

**Lakehead University**  
**Faculty of Business Administration**

**Student Handbook**  
**Master of Business Administration (MBA)**

[www.MBA.Lakeheadu.ca](http://www.MBA.Lakeheadu.ca)

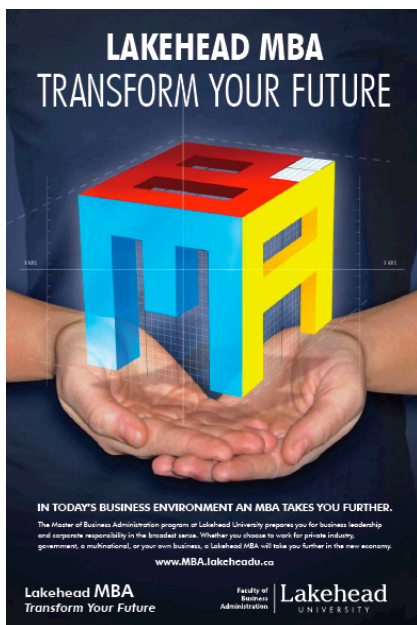
Academic year 2009-2010

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## Welcome

Thank you for considering the Lakehead MBA, the MBA program of the Faculty of Business Administration at Lakehead University. The Lakehead MBA is a general MBA that offers a variety of opportunities for anyone interested or currently involved in the challenging world of business. Technology, globalization, ethics, corporate responsibility, and sustainability impact how business is conducted today. The Lakehead MBA provides our students with the skills and knowledge necessary to succeed. This is accomplished through innovative and relevant courses that emphasize the latest in business theory and principles, in the context of some of



the most challenging real-life business cases in the contemporary business world. This is done through innovative and dynamic courses; educational excellence; and intellectual stimulation.

The Lakehead MBA, as you will find out, is not like other MBAs. The Lakehead MBA will train you to be a generalist – able to function confidently in a variety of future career paths. So whether you work for private industry, government, a multinational, or your own business, the Lakehead MBA will help you accomplish your goals.

We welcome you to visit our website for further details.

[www.MBA.lakeheadu.ca](http://www.MBA.lakeheadu.ca)

If you have specific questions, please send us an email at [business@lakeheadu.ca](mailto:business@lakeheadu.ca) or call us at 807-343-8386 and we are ready to assist you.

## Master of Business Administration (MBA)

### 1. Faculty of Business Administration Mission Statement

We will continue to be recognized nationally and internationally for the competence of our students and for relevance to the business community. Through excellence in teaching, research and service, we deliver programs that prepare students for professional careers in management.

#### Core Values

- Excellence in teaching and research that:
  - makes an impact in the business community,
  - challenges our students intellectually to achieve personal growth.
- Constructive interactions with the business community regionally, nationally and internationally.
- Ethical business behaviour, accountability, transparency, and social responsibility.
- Respect for the values of stakeholders.

#### Our Strategic Focus

##### A. Stakeholders

##### *Students*

The Faculty of Business Administration

- attracts students regionally, nationally, and internationally who are career-focused and appreciate the managerial focus of our programs,
- provides opportunities for qualified graduates from community colleges and other institutions of higher education to further their business education at the university level,
- provides an environment of life-long learning for our students and alumni.

##### *Faculty and Staff*

The Faculty of Business Administration recognizes the importance of

- an environment conducive to teaching and research,
- a culture that encourages team work as well as respect for individual contributions,
- a supportive environment for professional and academic development.

##### *Business Community and Professional Associations*

The Faculty of Business Administration recognizes the needs of the business community and professional associations by

- delivering relevant programs and developing student's managerial skills,
- incorporating the expertise of the business community and professional associations in research and teaching which enhances our ability to deliver quality programs.

##### *Others*

The Faculty of Business Administration recognizes the importance of inter and intra university relationships with

- the university administration
- the academic community

## B. Teaching, Research and Service

### *Programs*

The Faculty of Business Administration

- designs and delivers high quality programs that emphasize critical thinking, problem solving, effective communication, and technical skills,
- provides holistic education founded on theory and enhanced by experiential learning,
- is committed to undergraduate and graduate programs, management development programs, and cooperative education.

