BUSI 4502 A
Portfolio Management
Fall 2025

PROFESSOR:	Ankit Sanghvi CFA, FRM, MBA
TELEPHONE:	contact via e-mail
OFFICE HOURS:	Available upon request
E-Mail:	ankit.sanghvi@carleton.ca

Modality: 3 hours in- class

CLASS TIME: Wednesday 06:05 pm to 08:55 pm

In order to stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.

Pre-requisites: Find the pre-requisites at: https://calendar.carleton.ca/undergrad/courses/BUSI/
Precludes: Find the precludes at: https://calendar.carleton.ca/undergrad/courses/BUSI/

Course Calendar Description (from the 2024/2025 University Calendar)

UNDERGRADUATE CALENDAR DESCRIPTION: Analysis of investment requirements for individuals and institutional investors: liquidity, risk and return; portfolio design, construction, management and control; performance measurement; capital market theory.

COURSE OBJECTIVES:
The course has three objectives.

The first objective is to examine the process of portfolio construction and decision making. This objective is to be accomplished by examining the portfolio selection process from the perspectives of both institutions and individuals by means of lectures and assigned readings.

The second objective is to help students become aware of recent advances in investment management which are essential for the efficient management of investments and portfolios. This is accomplished by exposing students to advances in investment management by assigned journal articles on relevant topics; and through a short group paper on an investment topic that may be of direct interest to a portfolio manager or an analyst in an investment house. The latter provides an opportunity to pursue a particular topic of interest.

The third objective is to provide students an opportunity to invest in a portfolio of securities in a situation which is as close to reality as possible. This is accomplished by participation in the "Investment Challenge" which enables students to apply the concepts and investments strategies learned in the classroom to a practical setting.

LEARNING OUTCOMES:

1. Critical Thinking

2. Collaboration

3. Communication

REQUIRED TEXT:

Investments, Bodie, Kane Marcus, Perrakis, Ryan, Tenth Canadian Edition, McGraw Hill Ryerson, ISBM: ISBM-13: 978-1-25-927193-9

SUPPLEMENTAL TEXTS AND BOOKS:

Reilly and Brown, Investment Analysis and Portfolio Management, 8th ed., Thomson/South Western, 2006.
Elton Edwin, J. and Martin J. Gruber;, Modern Portfolio Theory and Investment Analysis, fifth edition, John Wiley and Sons, 1995.
James L. Farrell, Portfolio Management, 2nd ed., McGraw Hill, 1997

Various readings as assigned. These are available on-line (library) or on Brightspace. Groups of 3 Students will be assigned individual articles for presentation in the subsequent class.

REFERENCE JOURNALS (PARTIAL LIST):

Financial Analyst Journal	HG 4501 A72
Journal of Portfolio Management	HG 4501 J68
Financial Management	HG 4001 F55
Journal of International Money and Finance	HG 3879 J68
Journal of Finance	HG 1 J6
Journal of Financial and Quantitative Analysis	HG 1 J65
Journal of Financial Economics	HG 1 J67
The Review of Financial Studies	HG 1 R55
Applied Financial Economics	HG 11 A66
Journal of Futures Markets	HG 6001 J68
Journal of Applied Corporate Finance	HG 4001 J68
Review of Financial Studies	HG 1 R55
Journal of Asset Management	electronic version available on Business Source Complete

Evaluation	Details	Marks	Due Date
In class presentation	Please see below	5	Through Course
Investment Challenge Portfolio D Report	Refer Brightspace and Information Below	7.5	Oct 8

Investment Challenge Portfolio I Report	Refer Brightspace and Information Below	7.5	Nov 26
Mid-term Exam	Refer Brightspace and Information Below	30	Oct 15
Final Exam	Refer Brightspace and Information Below	50	Exam Week

PLEASE NOTE:

1) *The power point slides provide only a guide for class discussion; they are not intended to be a complete or comprehensive coverage of the topics.*
2) *It is expected that you will have reviewed the pertinent power points before each class. See under Course Materials -Outline/Course Schedule -Brightspace.*
3) *All reports will be graded on the depth and breadth of the analysis and write-up. The due dates are assigned in the Brightspace..*
4) *If and when you have questions beyond those which* I can answer in class or those which require a more immediate answer, do not hesitate to send me an email (ankit.sanghvi@carleton.ca) Yes/no answers will be answered by email. For more complex questions, we can discuss it one-on-one after the class.

