Professor | Rumaisa Shaukat, PhD., CHRL.
---|---
Office | TBA
E-Mail | rumaisa.shaukat@carleton.ca
          For any email query, in the subject column write your course codes.
Office Hours | By appointment only. I’m also generally available right before the class for quick questions/comments.
Class Times | Section AMonday 11:35 - 14:25pm
            Wednesday 11:35 - 14:25
Class Location | Southam Hall Room: 624
Website: | Course slides will be emailed to you. Please attend classes!
Prerequisite | BUSI 2800 with a grade of C- or higher, third-year standing and permission of the School of Business.

Course Calendar Description
Use of ethical reasoning to analyze business decisions. The ethical content of these decisions. The role of ethics in business situations. Practice in ethical reasoning. Major ethical systems.

Course Objectives
The overall performance of an organization depends to a significant extent on the behaviour of its management with respect to ethical issues: failure to attend to such issues can produce very undesirable – even disastrous – results. As a result, business ethics and corporate social responsibility have become very salient topics to business practitioners and the general public. We have all read or heard about many instances of unethical behaviour by businesspeople and the negative implications of such behaviours for the firms where they work; ethically questionable activities of managers at a wide variety of organizations have had profound effects on companies, employees, shareholders, and a wide variety of other stakeholders. The vast majority of ethical issues in organizations, however, do not get discussed in the media. All of us, in our working lives, face ethical issues on a regular basis, whether or not we notice them. This course is designed to facilitate the recognition of ethical issues, decision-making about ethical issues, and adjustment of organizations to promote ethical behaviour.

Course Learning Objectives
What any individual learner takes away from an exploratory-based course is, of course, highly variable. The main objectives of the course are to:
1. Enhance the student’s understanding of the importance of ethics in business
2. Enhance the student’s understanding of social/ethical performance of organizations and its role in maintaining good financial performance
3. Enhance the student’s ability to recognize and identify ethical issues
4. Enhance the student’s ability to use ethical principles to reason toward satisfactory solutions to ethical dilemmas
5. Enhance the student’s ability to “manage for ethics” in organizations

**Student Responsibilities**

To gain the maximum benefit from this course, it is recommended that you:

- Take an exploratory attitude toward this course, keeping an open mind about CSR issues when viewed from multiple perspectives.
- Imagine how CSR issues are viewed by each relevant stakeholder.
- Empathize with stakeholder concerns to appreciate the emotional intensity that energizes their reactions to corporate actions.
- Form you own opinions, while being willing to listen to the views of others.
- Undertake pre-class assignments in a timely manner to maximize your in-class learning.

**Course Expectations**

1. **Emails:** I communicate with students through their student email accounts. It is your responsibility to check your emails as I will be sending important messages through this medium. Be professional in your email communication (read separate instructions below) I usually check emails once a day. Please email me again if you do not receive a reply within 3 working days; there is always the possibility of problems with electronic messaging. I will not send grades or otherwise private student information (group member’s email etc) via email. Assignments will not be accepted via email.

2. **Active Participation.** Students are expected to attend, take notes, and participate in class. Students are expected to maximize their own learning by actively participating in all activities. This includes raising questions for discussion or clarification, bringing their own work and other organizational (only professional and academic) experiences to discussion, and interacting professionally and ethically with classmates and with the instructor.

3. **Regular Attendance.** As most of the course material is structured in such a way that it builds upon itself, and because this class, for obvious reasons, places so much emphasis on the practice of communication through discussion, exercises, etc., it is difficult for you to enhance your interpersonal skills if you are not regularly present to practice them. Also, because you will be part of a group requiring your involvement and input, attendance is something that you owe to your fellow group members. Therefore, punctual attendance and regular readings are strongly recommended.

4. **Follow Assignment Instructions.** Carefully read the instructions for your written assignments described in the course outline. Always use a title for your work. Strictly, follow the instructions regarding page limit/font size/margins for your written submissions. In any case do not exceed the required standard page limits for all submissions. Format for written submissions should follow the American Psychological Association (APA) Publication Manual (5th Edition).