### *Research and Scholarly Activities*

The Faculty of Business Administration

- carries out innovative and original research and scholarly activities which deliver value to our students and the business community,
- undertakes research and scholarly activities that add to the current knowledge in the business field,
- supports research and scholarly activities that are valued by the business and/or academic communities regionally, nationally and internationally,
- recognizes the importance of external funding in enhancing our research capacity.

### *Service*

The Faculty of Business Administration

- contributes managerial expertise at the University, regional, national and international levels,
- participates in the socio-economic development of Northwestern Ontario.

## 2. Rationale

In considering a response to demands mainly from the catchment area of Northwestern Ontario for a residential program of graduate studies in Business, the Faculty of Business Administration has had to consider a number of issues dealing with opportunities and threats in its external environment and its capabilities and limitations. Skilled administrators in a variety of disciplines continue to be in demand as we progress to a more specialized economy. Engineers, foresters, healthcare and public sector professionals are required to have managerial skills as they progress through their career paths. Opportunity for business students with MBA degrees also exists to enhance their competitiveness as departmental managers integrating an enhanced cross-functional management perspective.

## 3. Objectives of the Program

The Master of Business Administration (MBA) program at Lakehead University is designed to prepare students for a successful career in the business world. The primary goals of the program are to develop students' analytical, decision-making, and communication skills and to expand students' knowledge of effective management practice while instilling a professional and responsible attitude toward business.

## 4. Fields of the Program

The program is a general MBA with no specific major - in order to improve the business skill of a wide variety of student backgrounds. It provides exposure to key management concepts and practices in the following business areas:

**Operations Management** – logistical efficiencies, quality control, manufacturing and service production, enterprise resource planning, and capacity planning.

**Marketing Management** – research analysis, advertising account and sales management, public relations, product development, inventory and distribution control.

**Financial Management** – money and banking, capital markets, investments, and financial analysis, public sector finance.

**Human Resource Management** – training and development, labor relations, benefits management, policy development.

**Management Information Systems** - theory, technology, and application of management information systems to revitalize business processes, conduct electronic commerce/business, improve business decision-making, facilitate collaboration, initiate knowledge management.

**Financial and Management Accounting** – financial accounting, auditing, controllership.

## 5. The Faculty

At present, the Faculty of Business Administration (FOBA) has seventeen full-time faculty members including the Dean.

|   |   |   |
|---|---|---|
| <b>Professor and Dean</b>                         | B. Dadgostar  |   |
| <b>Professors</b>                                 | B. Dadgostar<br>G.E. Phillips   | Finance<br>HR/Industrial Relations  |
| <b>MBA and MSc (MGT)<br/>Graduate Coordinator</b> |   | M. Zahaf  |
| <b>Associate Professors</b>                       | I. J. Dawood<br>A. Serenko<br>L. Geng<br>B. J. Poulin<br>J. C. Thatcher<br>N. Sayed<br>N. Gradojevic<br>K. R. Hartviksen<br>M. Zahaf<br>R. M. Isotalo | MIS/OM<br>MIS<br>Strategic Management<br>Strategic Management<br>Accounting<br>Accounting<br>Finance<br>Finance<br>Marketing<br>Marketing |
| <b>Assistant Professors</b>                       | T. Hardie<br>C. Jiao<br>X. Wang<br>H. Zhang<br>D. Richards  | Strategic Management<br>HR/OB<br>Finance<br>OM<br>HR/OB   |
| <b>Lecturers</b>                                  | K. Bishop<br>L. Nicholl<br>L. Rocco<br>C. Lento<br>B. Eccles<br>J. Ryan   | Business Communications<br>Business Presentations<br>Accounting<br>Accounting<br>Law<br>Accounting  |

## 6. Program Regulations and Courses

### 6.1. University Regulations

Candidates apply to all graduate programs through the Faculty of Graduate Studies at: <http://graduatestudies.lakeheadu.ca/>

The completed files will be sent to the Graduate Committee of the Faculty of Business Administration for an admission decision. The Committee consists of five faculty members in addition to the Graduate Coordinator of the graduate programs.