INVESTMENT CHALLENGE – PROJECT: (Sept 17-Nov 18)

The investment challenge allows the participants to invest $1,000,000 in simulated money. The details of the game and the participation rules are available to students from the company which manages the investment challenge game. See Brightspace for Stock Trak Registration/Link. A fixed fee is charged by the company which runs the challenge. You must open an account following the instruction on Stock Trak for the course. You must open a Standard Account (cost $27.95 USD). For this course, you are asked to invest the allocated amount over this period as described below (one hundred trade limit). Allocate the initial investment in two portfolios: D and I; D for diversified ($500,000) and I for Industry ($500,000).

PORTFOLIO MANAGEMENT FOR D:

For the diversified portfolio D: You must have, at any point in time, at least 10 securities. You must start this portfolio on Sept 17 , however, you can register at any time after our first class. You should begin preparing a report on how and why you selected these securities. This report will be no more than 10 double spaced pages and a maximum of four one-page exhibits and must outline the overall outlook and your expectations for the portfolio and the securities that you have selected (due Oct 7). These securities must come from at least six industry sectors. If you have already decided on a strategy (i.e. buy and hold versus active trading, floor and ceiling amounts you will invest in each, etc.), and have thoughts on your expectations about performance (how will you measure it?), I expect to find it in this report. You must have invested, at least, $200,000 in this portfolio by Feb 6th. Under no circumstances can your cash balance in the account fall below $500,000 until you invest in portfolio I. Show the distribution of the stocks in your portfolio across the 10 basic industry categories. Have you constructed a growth, value, mixed or other portfolio; how do you classify each of your selected stocks? Explain. The Investment Challenge allows you to simulate investing $1,000,000 in two portfolios—Diversified (D) and Industry (I)—using Stock Trak. This exercise is designed to enhance your understanding of portfolio management, investment strategy, and market analysis in a real-world simulation. You must open a Standard Account on Stock Trak for the course, following the instructions provided on Brightspace (registration link included). The Standard Account costs $27.95 USD per team. Initial Investment Allocation: Allocate the $1,000,000 in simulated funds equally between two portfolios: Portfolio D (Diversified): $500,000 Portfolio I (Industry): $500,000 You are allowed up to 100 trades in total for both portfolios. Portfolio D Requirements: Diversification: Portfolio D must contain at least 10 securities at all times. These securities must be diversified across at least six different industry sectors.

Investment Timeline: Begin your investment in Portfolio D by Sept 17and due By Oct 7, you must have invested at least $200,000 in this portfolio. Your cash balance must not drop below $500,000 until you start investing in Portfolio I.

Portfolio Strategy: Clearly define your investment strategy (e.g., buy and hold, active trading, specific investment thresholds, etc.). Consider what type of portfolio you are constructing: growth, value, mixed, or another classification.

Clearly categorize each selected stock accordingly. Outline your performance expectations and the metrics you will use to evaluate success (e.g., total return, risk-adjusted return, sector performance).

Reporting:

Prepare a comprehensive report detailing your portfolio selection process, strategy, and expectations. The report must be no longer than 10 double-spaced pages with up to four one-page exhibits (charts, tables, or graphs). The report should include: Overall Outlook: Provide an analysis of the market conditions that influenced your security selection. Selection Rationale: Explain why you chose each security and how it fits into your overall strategy. Sector Allocation: Detail the distribution of your investments across the six industry sectors. Strategy and Expectations: Include your buy and hold vs. active trading decisions, investment ceilings/floors, and performance measurement criteria. Evaluation Criteria: Your Portfolio D will be assessed on: Diversification and adherence to guidelines: Meeting the requirements of having at least 10 securities from six sectors. Strategic clarity: The depth and coherence of your investment strategy, including risk management and alignment with your performance goals. Report quality: Clear articulation of your selection process, soundness of your rationale, and quality of exhibits supporting your analysis. Performance tracking: How well your portfolio meets your stated performance expectations over the investment period

Submission Guidelines: Submit the Portfolio D report in PDF format on Brightspace by the due date. Make sure your name is printed on the title page of the report.