5. **Cheating, plagiarism, and other instructional offences are not tolerated and can have severe penalties (please see the statement on plagiarism in the Sprott School attachment).** For additional help, you are strongly encouraged to consult the document “Paper Formatting & Documentation Guidelines”, on the Sprott website at Academic Programs _ Useful Links _ Paper Writing Guidelines.

6. **Keep duplicates of deliverables.** For your protection, always keep a copy of your written assignments (either soft copy or a hard copy). In case of loss, theft, destruction, dispute over authorship, or any other eventuality, it will be your responsibility to provide a copy of your written submissions.

7. **Respect Deadlines.** All deadlines need to be respected, and exceptions will be granted only in extraordinary cases. No make-up case study, no make-up assignment. Projects which are
submitted after the due date without an agreed upon extension are considered late assignments. Assignments must be handed in at which they are due. Submission of late assignments requires the prior consent of the instructor otherwise the penalty on late assignments is a grade loss of 10% per day up to a maximum of 3 days, after that assignments will not be accepted. Computer failure, printing problems, work for other classes and many other excuses are not acceptable. You may not miss a day when you are scheduled for exam and presentation in the class. Except under unusual circumstances, you have 24 hours from the time you miss your exam to contact me about your absence. Without an appropriate reason and documentation, you will receive a zero for the missed exam and presentation.

8. **Respect your classmates’ desire to learn.** In class, turn off all cell phones, beepers, or other electronic communication devices. The use of laptop computers has become increasingly common in the academic community, and they serve as a useful means of enhancing the classroom experience for some students. However, laptop computers have also the potential to serve as significant distraction for others when they are not being used for classroom activities. Thus the official policy for this class regarding laptop computers is that they may be used for note-taking purposes only. Any student found violating this policy forfeits the privilege of using his/her laptop computer for the remainder of the semester. The most obvious violations include but are not limited to surfing on the internet and IMing and/or chatting.

9. **Late arrivals and early departures are not acceptable** in this class. Do not ‘leave’ early, that is, pack up books, stand up, etc. near the end of the class. The class period is over when the allocated time is completely up or when the instructor dismisses the class. Meetings for other classes, appointments with advisors, work excuses, catching rides home, attendance at family social functions, sporting events and many other personal reasons are not considered “excused” absences. Any student missing more than 1/3 of the class periods for any reason should withdraw and retake the course; those missing 1/3 of the class periods will not be awarded a passing grade in the course. Late students conspicuously disturb the learning experience for their classmates. As a courtesy, you should plan to arrive no later than the start of class (if not sooner). *I reserve the right to reduce your final course grade by half a letter grade or a letter grade (in proportion to the extent of lateness and absences) if I deem attendance and punctuality problems to have interfered your learning or the learning of others.*

If at any time something seems unclear or unreasonable to you, please make an appointment to discuss it. I am open to your suggestions and comments. This class is meant to be an open forum for learning and discussion. Perhaps you have a question about some class material but feel uncomfortable asking it in class or the question does not occur to you until afterwards. Or perhaps you are working on a class assignment and have a question about getting started or want a second opinion to assess whether you're appropriately approaching the project. In instances such as these, please contact me.

**Policy on Re-marking**
From time to time, students have legitimate concerns about marks they have received on a Cases and exams. If you feel that any paper handed back to you has not been marked appropriately for the work you have submitted, you do have recourse for re-marking. However, please note that to be eligible for re-marking, you must embark upon the following procedure **within one week** of the deliverable being handed back in class:

1. Indicate in writing specifically what your concern(s) is (are). This does NOT mean that you simply say “I think I deserve more marks.” You must clearly indicate where the marker made a mistake in his/her marking of the paper. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim.
2. After completing #1 above, you must submit the paper with your comments back to the Professor **within one week** of the paper being handed back in class. If you did not pick up the paper when it was handed back, you still have only 1 week from the original hand-back date to request a remark.
3. If a deliverable is not resubmitted following the above guidelines, the Professor will regard the mark as originally assigned to be the final mark for that deliverable.

**NO MARKS will be changed at a later date.** It is important to note that the Professor reserves the right to remark the entire paper in question and to either leave the mark as is or to change it positively or negatively as required.