The Graduate Committee evaluates all completed applications against Faculty criteria to determine acceptance/non-acceptance into the program. This recommendation is forwarded to the Faculty of Graduate Studies who will approve the recommendation and send out an Offer of Admission to the recommended candidates. Admitted students will be required to enroll in the session for which they are applying.

Meeting the published requirements for admission to the graduate program does not necessarily lead to automatic admission. In making their decisions, the Graduate Committee will consider the applicant's aptitude for graduate studies and availability of places in the program. Admission decisions by the Faculty of Business Administration Graduate Committee are final.

Please forward any question you may have about the admission to MBA program to: [business@lakeheadu.ca](mailto:business@lakeheadu.ca)

More information at <http://www.MBA.lakeheadu.ca>

### 6.2. Regular Admission and Registration

A student is permitted to register as a "graduate student" in the Faculty of Business Administration after her/his application for admission has been approved as confirmed in a letter of admission issued by the Faculty of Graduate Studies. Graduate students registering the first time normally register in September. The registration date for any particular term is given in the academic schedule of the Lakehead University Calendar.

#### *Conditional Admission to a Graduate Program*

If a student receives a conditional offer of admission, the student must meet the terms of the offer before he/she is accepted into the graduate program and allowed to become a graduate student.



### 6.3. MBA Admission Requirements

In addition to the general admission requirements for Graduate programs the following minimum requirements also apply:

- Four-year degree or three year degree plus five additional full-course equivalents (10 half courses at the second year level or higher; a minimum of six courses must be at the third or fourth year level, and not already used for any degree considered for admission into this program).
- GMAT with recommended score of 500, or GRE General Exam with recommended combined score of 1000.
- One half course in statistics.
- Statement of academic intent of 750-1000 words, to outline the nature of the academic and work history, the academic and career goals, and the strengths and weaknesses of the applicant.
- Curriculum Vitae.

Preference will be given to applicants with more than two years of general work experience.

Applicants with experience greater than 5 years at a middle or upper level managerial position, or professional designations such as CA, CMA, CGA, CFA, CHRP and CFP and other recognized designation will be looked on favorably and may be considered in cases of less than required undergraduate average or GMAT/GRE score.

### 6.4. The Orillia Campus

The mode of delivery for the proposed MBA program is predominantly in-person class study. At Lakehead University's campus in Orillia, Ontario, there will be an opportunity for both in-person study and distance delivery to that specific location from the Thunder Bay campus. Both locales will offer exactly the same program.

The Faculty of Graduate Studies (FGS) is responsible for overseeing the MBA program at Orillia. It functions like a big umbrella, spreading over the areas that affect your registration, your financial support, your graduation processing and many others. We want your experience at Lakehead to be positive and rewarding.

Please visit the FGS website at: <http://graduatestudies.lakeheadu.ca/>

The FGS is here to help you. If they can't answer your questions or provide direct assistance, they will point you in the right direction.

Regional Centre (RC) 0009 - in the University Tunnels  
 Lakehead University  
 955 Oliver Road  
 Thunder Bay, Ontario, P7B 5E1, Canada

Phone: (807) 343-8785

Fax: (807) 346-7705

Email: [gstudent@lakeheadu.ca](mailto:gstudent@lakeheadu.ca)

## 6.5. Period of Study

The MBA program is offered on a part-time and full-time basis at the main Campus and on a part-time basis at the Orillia Campus.

Full-time students are expected to complete all requirements within one year (three terms) of continuous full-time registration. Students that do not meet the program requirements by the end of the normal duration will have to apply for a time extension and pay the appropriate fees.

Exceptions to this Period of Study are Master of Business Administration part-time students who are expected to complete all requirements within nine consecutive terms (three years). The normal and maximum course load per year is 2.5 FCEs, with the exception of year one in which students will also take BUS 5010. As part-time MBA study is intended for working professionals, these students will not be considered for financial support.