Additional Tips: Begin early to give ample time for research and analysis. Regularly review your portfolio performance and adjust your strategy if needed, keeping within the guidelines. Utilize Stock Trak's resources and tools to simulate real-time trading

Grading Rubric:

Criteria	Exemplary (2.5)	Proficient (1.5)	Needs Improvement (0.5 Marks)	Weight
Alignment with Portfolio Objectives	Each security aligns with stated portfolio goals (growth, value, mixed, etc.) and broader market outlook; clear connection to the investment strategy.	Most securities align with stated goals, but a few are loosely justified or lack strong ties to the overall strategy.	Securities lack clear alignment with portfolio objectives; selections appear random or poorly justified.	2.5
Rationale and Decision-Making Clarity	Clear, logical explanation for each security; decisions are supported by relevant data, charts, or research; demonstrates critical thinking in selection.	Most decisions are explained, but some lack clarity, strong reasoning, or supporting evidence; limited demonstration of critical thinking.	Security selection rationale is unclear or absent; decisions are unsupported by data or research; shows limited critical thinking in evaluating securities.	2.5
Industry and Sector Considerations	Securities are well-distributed across sectors, with strong justification for sector choices based on market trends, growth potential, or diversification goals.	Sector allocation is reasonable, but some choices are not clearly justified or supported by market or diversification considerations.	Sector distribution is poorly balanced or lacks rationale; no explanation of how or why specific industries or sectors were chosen.	2.5

PORTFOLIO MANAGEMENT FOR I: Please refer Brightspace for detailed instructions

Portfolio I Requirements:

1. **Industry Selection:**
   - Choose one industry that you believe offers strong investment potential.
   - Within this industry, select at least 4 companies to include in your portfolio.
2. **Investment Timeline:**
   - You must invest a minimum of $400,000 in Portfolio I between October February 6 to March 5

  - You can invest up to $1,000,000 across both Portfolio D and Portfolio I by this date.
3. **Portfolio Strategy:**
   - Focus on building a concentrated portfolio that reflects your outlook and strategic positioning within the chosen industry.
   - Consider factors such as market trends, company fundamentals, competitive positioning, and industry-specific risks.
   - Decide whether your approach will be passive (buy and hold) or active (frequent trades), and outline any specific criteria or thresholds for investment (e.g., minimum or maximum investment per stock).
4. **Reporting Requirements:**
   - Prepare a detailed report (no more than 10 double-spaced pages) with up to four one-page exhibits (charts, graphs, or tables).
   - This report will outline:
     - **Industry Outlook:** Provide an analysis of the current state and future prospects of the chosen industry. Discuss key drivers, challenges, and opportunities.
     - **Stock Selection Rationale:** Explain why you selected each company and how they align with your overall industry outlook and investment strategy.
     - **Portfolio Construction:** Detail your allocation strategy within the industry, including the weights of each stock and any expected rebalancing.
     - **Performance Expectations:** Outline how you will measure the success of Portfolio I, including benchmarks or performance metrics.
     - **Update on Portfolio D:** Include a brief update on the performance and strategic adjustments (if any) made to Portfolio D since your initial report.

Evaluation Criteria: Your Portfolio I will be assessed on:

- **Industry Insight:** Depth and accuracy of your industry analysis.
- **Stock Selection:** The rationale for choosing specific companies and how well they fit your industry strategy.
- **Strategic Execution:** Clarity and feasibility of your portfolio strategy, including risk management.
- **Report Quality:** Coherence, clarity, and presentation of the report, including the use of exhibits.
- **Performance Alignment:** Comparison of actual portfolio performance with the expectations outlined in your report.
- Include the Group meeting notes/minutes (Notes/minutes should be comprehensive, time stamped and provide details of how members contributed during the group meeting)

Submission Guidelines:

- Submit the Portfolio I report in PDF format on Brightspace by the deadline.
- Ensure the report is well-organized, free of errors, and includes all team members' names on the title page.

Additional Instructions:

- You are encouraged to use Stock Trak's analytics and data resources to support your decision-making process.
- Regularly review and adjust your portfolio as needed, while adhering to the trading limits and cash balance requirements.
- Use this opportunity to explore advanced investment techniques specific to your chosen industry and apply them within a real-world simulation.

