routledge Handbook of Political Management*. USA, Taylor and Francis Group.

Recommended:

Lederer, Andreas, Fritz Plasser and Christian Scheucher (2005). The Rise and Fall of Populism in Austria - A Political Marketing Perspective. In D. Lilleker and J. Lees-Marshment (Eds.), *Political marketing: a comparative perspective*. Manchester University Press.

Lilleker, Darren (2006). Local political marketing: political marketing as public service. . In D. Lilleker, N. Jackson and R. Scullion (Eds.), *The marketing of political parties*. Manchester University Press.

Module 9: Political Marketing in the United Kingdom

Required:

Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 9.

Lees-Marshment, Jennifer (2001a). *Political Marketing and British Political Parties: The Party's Just Begun*. Manchester, U.K.: Manchester University Press. Ch 1, pp. 2-5

Lilleker, Darren G., Nigel A. Jackson and Richard Scullion (2006). *The marketing of political parties: political marketing at the 2005 British general election*. Manchester: Manchester University Press.

Barber, Stephen (2005). *Political Strategy: Modern politics in Contemporary Britain*. LAC: Liverpool Academic Press.

Promise, (2005). On Blair and re-connecting, see:

http://www.promisecorp.com/casestudies/pr_case_labour.pdf

Baines, Paul (2004). Marketing the Political Message: American Influences on British Practices. *Journal of Political Marketing*, vol. 4(2/3): 135-62.

Savigny, Heather (2006). Political marketing and the 2005 election: what's ideology got to do with it? In D. Lilleker, N. Jackson and R. Scullion (Eds.), *The Political Marketing Election? UK 2005*. Manchester: Manchester University Press.

Recommended:

Ingram, Peter, and Jennifer Lees-Marshment (2002). The Anglicisation of Political Marketing: How Blair 'out-Marketed' Clinton. *Journal of Public Affairs*, vol. 2(2): 44.

Strömbäck, Jesper (2007). Antecedents of Political Market Orientation in Britain and Sweden: Analysis and Future Research Propositions. *Journal of Public Affairs*, vol. 7(1): 79-90.

UK Labour Party

Gould, Philip (2002). Labour Strategy. In J. Bartle, S. Atkinson and R. Mortimore (Eds.), *Political Communications: The General Election Campaign of 2001*. Frank Cass.

Lees-Marshment, Jennifer (2001). The Product, Sales and Market-oriented Party: How Labour learnt to market the product, not just the presentation. *European Journal of Marketing*, vol. 35(9/10): 1074-1084.

Lees-Marshment, Jennifer and Stuart Quayle (2001). Empowering the Members or Marketing the Party? The Conservative Reforms of 1998. *The Political Quarterly*, vol. 72(2): 204-12

Lees-Marshment, Jennifer (2008). *Political marketing and British political parties (2nd edn.)*. Manchester University Press.

Lees-Marshment, Jennifer (2009). Examples of internal blockage to market-oriented strategy: the UK conservatives, 1997-2001. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Lloyd, Jenny. 2009. After Blair: the challenge of communicating Brown's brand of Labour. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Pettit, Robin T. 2009. Learning from the master: the impact of New Labour on political parties in Denmark. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Pettit, Robin T. 2009. Resisting Marketing: the case of the British Labour Party under Blair. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Sackman, Adrian I. (1996). The Learning Curve towards New Labour: Neil Kinnock's Corporate Party 1983-92. *European Journal of Marketing*, vol. 30(10/11): 147-58.

Savigny, Heather (2005). Labour, Political Marketing and the 2005 Election: A Campaign of Two Halves. *Journal of Marketing Management*, vol. 21(9/10): 925-41.

Savigny, Heather. 2009. Ideology, political marketing and the 2005 UK election. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Smith, Gareth (2001). The 2001 General Election: Factors Influencing the Brand Image of Political Parties and Their Leaders. *Journal of Marketing Management*, vol. 17(9/10): 989-1006.

Wring, Dominic (2005). *The Politics of Marketing of the Labour Party*. Palgrave Macmillan.

UK Conservative Party

Seawright, David (2005). On a low road: The 2005 Conservative Campaign. *Journal of Marketing Management*, vol. 21(9/10): 943-957.

Quinn, Thomas (2008). "The Conservative Party and the 'Centre Ground' of British Politics." *Journal of Elections, Public Opinion and Parties* 18, no. 2 : 179-99.

Samson, Tim (2009). An application of Lloyd's product concept: the UK Conservative Party in 2001. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Seawright, David (2005). 'On a Low Road': The 2005 Conservative Campaign. *Journal of Marketing Management*, vol. 21(9/10): 943-57.

Module 10: Political Marketing in the United States

Required:

Cosgrove, Kenneth M. (2007). *Branded conservatives: how the brand brought the right from the fringes to the center of American politics*. New York: P.Lang.

Arterton, Christopher, and William Greener. 2009. Obama: Strategies and Tactics in the General Election In *Campaigning for president 2008 : strategy and tactics, new voices and new techniques* edited by D. W. Johnson. New York: Routledge.

Newman, Bruce I. (1994). *The Marketing of the President: Political Marketing as Campaign Strategy*. Sage.

Bennett, W. Lance (1996). *The governing crisis: media, money, and marketing in American elections*. New York: St. Martin's Press.

Johnson, Dennis (2007). *No place for amateurs (2nd edn.)*. Routledge USA.

Sherman, Elaine, Leon Schiffman, and Shawn T. Thelen. "Impact of Trust on Candidates, Branches of Government, and Media within the Context of the 2004 U.S. Presidential Election." *Journal of Political Marketing* 7, no. 2 (2008): 105 - 30.

