



**Carleton University
Sprott School of Business
BUSI 4609 Section B & C
Summer 2014
Strategic Management**

- Instructor:** Cheryl Volesky
cheryl.volesky@carleton.ca
- Class Schedule:** Wednesday 2:30-5:30 (Section B) Location to be announced
6:00 – 9:00 (Section C) River Building 3202
- Office Hours:** Will be available for consultation after class - additional hours will be scheduled according to need – high level of email and phone support
Office: Dunton Tower 1009A (this may change)
- Required Text:** Hitt, Ireland & Hoskisson, *Strategic Management Competitiveness & Globalization*, 11th Ed. (concepts only) (2015), South-Western, ISBN 9781285425184
- Prerequisites:** Fourth-year standing in B.Com and successful completion of all 2000 and 3000 level courses in the major requirement. The School of Business Administration enforces all prerequisites. It is the student's responsibility to ensure that the prerequisite requirements are met. Failure to meet the prerequisites may result in your deregistration from this course any time into the term.

COURSE DESCRIPTION

Strategic Management is the program capstone course that focuses on strategy making in for profit business corporations. Students are expected to determine and evaluate environmental opportunities and threats in light of strengths and weaknesses in the organization's value chain in order to enhance its core competencies and craft a sustainable competitive advantage. Emphasis is on corporate and business level strategic analysis, strategy formulation and implementation. The course serves to integrate and synthesize knowledge acquired in the functional disciplines in a business school by application of acquired functional skills to corporate and business strategic analysis. The capstone course is similar to the Honours dissertation course in other social science departments e.g. political science. Students are expected to carry out very extensive empirical business research for this course. Students must select a for profit business firm, research the firm, perform a complete strategic analysis and develop a strategy for the firm.

COURSE OBJECTIVES

1. To familiarize the student with strategic thinking and its component elements, the identification of strategic options and techniques for strategy selection.
2. To significantly enhance your applied business research skills through empirical business research and integrate functional knowledge acquired in past business courses through the application of your functional skills in the analysis of a single firm and recommendation of appropriate strategies.

APPLIED BUSINESS RESEARCH

This is an extremely demanding course. You are required to complete very extensive applied empirical business research for this course. You must select a business firm, research the firm and develop a strategic analysis of approximately 100-150 pages.

The Carleton University Library has prepared an intensive tutorial for the first class. Attendance at this class is a mandatory requirement for this course as without this training it will be nearly impossible for you to do the required research and you will not be able to fulfill your obligations to your project team. This compulsory class provides an excellent overview of the significant electronic database resources available as part of your tuition fees: <http://www.library.carleton.ca/research/course-guides/busi-4609>

The Carleton Library subscribes to the following electronic databases:

*Bloomberg – useful for financial information – there are 6 dedicated terminals on the main floor in the library

Factiva

Business Source Premier

Economist Intelligent Unit (EIU)

GMID

Global Competitiveness Report

Statistics Canada, US Census Bureau, US Bureau of Economic Analysis, Eurostats

OECD

IMF

International Energy Agency

Canadian & US Government Department publications

Think tank studies e.g. CD Howe, MLI

International Consulting firms studies e.g. McKinsey, Deloitte

Print Measurement Bureau

*These are only available on site at the library – there is no remote access

You are also expected to read recent business media articles e.g. Financial Post, Wall Street Journal, Financial Times, Reuters, Bloomberg, Globe and Mail, The Economist, New York Times, Washington Post, concerning economic, political, technological trends, the firm, competitors and the industry you select.

The Library provides access to each of these databases and business media:

<http://www.library.carleton.ca/research/course-guides/busi-4609/business-news>

Every section of your assignments, presentation and final report must include metrics and empirical normalized data to support what you are arguing throughout. Assignments, presentations or final reports that do not include substantial data and metrics will receive lower grades – including failure.