Grading Rubric:

Criteria	Exemplary	Proficient	Needs Improvement	Weight
Industry and Stock Selection	Deep, insightful industry analysis with a strong rationale for selecting companies that align with industry trends and the portfolio strategy.	Adequate industry analysis with reasonable rationale for stock selection; some choices lack alignment with industry trends or full justification.	Superficial or poorly supported industry analysis; stock selection rationale is poorly justified or irrelevant to the stated strategy.	2.5
Portfolio Strategy and Construction	Clear and logical strategy; allocations are well-justified, aligned with risk considerations, and demonstrate strong thought in portfolio construction.	Strategy is present but lacks depth; allocations are reasonable but lack full justification or alignment with performance goals.	Portfolio lacks coherence; allocations are poorly justified or inconsistent with the overall strategy.	2.5
Performance Evaluation	Comprehensive evaluation of performance, with clear analysis of how the portfolio met the stated strategy and expectations, and any adjustments made based on results.	Performance evaluation is present but lacks depth or full clarity; analysis is somewhat connected to the strategy but lacks detailed insights.	Weak or absent performance evaluation; analysis is vague or disconnected from the initial strategy and expectations.	2.5

In class Discussion Submission (5%):

Current Portfolio/Investment Management /Topic of the Week-

Each of the student will be assigned a week to make a small presentation in class on at least one international finance topic of the week, gleaned from any of the various news sources (see below). In preparing for the discussion of the topical issue, students must be ready to orally (i) describe briefly the key components of the topical issue (ii) itemize the key implication(s) of the issue (iii) state their personal opinions and conclusions you can draw from the topical issue. Each studdent will be allocated a specific week in which they will make the presentation of the current topic in class.

Recommended International Finance News Resources

The Institute of International Finance (IIF)
International Finance Magazine
Global Market News - Reuters
CNBC – Market Insider
McKinsey – Global Capital Markets
Commentary from the Federal Reserve System
Commentary from the Bank of Canada
LCD Global Research Market Commentary
The Securities Industry and Financial Markets Association (SIFMA)
Global Financial Markets Association (GFMA)
National Post
Globe and Mail
The Economist

The Wall Street Journal
The Financial Times
Bloomberg News
The Economist

TENTATIVE COURSE SCHEDULE

Session	**Date**	**Topics**	**Chapters**
1	Sept 10	Introduction	
2	Sept 10	The Investment Environment	BK: 1
3	Sept 17	Asset Classes and Financial Instruments Efficient Market Hypothesis	BK: 2 BK-11
4	Sept 24	Risk Return and Historical Record	BK: 5
5	Oct 1	Capital Allocation to Risky Assets Efficient Diversification	BK: 6 BK-7
6	Oct 8	The Capital Asset Pricing Model Arbitrage Pricing Theory and Multifactor Models of Risk and Return **(Portfolio D Report due)**	BK: 9 BK-10
7	Oct 15	Mid-term Exam (30%) (MCQ, Essay , Calculation based, True and False Questions) 80 Minutes exam - 5-10 MCQ/T/F, 10-15 Essay/Calculation based questions	Mid-term Exam (30%)
8	Oct 22	Reading Week	
9	Oct 29	Portfolio Performance Evaluation	BK: 24
10	Nov 5	Macroeconomic and Industry Analysis	BK-17
11	Nov 12	Financial Statement Analysis	BK-19
12	Nov 19	Managing Bond Portfolio	BK: 16
13	Nov 26	Alternative Investments **(Portfolio I Report due)**	BK:26
14	TBD	Final Exam (All Content from Week 1-13) 120 Minutes Exam (15-20 Essay/Calculation Questions)	Final Exam (50%)

Finding Journal Articles

When you have the full reference for an article, go to the Library's homepage www.library.carleton.ca and click on **Catalogue.** The Catalogue lists the journals we have by title. In the **Title** box key in the title of the **JOURNAL.** eg. Financial Analysts Journal – **not** the title of the article or the author's name. When the journal is available online, you will be given a URL. Take it. Then click on the year given in your reference and scroll down to the appropriate page.
Following is the list of course readings. All journals can be found in the **Catalogue.** Many are **e-journals** available from **Business Source Complete** (**BSC**). Call numbers are provided for the few that are available in print only. (Follow: Carleton library-on line resources-journal articles and other data bases-business-Business Source Complete-BSC)

<u>All required articles are available on Brightspace BUSI 4502A or LIBRARY RESERVES - ARES</u>

READING LIST

(1) Robert A. Nagy and Robert W. Obenberger, "Factors Influencing Individual Investor Behaviour", *Financial Analysts Journal*, V. 50 (4) July/Aug., 1994, pp. 63-68. **BSC**