## 6.6. Fees

You will find these tuition rates and fees to be very reasonable compared with other Canadian Universities offering similar programs. Graduate assistantships and scholarships are available to qualified individuals.

The Professional Development Fee is a one-time fee, payable upon initial registration into the program (\$2,500). The fee is used to fund nationally renowned guest speakers and lecturers, acquire advanced library resources and databases, and cover operating costs beyond the scope of the Faculty of Business Administration. Students are also required to pay all other fees applicable to Graduate students, as designated in the University calendar. Payment of fees is governed by the Finance Office of Lakehead University. Refer to the University calendar for more information. For more details about the fees please visit:

<http://calendar.lakeheadu.ca/current/contents/fees/feegrad.html>

## 7. Graduate courses, Grading, and Evaluation

### 7.1. Courses

The **MBA program** consists of one required full course and fourteen required half courses for a total of eight FCEs. The courses are:

|          |   |     |
|----------|---|-----|
| BUS 5010 | Professional Orientation                        | .5  |
| BUS 5013 | Management Information Systems                  | .5  |
| BUS 5016 | Operations Management                           | .5  |
| BUS 5034 | Marketing Management                            | .5  |
| BUS 5038 | Managing Human Resources                        | .5  |
| BUS 5039 | Managerial Finance                              | .5  |
| BUS 5061 | Strategic Management                            | 1.0 |
| BUS 5031 | Business Law                                    | .5  |
| BUS 5017 | Managerial Economics                            | .5  |
| BUS 5032 | Management Accounting Information and Decisions | .5  |
| BUS 5015 | Business Ethics                                 | .5  |
| BUS 5110 | International Business                          | .5  |
| BUS 5318 | Organizational Behaviour                        | .5  |
| BUS 5338 | Organizational Design and Analysis              | .5  |
| BUS 5116 | Research Methodology                            | .5  |

#### *Business 5010 - Professional Orientation*

A one-week introductory platform for the Master of Business Administration (MBA) program. Specifically, students will be introduced to contemporary theory and practice of successful managers through guest lecturers, case analyses, scholarly readings and team building exercises. The course will be team-taught by a variety of core graduate faculty who will offer diverse perspectives on management theory and specific business functions.

*May only be taken by Master of Business Administration students.*

#### *Business 5013 - Management Information Systems*

Presents a systems approach to managing essential information technologies including distributed systems, telecom/munications, information resources, and operations; explores systems for supporting decision making, collaboration, and knowledge work. A conceptual framework to understand and manage emerging technologies and issues will be included.

#### *Business 5015 - Business Ethics*

A stakeholder management framework, emphasizing business' social and ethical responsibilities to both external and internal stakeholder groups. A twin theme of business ethics illustrates how ethical or moral considerations are included the public issues facing organizations and the decision-making process of managers.

### *Business 5016 - Operations Management*

The purpose of this course is to provide students with the basic operations management concepts to better understand the problems faced by operations managers in both product - and service -oriented organizations. The design and operational management of production and distribution systems will be addressed and the basic tools and methods to effectively and efficiently design and manage these systems will be presented. Students are expected to gain a substantial experience with modeling operations management problems and solving them using both qualitative and quantitative approaches. In addition, students will be able to analyze and evaluate existing production and distribution systems and to propose ways to improve their performance as well as to design new ones.

### *Business 5017 - Managerial Economics*

Designed to develop a comprehensive understanding of the role of the economic environment in the success of modern organizations. The overall aim of the course is to familiarize the participants with applied economic principles including: demand and forecasting, theory of the firm, production and cost, competition, pricing strategies, marketing structures and the role of government in modern market economy.

### *Business 5031 - Business Law*

An overview of commercial law intended to assist business students and entrepreneurs to understand the legal framework in which businesses operate. Topics include negligence, property and the knowledge economy, business organizations including corporate law, and creditor/debtor relationships. Contract law will be emphasized, with principles illustrated through a study of employment contracts and domestic and international sale of goods transactions.