No **make-up activity or assignment** can be undertaken in order to improve your midterm, cases, final exam, or course marks. The weight on final grades of the exams and the cases cannot be changed from what is outlined above.

**Email Guidelines**
Please be professional.
- Always use your university account. E-mail from other domains (hotmail, gmail) often are treated as spam.
- Always identify the course number and section in the Subject line
- Please use proper greetings. You can refer to your instructors as “Professor X” or “Dr. X.” Any other title (Ms., Mrs., Miss, or Mr.) is less appropriate given the classroom context. As business students, it is imperative that you learn to use proper titles.
- Always sign your email with your first and last names and include your student number.

**Required Text:**

Additional supporting readings may be identified by the professor from time to time and posted on cuLearn as either required or suggested. Students are encouraged to regularly consult cuLearn for supplemental resources.

**Student Deliverables and Grading:**
Two of the deliverables in the course, the topic presentation for Class 3 and the CSR critique and presentation for Class 6, are to be completed in groups. The class will be asked to divide into groups of not more than 4 students for completion of these tasks. Further information on effective group formation and processes will be discussed later in the class.

**Marking Scheme**
The grade for the course will be computed based on the following weightings:

**Group Work:**
- Group topic presentation: 5%
- Group CSR critique report and presentation: 20%
  - presentation: 10%
  - report: 10%

**Individual Tasks:**
- Personal Incident paper: 10%
- Peer Evaluation: 5%
- Midterm Exam: 20%
- Final Exam: 40%

**Note:** Personal and Professional Declaration of Academic Integrity sheets are required. Please check Appendix I and II. Peer evaluations are required with group assignments.
Criteria for Evaluation and Grading: See details that follow for each element. Each component of your grade will be assigned a letter grade score. Your final course grade will be a weighted average of each of these components.

Policy for Group Presentations:
All group members must participate in the presentations. Any student unable to do so because of illness or other circumstances beyond their control must contact the professor via email prior to the start of the class for which the presentation is scheduled. The professor may allow an alternative individual assignment when the absence is supported by a medical certificate and or appropriate document(s) to support the reason for the inability to present. Any student missing the presentation would not obtain any grades for the group presentation. The other group members must make the entire presentation as scheduled.

Groups:
You will be required to form groups of a maximum of 4 students (dependent upon class size, exceptionally a group of 5 may be permitted or a student without a group may be assigned to a group, all at the professor’s discretion). These groups will collectively carry out group assignments for the topics presentation and the CSR critique report. Students are responsible for selecting their group partners and the group is expected to self-govern to ensure the quality of all deliverables, independently resolving any conflicts within the group. It is strongly recommended that students seek diversified and complementary skill sets in their prospective group partners, ideally students from different academic concentrations or varied work experiences and backgrounds. Some guidelines on effective group formation and processes are attached as an appendix, please read those.

Topic Presentations: 5%
There are many ethic topics of importance to specific industries, stakeholders, or issues that a business ethics course could address. Rather than focusing on an overview of all aspects, this course will select a sub-set of topics that are of particular concern to the class. Each group will select a unique topic and must obtain approval of the topic from the instructor. The topic presentation consists of a brief introduction of the issue, a short sample case exemplifying the topic for the class to consider, engaging the class in a dialogue then presenting a framework for addressing the case using the skills learned in the course. A hard copy of the slides is required on the day you present. Details for timing and content of the presentation will be discussed in class and posted to cuLearn.

Note: You could chose a case from your textbook as well, there are many cases for you to look at.

**There will be no alternate dates for these presentations**.

CSR Critique and Presentations: 20%
Presentation: 10%
Report: 10%
Each group will select a unique CSR or Sustainability published report (where there are condensed versions or executive summaries, it is the full report that should be used) of a public firm and must obtain approval of the selection from the professor. The published report must be the latest available and the link or copy thereof be submitted with the request for approval. To avoid a concentration within an industry group, you are encouraged to talk to the professor because subsequent requests for similar firms will not be accepted. Approvals will be based on first come first serve basis.
A written report (10-15 pages) critiquing the firm’s report must be submitted at the final class where the group will make a brief presentation to the class of their findings. Details for expectations for the report and presentation will be discussed in class.