Knuckey, Jonathan and Jennifer Lees-Marshment (2005). American Political Marketing: George W. Bush and the Republican Party. In D. G. Lilleker & J. Lees-Marshment (Eds.), *Political Marketing in Comparative Perspective*. Manchester: Manchester University Press.

Recommended:

Gould, Jon B. (2003). It Only Feels Like Death: "Rebranding" the Democrats for a Post-2002 World. *Journal of Political Marketing*, vol. 2(2): 1-12.

King, Desmond and Mark Wickham-Jones. From Clinton to Blair: The [US] Democratic (Party) Origins of Welfare to Work. *Political Quarterly*, vol.70(1): 62-74.

Module 11: Political Marketing in Canada and Beyond

Required:

MacIvor, Heather (ed). (2010). *Election*. Toronto: Emond Montgomery. Part III (“Election Campaigning”)

Marland, Alex, (2010). Marketing by Canadian Political Parties. Presented at the Political Studies Association political marketing workshop, March 31, 2010.

Marland, Alex. (2009). Canadian constituency campaigns. In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Pare, Daniel J. (2009). Political Marketing in the 2006 Canadian federal election: delivering citizen or party needs and wants? In *Political Marketing: Principles and Applications*, by J. Lees-Marshment. Oxon and New York: Routledge.

Lees-Marshment, J, Jesper Stromback and Chris Rudd (eds) (2010) *Global political marketing* (Routledge)

Lilleker, Darren and Jennifer Lees-Marshment (Eds.) (2005). Political marketing: a comparative perspective. Manchester University Press.

Strömbäck , Jesper (2010). A Framework for Comparing Political Market Orientation. In Jennifer Lees-Marshment, Chris Rudd and Jesper Strömbäck (Eds.), *Global Political Marketing*, Routledge.

Module 12: Political Marketing and Democracy

Required:

Lees-Marshment, Jennifer (2009). *Political Marketing: Principles and Applications*. London and New York: Routledge. Ch. 10.

Newman, Bruce I. (1999). *The mass marketing of politics: democracy in an age of manufactured images*. Thousand Oaks: Sage.

Coleman, Stephen (2007). Review. *Parliamentary Affairs*, vol. 60(1): 180-186.

Moloney, Kevin (2006). *Rethinking public relations: PR propaganda and democracy*. London: Routledge.

Scullion, Richard (2008). The impact of the market on the character of citizenship, and the consequences of this for political engagement. In D. Lilleker and R. Scullion (Eds.), *Voters or Consumers: Imagining the contemporary electorate*. Cambridge Scholars Publishing.

Henneberg, Stephan C., Margaret Scammell, and Nicholas J. O'Shaughnessy (2009). "Political Marketing Management and Theories of Democracy." *Marketing Theory* 9, no. 2: 165-88.

Lilleker, Darren G. (2005a). [Political Marketing: The Cause of an Emerging Democratic Deficit in Britain?](#) In W. Wymer and J. Lees-Marshment (Eds.), *Current Issues in political marketing*. Haworth Press.

Savigny, Heather (2007). Focus Groups and Political Marketing: Science and Democracy as Axiomatic? *The British Journal of Politics and International Relations*, vol. 9(1): 122-137

Recommended:

Scammell, Margaret (2003). Citizen consumers - towards a new marketing of politics? In John Corner and Dick Pels (Eds.), *Media and the restyling of politics*. Online version available at <<http://depts.washington.edu/gcp/pdf/citizenconsumers.pdf>>.

Temple Mick (2010) 'Political marketing, party behaviour and political science' in Lees-Marshment, Stromback and Rudd (eds) *Global political marketing* (Routledge)

Assignments

Each week the student will provide a 1000-1500 word précis reviewing the assigned readings in a critical manner. After submitting the précis to the instructor (electronically), the student will meet with the instructor to review that week's readings.

The student will submit two (2) critical book reviews as part of this course. Books may be chosen from the "Recommended" (but not "Required") reading list; alternative titles must receive the approval of the instructor.

The final assignment will be the student's thesis proposal, including a detailed literature review and proposed research design.

Important Information and Reminders

CONTACTING YOUR INSTRUCTOR Students requiring assistance are encouraged to speak to their instructor during class or office hours. Should you wish to meet with the instructor outside of office hours, please telephone or email him to make an appointment. It is to the student's advantage to keep such appointments.

EMAIL POLICY Email is commonly used by students to communicate with their instructor. However, it does limit the effectiveness of the communications and may not be the best way for instructors to answer student questions, especially those requiring an explanation of concepts covered in this course or some personal concerns. Therefore the instructor may request a telephone call or personal meeting. The instructor will endeavour to respond to all student emails within 24 hours, Monday to Friday. Emails will not be addressed on evenings or weekends.

ABSENCES Students should view their attendance and engagement in lectures as a crucial responsibility. Legitimate absences, such as those resulting from emergency or illness, should be reported to the instructor with appropriate documentation to avoid penalty. Students may be required to submit a written précis in lieu of class attendance. Permission to reschedule midterm examinations, quizzes, and tests is normally given only in cases of illness, domestic affliction, or religious conviction. In such circumstances, you should inform the instructor as soon as possible and supply appropriate documentation. In the case of a missed midterm examination, quiz, or test, you must contact the instructor within 48 hours.

ACADEMIC HONESTY Academic honesty is the cornerstone in the development of knowledge. Students should acquaint themselves with the University's policy on plagiarism, academic fraud, cheating, and examination impersonation (see the U of M Undergraduate Calendar 2008-2009). The Faculty of Arts also reserves the right to submit student work that is suspected of being plagiarized to Internet sites designed to detect plagiarism. Students are required by the Department to retain a copy of each assignment submitted to their instructors.