STUDENT DELIVERABLES ARE AS FOLLOWS:

Students will assign themselves to groups of **no more than three from the same section of the course**. Select group members who have similar goals in terms of achievement and construct a group contract. Each group must select an eligible for profit publically traded business firm having a minimum of four years of full financial statements. Also verify that some (at least three) of the major competitors also meet the same requirements. Why? High availability of information makes the project easier to complete. This information will be the basis for the assignments, presentation and final report as follows:

1. Each group will prepare three assignments worth 5% each. Label sections of assignment with the name of the person(s) who contributed to that section. The three assignments represent the first draft of your final case study report (see instructions on cuLearn). Each assignment must include an executive summary as page 1 (placed before TOC). The executive summary is the single most important page in the report.
2. Each group will make a twenty minute oral presentation (worth 10% of the final grade) to the class based on the research embodied in the three assignments with a heavy focus (approximately one-half of the time) on your recommendations and justification for them (including costs and benefits). Each student must present. There will be a 10% deduction for overtime presentations. The assigned mark will be based on the quality, effectiveness and professionalism of the presentation. You must submit your slides electronically to the instructor two days before the actual presentation. Failure to make the presentation will result in an automatic failure of the course.
3. The final written capstone project report (worth 35%) including an individual executive summary for each student and a **three page (single spaced) group executive summary** (placed before the TOC) must be submitted to the Instructor 7 days after the verbal presentation in both hard and soft copy format (include both a word file and a PDF file on either a CD or a memory stick – please verify that it is readable). A soft copy of the slides and all of the executive summaries should also be on the disk or memory stick. All files must be labelled with your company name appearing first in the file name. The length of the written report depends on the firm chosen and whether it is diversified or not (remember in business, brief is best – papers that ramble or are repetitive will be penalized with lower grades).
Reminder: Each student must write a unique One Page Single Spaced Executive Summary – therefore, in a group of three, I will expect three one page executive summaries labelled (with students name) and clipped onto the inside of the front cover of the report. Each student will receive a unique grade worth five percent of his or her final grade. The group executive summary is also worth 5% and the remainder of the report will be scored out of 25%. Your final grade will be NOT be submitted unless all requirements are submitted to your instructor. Failure to submit a soft copy (as a word and PDF file) and hard copy (bound colour copy) of the final report and the slides as a soft copy will result in an automatic course failure.
4. There is an attendance, participation and professional conduct grade of five percent. **2 ½** percent is allocated for attendance during the presentations and the remaining **2 ½** percent is determined based on worthwhile participation and professional conduct (texting and working on your computer is NOT professional conduct and will cause you to accrue a substantial deduction). Attendance will be verified at any point during the class. You are expected to be present for the entire class not just for the roll call. You may forfeit your class participation marks if you are present for only part of the class.
5. There is also a mandatory multiple-choice exam (based on **both** the text book and the lectures) worth 35%. The weight of this exam is not negotiable and there are no make-up assignments. Please consider this when allocating time in this course.

GRADING SYSTEM

Three group assignments 3 @ 5% each	15%
Verbal case presentation	10%
Final Examination	35%
Attendance, Participation and Professional Conduct	5%
Final Written Case Report & the Executive Summaries = 25% Report + 5% Three Page Group Executive Summary + 5% Individual One Page Executive Summary – please label	35%
TOTAL	100%

GRADING

Criteria for Evaluation and Grading – Course Instructor Grades All Papers

Assignments, verbal presentations and the final capstone project report are evaluated and graded on a “relative” and not “absolute” scale. Each document is compared to other student case analyses in that class. Written comments are provided throughout the written assignments and final report. In addition rubrics are supplied to assist you in the compilation of your reports and to justify my grading.

The assignments/presentations are graded based on the quality of critical thinking/strategic analysis, quality of written or verbal expression, quality of integration with course materials and ideas, and overall effectiveness. Those student analyses in the excellent category (the A’s) are comparatively better than any of the other student analyses. Those student analyses in the “good” category (the B’s), are comparatively less well written or logical or researched, relative to the excellent analyses, but are still of good quality. The student analyses in the “fair” category are of a comparative lower quality than student analyses in the “good” category. Finally, those case studies classified as “poor”, are usually poorly researched, poorly documented, poorly argued and poorly written.

Any assignment or final report that is late will be penalized one letter grade level for each week late e.g. an “A” becomes a “B”. The penalty will be prorated for e.g. 2 days late or 1/3, such that an “A” becomes an “A-“. Assignments, verbal presentations and the final capstone project report are evaluated and graded on a “relative” and not “absolute” scale.

Automatic Failure: Failure to write the final exam, or failure to submit the final report and presentation slides will result in an automatic failure of the course (an “F” grade) and an FND grade (in case of missed Final exam or project).

CHANGE OF GRADE

Informal requests for grade increases **ARE ALWAYS** denied unless there has been a mathematical error. This course is fully transparent to anyone and considerable feedback is given to the student. All student deliverables are retained for 3 years i.e. exam, assignments, presentation slides and final report. The student may file an appeal of the final grade pursuant to university regulations. No professor can sit on the Appeal Committee of a student challenging the grade of that professor. I provide all documentation to the Appeal Committee.