(2) Brian O'Reilly, "Why Johnny Can't Invest", *Fortune*, Nov 9, 1998, Vol. 138 Issue 9, p173-176 BSC

(3*) S Caccese, "Ethics and the Financial Analyst", *Financial Analysts Journal*, V. 53 (1) Jan/Feb 1997 p. 9 - 14 **BSC**

(4*) Dobson, "Ethics in Finance II", *Financial Analysts Journal*,V.53(1) Jan/Feb 1997 pg15-25 **BSC**

(5*) Stephen Brown, "The Efficient Market Hypothesis, the Financial Analysts Journal, and the Professional Status of Investment Management", Financial Analysts Journal, 2020, V. 76 (2), P5-14,BSC

(6*) Creswell, J., "Dirty Little Secrets – Mutual Funds", Fortune, Sept 1, 2003, p 133-138. Vol. 148, Issue 4. Follow : library – online resources – electronic journals – F – Fortune – connect to web resources – year).

(7*) Haug and Hirschey, "The January Effect", *Financial Analysts Journal*, Sept/Oct. 2006. p78-88 BSC

(8*) Chen and Singal, "A December Effect with Tax-Gain Selling", *Financial Analysts Journal* ,July/Aug. 2003, V. 59(4), p78-91 **BSC**

(9*) Gray and Vogel, "Analyzing Valuation Measures: A Performance Horse Race over the Past 40 Years", The Journal of Portfolio Management, Fall 2012, p112-121 **BSC**

(10*) Bernstein, "What Rate of Return Can You Reasonably Expect….", *Financial Analysts Journal* Jan//Feb 2015, V. 71(1), p35-42 **BSC**

(11*) John D. Finnerty, “Financial Engineering in Corporate Finance: An Overview”, *Financial Management*, Winter 1988, V. 17(4), p14-33 **BSC** (Finance Association- Tampa

(12*) Hsu, Kalesnik, Kose, “What Is Quality”, Financial Analysts Journal, 2019, V 75 (2), p44-61. **BSC**

(13*) Barry, Peavy, Rodriguez, “Performance Characteristics of Emerging Capital Markets”, *Financial Analysts Journal*, Jan/Feb 1998. V. 54(1), p72-80 **BSC**

(14*) Asness, Israelov, Liew, “International Diversification Works (Eventually)”,Financial Analysts Journal, May/June 2011, Vol67(3), p25-38 **BSC**

(15*) Baca, Garbe and Weiss, “The Rise of Sector Effects in Major Equity Markets”, *Financial Analysts Journal*, Sept/Oct 2000 V. 56(5), p34-40 **BSC**

((16*) Hunt and Hoisington, “Estimating the Stock/Bond Risk Premium”, *Journal of PortfolioManagement*, Winter 2003 V. 29(2), p28-34 **BSC**

(17*) Reinganum, M.R., "The Significance of Market Capitalization in Portfolio Management OverTime", *Journal of Portfolio Management*, Summer, 1999, V. 25(4), p39-50.

(18*) Jeffrey Bailey, “Are Manager Universes Acceptable Performance Benchmarks?”, The Journal of Portfolio Management, Spring 1992 V. 18(3), p9-13.

(19*) Ronald N. Kahn and Andrew Rudd, “Does Historical Performance Predict Future Performance”, *Financial Analysts Journal*, Nov/Dec. 1995 V. 51(6), p 43-52. **BSC**

(20*) Barry White, “What P/E Will the U.S. Stock Market Support?” *Financial Analysts Journal*, Nov. /Dec. 2000 V.56(6), p30-38 **BSC**

(21*) Patricia Sellers, "Mr. Buffet on the Stock Market", *Fortune*, Nov. 22, 1999. Vol. 140, Issue 10, p212 (Follow: library – online resources – electronic journals – F – Fortune – connect to web resources – year).

(22*) Buffet, “Warren Buffet on the Stock Market”, Fortune, Dec. 10, 2001. Vol. 144, Issue 12, p.80, Follow: see (21) above.