**There will be NO alternate due dates for presentations or for the written reports**.
**Peer Evaluation: 5%**

Recognizing that not all participation in every group meets with expectations, students are asked to participate in the assessment process by attributing grades to their group members for their contributions to the group deliverables (i.e. the ethics topic presentation and the CSR report).

With both group deliverable, each group member should submit, **in a sealed envelope**, a grade for all group members. Use only the original Peer evaluation form attached with the course outline (no hand written evaluations or different forms will be accepted). Peer evaluations are supposed to be confidential so please do it in private then fold them and put them in the large envelope with the assignments. Peer evaluations will affect your mark for that particular assignment so make sure you contribute to the group effort. *None of the students will have access to these forms after the submission. This evaluation is strictly confidential; all forms will be destroyed at the end of the semester.*

Deadline: Due with each case study and project presentation slides.

- **Note:** Evaluation from individual students without a sealed envelope will not be accepted (no staples or glue & use the original Peer evaluation form). *As a group place all peer evaluation envelopes and your final project report in One large envelope.* Not following any of the instructions above could affect your grade.

- In addition, if you are not submitting peer evaluation forms for your group members, you will personally lose 2.5 marks for each missed evaluation. **No late submissions will be accepted.**

**Personal Incident paper 10 %**

For this assignment, you are required to identify an ethically questionable behaviour or decision that you have encountered (preferably in your work or school life), and describe briefly the ethical issues and basic ethical principles associated with that behaviour or decision. This assignment should be a maximum of three pages in length.

**Exams:**

The midterm (worth 20%) will be 2 hours long, closed book, and will consist of questions which will cover material from lectures and readings discussed before the midterm exams. The content and format of the exams will be announced in class.

**IMPORTANT!!** The midterm exam will be held during regularly scheduled course time. You must be present to write this exam during the scheduled time. No make-up tests will be scheduled for anyone missing the midterm exam. If the absence is supported by a medical certificate and or appropriate document, your midterm exam percentage will be moved towards your final exam. If there is no valid documentation to justify your absence, you will have a mark of zero for the missed midterm. Also, note, deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule or if they have another exam or an activity scheduled for the same day.

The final exam (worth 40%) will be 2 hours long, closed book. All topics covered in the course will be included in the final, although the post-midterms material will be more heavily represented. The date of the final will be determined by the Undergraduate Office later in the semester. The format of the exam will be announced in class.
## Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic/Agenda</th>
<th>Chapters</th>
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<tbody>
<tr>
<td>May 1</td>
<td>Introductions, positioning of the ethics of business</td>
<td>Overview of the course and assignments</td>
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<tr>
<td>May 3</td>
<td>The Importance of Ethics; Stakeholder Relationships, Social Responsibility,</td>
<td>Chapters 1-4</td>
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<tr>
<td>May 8</td>
<td>and Corporate Governance; Emerging Business Ethics Issues; The</td>
<td>Video: Social Business</td>
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<td></td>
<td>Institutionalization of Ethics</td>
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<tr>
<td>May 10</td>
<td>Ethical Decision Making; Individual Factors: Moral Philosophies</td>
<td>Chapters 5-6</td>
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<tr>
<td>May 15</td>
<td><em>Topic presentations: Example Topics:</em> Ethics of financial transactions</td>
<td>**Submit a hard copy of your slides. If slides</td>
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<td></td>
<td>Ethical hiring processes</td>
<td>are not used then submit a 4-5 pages</td>
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<td></td>
<td>Employee discipline and ethics</td>
<td>handout/outline of your presentation</td>
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<td></td>
<td>Compensation and ethics</td>
<td>**Submit Peer evaluations for this assignment</td>
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<td></td>
<td>Employment equity</td>
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<tr>
<td></td>
<td>Diversity and Ethics etc.</td>
<td></td>
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<tr>
<td>May 17</td>
<td><em>Topic presentations: Example Topics:</em> Ethics of financial transactions</td>
<td><strong>Personal Incident paper due on May 17</strong></td>
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<tr>
<td></td>
<td>Ethical hiring processes</td>
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<td></td>
<td>Employee discipline and ethics</td>
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<tr>
<td></td>
<td>Diversity and Ethics etc.</td>
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<tr>
<td>May 22</td>
<td>Holiday University Closed</td>
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<tr>
<td>May 24</td>
<td><strong>Midterm Exam</strong></td>
<td>Chapters 1-6</td>
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<tr>
<td>May 29</td>
<td>Organizational Factors: The Role of Ethical Culture and Relationships;</td>
<td>Chapters 7-8</td>
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<td></td>
<td>Developing and Effective Ethics Program</td>
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<tr>
<td>May 31</td>
<td>Managing and Controlling Ethics Program; Globalization of Ethical Decision</td>
<td>Chapters 9-10</td>
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<tr>
<td></td>
<td>Making:</td>
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<tr>
<td>June 5</td>
<td>Ethical Leadership; Sustainability: Ethical and Social</td>
<td>Chapters 11-12</td>
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<tr>
<td></td>
<td>Responsibility Dimensions</td>
<td></td>
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<tr>
<td>June 7</td>
<td><em>CSR report critique presentations</em></td>
<td>**Submit CSR critique report</td>
</tr>
<tr>
<td>June 12th</td>
<td><em>CSR report critique presentations</em></td>
<td>**Submit Peer evaluations for this assignment</td>
</tr>
</tbody>
</table>