Summer 2014 BUSI 4609 B & C CLASS SCHEDULE*

May 7 th	<p><u>Report to library room 252</u> for course introduction and explanation of capstone project and library research session. <u>DO NOT MISS THIS CLASS – there are no make-up classes and groups are formed for the capstone project.</u></p> <p>Create groups of 3 - sign up for presentations</p> <p>Print off ineligible list on culearn before coming to class so you know which firms are no longer available for selection.</p> <p>You can email me before the first day of class if you wish to reserve a firm once you have verified its availability by checking the ineligible list and the availability of required information (must be a public firm with at least 4 years of full financial statements)</p>	
May 14 th	Introduction to Corporate and Business Strategy Chapter 1 & 2: Strategic Management & the External Environment	
May 21 th	Chapter 3 & 12: Internal Environment & Leadership <u>ASSIGNMENT # 1 DUE</u>	<div style="border: 1px solid black; padding: 5px;"><p>*Note: While every attempt will be made to keep to the schedule listed, unforeseen circumstances may necessitate modifications throughout the semester.</p></div>
May 28 th	Chapter 4: Business Level Strategy Chapter 5: Competitive Rivalry Chapter 6: Corporate Level Strategy	
June 4 rd	Chapter 7: Corporate Strategy - Mergers & Acquisitions Chapter 8: Corporate Strategy - International Strategies <u>ASSIGNMENT #2 DUE</u>	
June 11 th	Chapter 9: Cooperative Strategies Chapter 10: Corporate Governance	
June 18 th	Any remaining course material <u>ASSIGNMENT # 3 DUE</u>	
Week of June 20-26	FINAL EXAM (will be formally scheduled by the university- could be any day)	
July 2 nd	CANADA DAY WEEK – CELEBRATE – CLASS CANCELLED	
July 8 th	4 Group Presentations	
July 15 th	4 Group Presentations	
July 22 nd	4 Group Presentations Remaining Group Presentations	
July 29 th	Remaining Presentations and Final Wrap Up: Business Etiquette Class	

Reminder: The final written capstone project report, must be given to the professor in hard and soft copy 7 days after presentation date; otherwise, an “F” is assigned. The slides are required in soft copy format only. The electronic copies are retained for at least 5 years. After final grades are posted you can arrange to pick up your report from the instructor.

Please check the University’s important dates & deadlines (<http://www.carleton.ca/cuuc/university/academicyear.html>) for information on this term’s start & end dates, holidays and drop deadlines).

GROUP SELECTION AND CONFLICT

Students must organize themselves into a group of a maximum of 3 people. I do not select your partners. You do, and are thus responsible for your choices. 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. You may find the resources at http://sprott.carleton.ca/academic_programs/groupwork useful.

In the first class I require a list of your group members, your email addresses, your company choice(s) (If you have any at this point), and your first, second and third choice of a presentation dates in the first class. Consult the course outline for presentation dates remembering that your final written report will be due exactly one week after your class presentation. A presentation schedule will be posted within one week of the first class.

As the first assignment is due two weeks after the first class, you must be vigilant about deadlines and communication. You must exchange emails and phone numbers with your group members in the first class as I cannot share contact information with you. If you fail to answer emails or phone calls from your group members you can be removed from the group and then be required to complete the project on your own with the same standards of grading that are applied to groups of three. The same holds true if you fail to carry your weight throughout the project. **Remember that work submitted for final editing should be properly referenced and edited by each student. No one should have to clean up someone else's work in terms of content and presentation of material. Failure to submit work according to the group's predetermined timetable is unfair and a theft of others' time as they must scramble to make up the deficit.** Each student should keep working papers and estimated time spent on his/her research and preparation on his/her contribution. Document meetings and track whether responsibilities are being met by each group member. I recommend that you set up a group contract that specifies a reasonable time limit in which to respond to messages. In addition, set up sensible time lines for submitting individual portions of the work that allows time for someone to assemble the information into a coherent report. There is no excuse for late, sloppy work. Moreover it is obvious to me when no one has proof read the entire report as typically there will be inconsistencies and even contradictions within the paper.