### *Business 5032 - Management Accounting Information and Decisions*

Focuses on the use of accounting information for decisions, including technical material related to financial accounting from a purely user perspective. Within management accounting, the course focuses on more analytical uses of financial and management accounting information as an outside analyst/consultant rather than procedural details that a professional management accountant needs. The objective of the course is to expose students to many exciting aspects of accounting, which enhance decision-making capabilities.

### *Business 5034 - Marketing Management*

The course is designed to convey the key concepts of marketing and how they fit into the larger context of management strategy and decisions. Both the practical "how" and the fundamental "why" of marketing activities are presented in the light of contributions from behavioural science, economics and statistics. The goal is to communicate concepts and develop thought processes that can provide the foundation for further course work and future experience in marketing and also to provide sufficient understanding for those who will only need interaction with the marketing function and its managers.

### *Business 5038 - Managing Human Resources*

Designed to develop students' in-depth understanding of major issues in human resources management and how human resources can provide a sustainable competitive advantage. Topics, such as strategic human resources management, job analysis and competency modelling, recruitment and selection, performance management, compensation and rewards, and training and development, will be discussed.

*Business 5039 - Managerial Finance*

An introduction to the basic concepts of financial management, with a special emphasis on portfolio management and theoretical foundations of modern financial economics. Topics covered include financial instruments, institutional framework within which they are traded and an analysis of stock, bond and derivative valuation. The capital asset pricing model, market efficiency, the tradeoffs between risk and return, and techniques for the evaluation of portfolio performance will also be analyzed.

*Business 5061 - Strategic Management*

Business 5061 serves as the capstone course for the MBA program. In the fall, we will examine top management decisions and the development of business and corporate strategy. The course integrates concepts and frameworks developed in economics, finance, accounting, organizational behavior and politics using a series of lectures and cases. It offers you a unique opportunity to explore issues that affect the overall direction of corporate (organizations). The central question addressed is how to compete in various market and technological settings in order to achieve a sustainable competitive advantage, and hence superior performance. In the Winter, teams of 2 or 3 students seek out and secure a medium-sized to large organization, conduct a strategic investigation and identify an area for further study, as agreed between the organization and team. The area of further study involves an innovation with strategic implications, e.g.: new business plan; revised organizational structure; new marketing, finance or training initiative; new accounting or inventory control program, etc.)

*Business 5110 - International Business*

Provides students with a systematic understanding of the fundamental aspects of the global business environment that influence business decisions and behavior. Participants will understand the structural economic factors that determine locational advantages, the way government policies both promote and restrain the integration of national economies with the global economy, and the impact of volatility in the global macroeconomic environment on international business strategy. Case studies will be used to relate these concepts to actual business problems.

*Business 5116 – Research Methodology*

Provides a basic understanding of the research process and knowledge of quantitative, qualitative, and mixed research strategies. Some of the cornerstone topics will be survey research, experimental research, case studies, and phenomenological research.

*Business 5318 - Organizational Behaviour*

Designed to develop a comprehensive understanding of human behaviour under the constraints imposed by modern organizations. Students will be exposed to the human side of managing organizations in today's environment including links between the organization's strategy, its human resources, and the internal systems and processes.

*Business 5338 - Organizational Design and Analysis*

This course presents a number of ways of understanding why organizations are built the way they are and how they might be designed differently in order to better enhance their efficiency. It will provide an overview of organizational design and theory in relation to various schools of management thought, as well as the functions and processes of organizational management including the analysis tools which the modern manager should be equipped.

**IMPORTANT NOTE**

Please note that course offerings are subject to change. Current course offerings are available in the Course Timetable at <http://bolt.lakeheadu.ca/~timetab/>. In the event of discrepancies between a University web page or document (including a WebCT site) and the Calendar / Course Timetable, the provisions of the Calendar / Course Timetable shall prevail.

**7.2. Grading System**

To maintain registration as a graduate student, a student must achieve and maintain satisfactory academic standing at all times. A student whose academic performance does not meet the minimum standing will be required to withdraw from the program.