### Additional Information

**Course Sharing Websites**

Student or professor 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

Policy for Group Presentations:
You will be required to form groups of a maximum of 4 students (dependent upon class size, exceptionally a group of 5 may be permitted or a student without a group may be assigned to a group, all at the professor’s discretion). These groups will collectively carry out group assignments for the topics presentation and the CSR critique report.

All group members must participate in the presentations. Any student unable to do so because of illness or other circumstances beyond their control must contact the professor via email prior to the start of the class for which the presentation is scheduled. The professor may allow an alternative individual assignment when the absence is supported by a medical certificate and or appropriate document(s) to support the reason for the inability to present. Any student missing the presentation would not obtain any grades for the group presentation. The other group members must make the entire presentation as scheduled.

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. If you have a group assignment you may find the resources at http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf.

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:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A+</td>
<td>90-100</td>
</tr>
<tr>
<td>B+</td>
<td>77-79</td>
</tr>
<tr>
<td>C+</td>
<td>67-69</td>
</tr>
<tr>
<td>D+</td>
<td>57-59</td>
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<tr>
<td>A</td>
<td>85-89</td>
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<tr>
<td>B</td>
<td>73-76</td>
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<tr>
<td>C</td>
<td>63-66</td>
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<td>D</td>
<td>53-56</td>
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<tr>
<td>A-</td>
<td>80-84</td>
</tr>
<tr>
<td>B-</td>
<td>70-72</td>
</tr>
<tr>
<td>C-</td>
<td>60-62</td>
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<tr>
<td>D-</td>
<td>50-52</td>
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<tr>
<td>F</td>
<td>Below 50</td>
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<tr>
<td>WDN</td>
<td>Withdrawn from the course</td>
</tr>
<tr>
<td>ABS</td>
<td>Student absent from final exam</td>
</tr>
<tr>
<td>DEF</td>
<td>Deferred (See above)</td>
</tr>
<tr>
<td>FND</td>
<td>(Failed, no Deferred) = Student could not pass the course even with 100% on final exam</td>
</tr>
</tbody>
</table>

Academic Regulations, Accommodations, Etc.
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 Accommodations

For Students with Disabilities:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder
(ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (http://carleton.ca/equity/accommodation/religious-observances/) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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. Penalties may include; a grade of Failure in 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. 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: http://carleton.ca/studentaffairs/academic-integrity.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you’re having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection,
tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! http://sprott.carleton.ca/students/undergraduate/learning-support/

Be in the know with what’s happening at Sprott: Follow @SprottStudents and find us on Facebook
SprottStudentsSprott.

**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, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting http://carleton.ca/ccs/students/

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**Important Dates and Deadlines**

**May 1-** Early summer and full summer courses begin. Last day for receipt of applications for undergraduate degree program transfers for the summer terms.