As all assignments will be due on Wednesday, it is recommended that your individual parts of the assignment be completed by Sunday evening so that the person coordinating/editing the report has time to review and coordinate all the information. As these projects are long, it is unrealistic to expect that the person assigned in your group to put the assignment together can accomplish this task in one or two days. It takes time to resolve issues like missing references, incoherent passages and tidying up the grammar and formatting. Please remember that it is essential that proper referencing be done so ensure that all your work is fully and properly referenced before submitting it to the team coordinator. Remember that plagiarism will result in automatic failure. It is realistic to allow a minimum of three days for editing and final revisions. It is very important that students respect the deadlines set by the group. Also be very careful when printing graphs in black and white as it is nearly impossible to discern lines which are done in shades of grey on a graph. For the three assignments it is perfectly acceptable to colour the lines by hand (you can use highlighters or colour pencils). The final assignment should be done in colour as this is more professional; moreover, if you plan to show this to future employers a professionally printed report is necessary.

Each term, on average 1-2 groups experience conflict concerning the relative contribution of each student. Try to resolve it amongst yourselves. As a last resort, if the conflict cannot be resolved, you can provide the documentation to me and request that the group be broken into 2 groups: a group of 2 students and a one person group. Each group will share ownership of the assignments on which all their names appear. The group of 2 and the group of 1 will continue analyzing the same firm. However, you will present separately and neither will witness the presentation of the other group. Once the presentation is done, no groups will be permitted to disband.

It is not a defence to the decision to argue “the other two students do not like me”. Students are very self-interested. If your group colleagues do not “like” you, it is because you are not performing and are pulling down their grade. In other words, you are a value-destroyer – not a value-creator. You will not be evaluated by a lower standard in recognition of the increased work load due to the smaller group size. Do everything possible to ensure harmony and equitable sharing of the research and work. Otherwise, each of you will pay a price in increased work load and a probable lower final grade.

Company/Firm Selection Policy

It is the responsibility of the student group to select the business firm that will be the basis of the assignments and comprehensive strategic analysis. It is the students’ responsibility to undertake the research necessary to determine if sufficient information is available. For example, each group must select a **publicly traded firm** (in any industry) with a **minimum of four years of consecutive financial statements**. Please verify that some of the major competitors also have a minimum of four years of financial statements so that appropriate comparisons can be made.

You are not permitted to analyze any firm on the ineligible list provided on cuLearn and your final selection must be approved by the instructor. In addition to the firms on the list(s), government owed corporations like CMHC, VIA and the Bank of Canada and all non-profits and NGOs are also unsuitable. As a key component of this project is to compare things like market capitalization over time, you must have trend information to complete the project. Select a for-profit publicly traded firm on a stock exchange.

The selection of a business firm is an assurance by the students to the professor, that there is sufficient information available to complete the assignments and strategic analysis. Authorization by the professor is not a guarantee that there is sufficient information. It is the group’s responsibility to ensure the adequacy of information available to complete the required exhaustive, comprehensive strategic analysis. Authorization by the professor is to ensure that two groups do not select the same business firm or an ineligible firm. Should it subsequently become apparent that there is insufficient information to adequately complete the assignments, it is the students’ responsibility to change firms and obtain authorization of the new firm. The students may change the selection of the business firm at any time prior to the due date of the second assignment, but must receive the necessary approval. No extensions in assignment deadlines will be granted and the final report must fully analyze the last authorized firm.

To summarize Firm Selection:

- No two groups may select the same business firm in the same course section
 - firms analyzed in past 24 months in capstone course are not eligible, nor are any other firms indicated on the ineligible list posted to cuLearn
- Firm must be publicly listed (i.e. TSX, NYSE, NASDAC) for at least the last 4 years
 - government departments, agencies & crown corporations are not eligible
 - not-for-profit organizations (NGOs) are not eligible for selection
 - bankrupt, delisted firms, privately held firms are not eligible
- A firm analyzed in previous courses by a student is eligible – provided that the student discloses this information to the professor in writing in the first assignment
- **Entire firm MUST be analyzed** – not a division or subsidiary, and must include all markets within which the firm operates (i.e. diversified multinationals should be avoided)
- It is the group’s responsibility to ensure that there is sufficient information to complete all the assignments and the final report.

Additional Guidance on Citations/Bibliography:

Equally important, you are being graded in part on the degree, depth and quality of your empirical research, demonstrated by citations to appropriate sources. A minimal number of citations points to inadequate

research. Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism.

For citations, footnotes - not endnotes must be used. Given the amount of empirical research required, there should be footnotes for almost every page. When in doubt, cite, paying particular attention to correctly identify phrases as quotations with precise references to their source. Any use of more than 5 consecutive words is a quotation and should be cited accordingly.