**(A+) 90 – 100%**

Exceptionally clear understanding of subject matter and appreciation of relevant current issues; well organized, formulated and sustained arguments; relevant current literature referenced. Evidence of creative insight and originality in terms of comprehension, application, and analysis, with synthesis and evaluation, is demonstrated.

**(A) 80 – 89%**

Strong grasp of subject matter and appreciation of key issues; lacking a little on the finer points; clearly developed arguments; relevant literature referenced. Evidence of creative and solid work in terms of comprehension, application, analysis, and some synthesis.

**(B) 70 – 79%**

Competent understanding of subject matter and appreciation of some of the main issues with minor gaps; clearly developed arguments; relevant literature referenced with minor gaps; well prepared and presented. Solid evidence of comprehension and application with relevant analysis.

**(C) 60 – 69%**

Basic comprehension of subject matter and issues; work generally lacking depth and breadth and with gaps. Work comprises a simple factual description but little application or analysis. Investment of greater care and thought analysis and structuring work would be required to improve.

**(Fail) 1 – 59%**

Evidence of lack of understanding of the subject; minimal or inadequate comprehension with little or no application; inability to identify issues. Analysis is inadequate in depth and breadth. Work incomplete or irrelevant.

**(F) 0% Academic dishonesty****(I) Incomplete**

### 7.3. Minimum Satisfactory Academic Standing

Graduate students must maintain at least a B overall average in their courses with no more than one full course equivalent graded C. A mark of less than 60% in a graduate course, or in an undergraduate course used towards a graduate degree, constitutes failure. A graduate student with “a passing mark” or “a mark of 50 to 59%” in an undergraduate or graduate course may repeat the course. No more than one full course equivalent may be repeated. If after exercising this avenue for improving course marks, a student is still unable to achieve the minimum B overall average, the graduate student will not be permitted to continue in the program.

Course marks below 50% are unacceptable in a graduate program. A graduate student with such a mark (half or full course) will not be permitted to continue in the program. Courses with a mark below 50% may not be repeated.

## 8. Financial Support

The Faculty of Business Administration provides a competitive level of financial support. A variety of scholarships and bursaries are available to qualified graduate students. Students must submit a Graduate Scholarship Application Form along with unofficial transcripts and/or a Graduate Bursary Application Form by the deadline in order to be considered for these scholarships and bursaries. These awards, along with the scholarship and bursary application forms, are listed on the Faculty of Graduate Studies website:

<http://graduatestudies.lakeheadu.ca> under Graduate Student Funding.

## 9. What's Next?

### 9.1. Contact Information

If you need more details about the MBA program, please forward your questions to:

#### **Faculty of Business Administration**

Administrative assistant  
955 Oliver Road  
Thunder Bay, Ontario, P7B 5E1  
Email: [business@lakeheadu.ca](mailto:business@lakeheadu.ca)

#### **Graduate Coordinator**

Dr. Mehdi Zahaf  
Associate professor, Marketing  
Tel: +1 (807) 343-8388  
Fax: +1 (807) 343-8443  
Email: [mehdi.zahaf@lakeheadu.ca](mailto:mehdi.zahaf@lakeheadu.ca)

For more information about the application and admission process please forward your questions to:

#### **Faculty of Graduate Studies**

Lakehead University  
955 Oliver Road  
Thunder Bay, Ontario, P7B 5E1  
URL: <http://graduatestudies.lakeheadu.ca/>

### 9.2. Registration Information

All students who have been admitted to a program at Lakehead University and have been assigned a PIN number are eligible to use on-line registration.

Students should consult the Lakehead University Calendar for regulations, programs and courses information and the Course Timetable, for course scheduling information, before attempting to register on-line through myInfo (WebAdvisor).

Students who are having difficulties choosing their courses should contact their Faculty Advisor or the Office of Academic Advising.