(23*) Chan and Lakonishok, “Value and Growth Investing: Review and Update”, *Financial Analysts Journal*, Jan./Feb. 2004, V. 60(1) p71-86 **BSC**

(24*) Meir Statman, “Behavioral Finance Lessons for Asset Managers”, Journal of Portfolio Management, Summer 2018, p.135-147. **BSC**

(25*) Reilly, F.K.and K.C. Brown, “Bond Portfolio Management Strategies”, Chapter 19 – Investment Analysis and Portfolio Management, 9th Ed., Dryden 2009.

(26*) Baker, Bradley, Wurgler, “Benchmarks as Limits to Arbitrage: Understanding the Low-Volatility Anomaly”, Financial Analysts Journal, Jan/Feb 2011, Vol 67(1), p1-15 **BSC**

(27*) Edwards and Gaon, “Hedge Funds: What Do We Know”, *Journal of Applied Corporate Finance,* Fall 2003 V.15(4), p58-69. Follow-New York, Stern Stewart & Co., Wiley Interscience, Find Issues, All Issues, 2003, Vol 15(4),PDF(149K)

(28*) Arnot, Hsu, Moore, “Fundamental Indexation”, Financial Analysts Journal, Mar/Apr 2005, Vol 61(2), p83-99 **BSC**

(29*) Visscher and Filbeck, “Dividend – Yield Strategies in the Canadian Stock Market”, *FinancialAnalysts Journal*, Jan./Feb. 2003, V. 59(1) p99-106 **BSC**

(30*) Asness, “The Interaction of Value and Momentum Strategies”, *Financial Analysts Journal*,Mar/Apr 1997, V. 53(2) p29-36 **BSC**

(31*) Asness, Friedman, Kuail, Liew, "Style Timing: Value versus Growth", *Journal of PortfolioManagement*, Spring 2000, V. 26(3), p50-60.

(32*) Alankar, DePalma and Myron Scholes, “An Introduction to Tail Risk Parity”, Alliance Bernstein, 2012

(33 *) Leibowitz, Martin L., “Alpha Hunters and Beta Grazers”, Financial Analysts Journal, Sept/Oct. 2005, p32-39 **BSC**

(34*) Robert C. Jones, “Making Better (Investment) Decisions”, Journal of Portfolio Management, Winter 2014, p128-143 BSC

(35*) Bauer and Dahlquist, “Market Timing and Roulette Wheels”, Financial Analysts Journal, Jan/Feb 2001, Vol 1, p28-40 **BSC**

(36*) Bogle and Sullivan, “Markets in Crisis”, Financial Analysts Journal, Vol. 65 (1) ,Jan/Feb 2009, p. 17-24, **BSC**

(37*) Bailey, Jeffery V., “Some Thoughts on Performance-based Fees”, *Financial Analysts Journal,*July/Aug., 1990, Vol. 46(4), p 31-40. **BSC**

(38*) Jacobs B.I. and Levy K.N., “Disentangling Equity Return Regularities: New Insights and Investment Opportunities*”, Financial Analysts Journal*, May/June 1988 V.44(3) p.18-44. **BSC**

(39*) Robert J. Shiller, “Capitalism and Financial Innovation”. Financial Analysts Journal, January/February 2013, p21-25 BSC

(40*) John C. Bogle, “The Modern Corporation and the Public Interest”, Financial Analysts Journal, 2018, Vol.74, No.3, p 8-17. BSC

(41) Brinson, Gary P., “The Future of Investment Management”, Financial Analysts Journal, July/August 2005, p24-28. **BSC**

Contribution to Learning Goals of the Program (BCom, BIB):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge Graduates will be skilled in applying foundational business knowledge to appropriate business contexts				✓
BC2 Collaboration Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members				✓
BC3 Critical Thinking Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.				✓
BC4 Communication Graduates will be effective and persuasive in their communications.				✓
BI5 Global Awareness (BIB ONLY) Graduates will be globally-minded	**N/A**			

Course Sharing Websites
Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations
If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:
WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations
University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:
http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/

Requests for Academic Accommodation
You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation
Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Religious obligation
Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Academic Accommodations for Students with Disabilities
If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. **carleton.ca/pmc**

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and is survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: **carleton.ca/sexual-violence-support**

Accommodation for Student Activities
Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. **https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf**

For more information on academic accommodation, please contact the departmental administrator or visit: **students.carleton.ca/course-outline**

Academic Integrity
Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: https://carleton.ca/registrar/academic-integrity/.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support
The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and

outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting **https://carleton.ca/its/get-started/new-students-2/**