**May 8-** Last day for registration and course changes (including auditing) for early summer courses.

**May 12-** Last day for registration and course changes (including auditing) for full summer courses.

**May 17-28-** Fall/Winter and Winter term deferred final examinations will be held.

**May 19-** Last day for a full fee adjustment when withdrawing from early and full summer courses (financial withdrawal).

**May 22-** Statutory holiday, University closed.

**June 2-** Last day to request formal exam accommodations for early summer examinations to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfill accommodation requests received after the specified deadlines.

**June 6-** Last day for tests or examinations in early and full summer courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of the Undergraduate Calendar).

**June 13-** Last day of early summer classes (NOTE: Full summer classes resume July 4). Last day for academic withdrawal from early summer courses.

**June 19-25-** Early summer final examinations and mid-term examinations in full summer courses may be held. Examinations are normally held all seven days of the week.
APPENDIX I

Personal and Professional Declaration of Academic Integrity observation of all Assignments and Submissions in this course

Individual
By signing this Statement, I am attesting to the fact that I have completed my work in its entirety by myself. I attest to the fact that my own work in this project meets all of the rules of quotation and referencing in use at Carleton University, as well as adheres to the Academic Integrity policies as outlined in the Student Affairs site of the university (http://www1.carleton.ca/studentaffairs/academic-integrity/). Any evidence contradicting my declaration above may be held against me.

______________________________________________
Name               Student number

______________________________________________
Signature           Date

Appendix II

Personal Ethics Statement Concerning Assignments

Group Assignment:
The University Senate defines plagiarism in the regulations on instructional offenses as: “to use and pass off as one’s own idea or product work of another without expressly giving credit to another.” We declare that the work submitted herewith is our work. All sources have been referenced in the footnotes and listed in the bibliography. This work has not been shared with anyone outside this group. This work is the intellectual property of each of the group members and will be returned to any one of the group members to be shared with the other group members.

______________________________________________
Name, Capital letters               Student number

______________________________________________
Signature           Date
Instructional offence cases must be communicated to the Associate Dean, MBA programs, who then refers the allegation to the Associate Dean, Faculty of Graduate and Postdoctoral Affairs; individual solutions are not permitted.

Appendix III

Quick APA Guide: Examples of APA reference format (according to 5th Edition)

Journal Reference:

Book Reference:

Book Chapter Reference:

Book Editions:

Internet Article:

Dissertation reference:

Same Authors in same year:


Text Citation:
1. Author’s last name and year of publication [E.g., Bolognese, (2002)]
3. If you are just borrowing an idea from a text then simply write author’s last name and year of publication. E.g., Bolognese, (2002) states....
4. For quotation containing more than 40 words, indent and single-space the whole quotation.
5. If you have more than one authors. For the first time, write last names of all authors and year of publication. For second time text citation, use Cobb et al., (1995)...
6. If you are supporting a claim with more than 2 references, then quote authors in an alphabetic order after your claim. E.g., (Hinings & Greenwood, 1988; Lewis, 2002; Prochaska & Prochaska, 1999; Vallas, 2003; Zell, 2003).

Levels of Heading:
CENTERED UPPERCASE HEADING Level 5
Guidelines for in class Discussions

1. Everyone who is here has the right to be here and to participate. Everyone who is here brings experience and knowledge that makes their participation valuable.

2. Everyone has the right to be silent, i.e. "To pass" in answer to a question. Remember that some topics may be more difficult or painful for some than for others.

3. Be aware of how your participation affects the participation of others. Your words, your tone of voice, your body language, the amount that you talk, all affect others.
4. Remember that people's experience and knowledge vary. What you hold most dear may not be obvious or of value to others, and vice versa.

5. Actively listen. Reflect back to people what they are saying, even as you state your position.


7. Ensuring that everyone can participate is everyone's responsibility. Preventing someone from participating impoverishes the education of all.