More information at: <http://HowToRegister.lakeheadu.ca/>



### 9.3. About Thunder Bay

Lakehead University is located in Thunder Bay, Ontario. The city itself is situated on a large crescent bay (from which it gets its name) on the northern-most shore of Lake Superior, the largest of Canada's Great Lakes located in North Western Ontario. Thunder Bay itself is approximately 700 kilometers from Sault Saint Marie, Ontario to the East, 700 kilometers from Winnipeg, Manitoba to the West, and 500 kilometers from Minneapolis/St. Paul, Minnesota to the South. This places the city in the midst of one of the largest, most scenic, unspoiled tracts of forests and lakes in Canada. The apparent isolation has made Thunder Bay a self-contained community.

The university is situated on 150 hectares of scenic, wooded land overlooking the city. A small stream, the McIntyre "River", flows through the campus and a dam complete with fish ladder makes possible a small artificial lake, Lake Tamblin, which adds to the scenic beauty of the many trails winding across the campus. The university trails are an integral part of the Thunder Bay's extended network of trails strategically placed throughout the city.

Thunder Bay also offers community auditoriums, play houses, libraries, theatres, galleries, museums and a variety of recreational and fitness centers affording its citizens and visiting students with a wide variety of pastimes and interests. For the more venturesome, situated as it is in the midst of a land of lakes and forests, outdoor recreational opportunities abound with fishing, hunting, hiking, cycling, canoeing, kayaking, and sailing. Winter pursuits include downhill and cross-country skiing, snowboarding, ice fishing, ski-doing, and snowshoeing.

## 10. Academic Integrity

It is the responsibility of each student registered at Lakehead University to be familiar with the specific requirements of the degree, diploma or certificate which he/she plans to pursue, as well as the rules, regulations and policies of the University and of the Faculties and Departments/Schools concerned.

Each student is responsible for ensuring that the courses in which registration is effected satisfy the program requirements of the degree, diploma or certificate sought; academic advice and counseling for all who need assistance is freely available.

It is also understood that every student by the act of registering, agrees to abide by all rules, regulations and policies of Lakehead University and of the Faculties or Departments/Schools in which that student is registered.

### *Academic Dishonesty*

The University takes a most serious view of offences against academic honesty such as plagiarism, cheating and impersonation. Penalties for dealing with such offences will be strictly enforced.

A copy of the "Code of Student Behaviour and Disciplinary Procedures" including sections on plagiarism and other forms of misconduct may be obtained from the Office of the Registrar.

The following rules shall govern the treatment of candidates who have been found guilty of attempting to obtain academic credit dishonestly.

- The minimum penalty for a candidate found guilty of plagiarism, or of cheating on any part of a course will be a zero for the work concerned.
- A candidate found guilty of cheating on a formal examination or a test, or of serious or repeated plagiarism, or of unofficially obtaining a copy of an examination paper before the examination is scheduled to be written, will receive zero for the course and may be expelled from the University.

Students disciplined under the Code of Student Behaviour and Disciplinary Procedures may appeal their case through the Judicial Panel.

"**Plagiarism**" shall be deemed to include:

1. **Plagiarism** of ideas as where an idea of an author or speaker is incorporated into the body of an assignment as though it were the writer's idea, i.e. no credit is given the person through referencing or footnoting or end noting.
2. **Plagiarism** of words occurs when phrases, sentences, tables or illustrations of an author or speaker are incorporated into the body of a writer's own, i.e. no quotations or indentations (depending on the format followed) are present but referencing or footnoting or end noting is given.
3. **Plagiarism** of ideas and words as where words and an idea(s) of an author or speaker are incorporated into the body of a written assignment as though they were the writer's own words and ideas, i.e. no quotations or indentations (depending on format followed) are present and no referencing or footnoting or end noting is given.

<http://calendar.lakeheadu.ca/draft-nextyear/contents/regulations/univregslXacdishon.html>

## Lakehead University Calendar Disclaimer

The Lakehead University Calendar ("the Calendar") is the Official Reference for every thing related to courses and programs offered at Lakehead University (including, but not limited to, Course numbering, requirements, credits, fees, deadlines, and various University regulations). The Calendar is available in paper format, and an updated version may be accessed online at <http://calendar.lakeheadu.ca/>. In the event of discrepancies between a University web page or document (including a WebCT site) and the Calendar, the provisions of the Calendar shall prevail.

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