Appendix V

Peer Evaluation Form

Please write a short narrative addressing the evauluee’s contributions before assigning a rating. Include in your narrative how many times the group met outside of class, how many meetings the evauluee attended, whether the evauluee made a serious effort to complete the assigned work before the group meeting, whether the group member attempted to make contributions in group project, whether the member was cooperative with the group effort, and whether the group member did all the readings before coming to the meetings.

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Carried more than her/his part of the load</th>
<th>5 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
<td>Consistently did what she/he was supposed to do</td>
<td>4 points</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>Usually did what she/he was supposed to do</td>
<td>3 points</td>
</tr>
<tr>
<td>Marginal</td>
<td>Minimally prepared and cooperative</td>
<td>2 points</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td>Unprepared and uncooperative</td>
<td>1 or 0 point</td>
</tr>
</tbody>
</table>

Name of Evaluator: ___________________________________________________________________

Case Study Number:______________________________________________ Date: _______________

Name of Student Being Evaluated: _______________________________________________________

Rating Scales: Rating: _____/5

Comments:__________________________________________________________________________
__________________________________________________________________________________

Name of Student Being Evaluated: _______________________________________________________

Rating Scales: Rating: _____/5

Comments:__________________________________________________________________________
__________________________________________________________________________________

Name of Student Being Evaluated: _______________________________________________________

Rating Scales: Rating: _____/5

Comments:__________________________________________________________________________
__________________________________________________________________________________

Name of Student Being Evaluated: _______________________________________________________

Rating Scales: Rating: _____/5
Appendix VI

Survival Tips for Working in a Group Project

A lot of our students don't like to work in groups. Schedules can be hard to coordinate. Personalities sometimes clash. Some people work harder than others. Now that that's out of our system, let's face another reality: There is very little our students will do in the workplace that is not done in collaboration with others. As the corporate world continues to downsize, the ability to work as a member of a team is becoming increasingly important. Anyone who has had to coordinate students working in groups knows that the process often requires the professor to serve as a teacher, mentor, coach, and cheerleader. To help you through this rewarding and time-intensive experience, here are some group survival tips that you might find useful:

Remember the Golden Rule. Do unto others as you would have them do unto you. No matter how stressful the situation, treat one another with respect.

Do it now! Don't put something off until tomorrow. If you have the time, do it now. If you wait until you have enough time to tackle something from start to finish, you may never get started at all.
Trust is earned. If you say you are going to do something, then do it. Your word is your bond. If you don't keep your word, you have no right to expect others to keep theirs.

Act with purpose and conviction. The number of meetings each group holds doesn't determine success. It is determined by what is actually accomplished. Come to group meetings prepared to participate.

Feed off one another's strengths. Not everyone is good at everything. But everyone is usually good at something. Try to match tasks to talents.

Perception is reality. You may be a hard worker. But if you appear lazy to others, that is how the world will define you. Do yourself a favour: Don't forget to do work on creating a good imagine by showing good work ethics.

Use the buddy system. Work in pairs. Partners can encourage one another, bounce ideas off of one another, and check one another’s work.

Editing. The person who writes a piece of copy or types it into the computer should not edit that copy. Someone with a fresh pair of eyes should check for spelling, grammatical, and factual errors. So edit each other’s sections in case you decided to divide work.

Back it up. To avoid last-minute disasters, save all computer data on at least two disks or USB drives. "All-nighters" the evening before deadlines are not heroic. They are dangerous. Set interim deadlines and meet them. Allow the group ample time to edit and fine-tune documents. Waiting until the last minute is courting with disaster.

There is no "I" in "Team." What you say about others in your group is a reflection upon yourself. Try to build a team spirit. Don't undermine it.

Be a straight shooter. If you have difficulty with or are unsatisfied with the performance of a group member, it is your responsibility to voice those concerns to that individual privately before sharing them with others.

Take Notes. Do what most successful managers do: Keep a personal log of what was said by whom and on what date. In addition to keeping you on top of a dynamic process, you can document the performance of yourself and other group members.

Aim high. The best groups are those that place the highest expectations upon themselves.

Fair warning is better than no warning at all. If a deadline may be missed, the penalty is usually less severe when your professor is told of the problem before the deadline passes. This also holds true when dealing with members of your group. Don’t surprise your group members and your professor!

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