Footnotes:

Every source for citations, statistics, tables, etc. should be sequentially referenced to a footnote at the bottom of the page. Full information should be provided to allow a reader to know exactly where you obtained the data, remembering that direct quotations require the specifics of page number. When a subsequent citation is made to the exact same one that proceeds you may identify it as *ibid* (for more details see http://www.chicagomanualofstyle.org.proxy.library.carleton.ca/16/ch13/ch13_sec064.html).

Bibliography:

It is important that you follow a recognized style to present a comprehensive bibliography that ensures an integrated alphabetical order and recognizes multiple citations to same year documents from a common source.

Be consistent when ordering your citation sources so that like items are grouped together. For example, Natural Resources Canada may also be referred to as NRC (both of which are acceptable), however in ordering citations from multiple NRC documents select one format and list consecutively by date (from oldest to most recent).

Guidance provided by the Academy of Management in its Style Guide may be found at: http://journals.aomonline.org/amj/style_guide.pdf - see from page 4 for details (disregard the *in-text*, *in-parenthesis* identification, as the required use of footnotes replaces this format).

It is strongly recommended that you designate an editor for your Capstone report to validate the coherence of your document, ensure that all required elements have been included (see assignment instructions and rubrics) and that all citations are accurate and correctly included in the bibliography. Remember that this can be a very onerous task if group members are sloppy with their work. Each group member should carefully proof read his or her work before submitting it to the editor. Also when dividing up the work, remember that editing is a very time consuming task and for the final report this could be more than a full day's work – adjust everyone's workload accordingly.

Assignments, Verbal Presentation and Final Report

- Each assignment and the final report should incorporate and integrate the knowledge acquired in the core business courses taken prior to this course. That is why this course is called "capstone" and why the student completes the capstone course at the very end of the degree program.
- The assignments represent the major components of the final capstone project. Comments and suggestions will be provided on each assignment and through the use of rubrics. It is expected that those comments will be considered and incorporated into the final presentation and final report.
- Very detailed rubrics are available on cuLearn - please refer to them while working on your project and follow the order suggested. I suggest that each group member proof read the paper before submission for grading as poorly written papers will not be given an "A" grade regardless of content. Remember that I cannot mark a paper that I cannot understand. Poorly edited papers will be deducted at least a full grade. In business, how you present the information matters.
- **VERY IMPORTANT:** I require an executive summary for **each of the three** assignments of no more than two double spaced pages each placed before the TOC. These three summaries can then be combined and condensed into one well written group executive summary (three single spaced pages) for the final report (worth 5% of your final grade). Each student will also be required to independently do a one page single spaced executive summary for the final report also worth 5% (therefore, in a group of three there will be three individual executive summaries). The three page group executive summary following should be placed at the beginning of the paper before the TOC. The individual executive summaries can be clipped inside the front cover of the report. The executive summaries are very important and the grade weighting of 10% (5% for the group summary and 5% for each individual executive summary) in the final paper reflects this. Spend time on them and ensure that they are well written, analytical and error free. In the final paper they must include your recommended strategy for the firm and remember that executive summaries are not "introductions". They do not say what you did in the paper, rather, they explain what your findings were and what your proposed strategy is about including financial justifications for your plan. If you wish your paper can have an introduction to situate what follows but this is in addition to the executive summary (not in place of it).
- Please note that page numbers suggested in the outline for the three separate reports are approximate and each assignment will be unique. I will not be counting the number of pages but I expect you to write very concisely and make sure that the paper does not contain unnecessary information or repetition (no filler or excess adjectives please). Also, avoid unnecessary words like "more and more" and colloquial language. Also all reports must have page numbers and a TOC.
- After each verbal presentation, you will receive a one sheet written critique. These comments may be incorporated into the final written report due 7 days after the presentation along with a CD or memory stick containing the full project in both word and PDF along with the PowerPoint presentation in soft copy only.
- Each assignment, PowerPoint presentation and final report MUST include the first and last name, the name of the firm, and the course section number e.g. 4609D. **Please do not include student numbers on any communication or work - these are highly confidential.**

COMMUNICATION WITH INSTRUCTOR

Please use your MyCarleton (Connect) account to email the Instructor **and indicate which section you are in and what project you doing**. It is a new University policy that the University may only contact you through your connect account. If you have not done so please activate your account immediately at: <http://apps.carleton.ca/ccs/acct/student/account.asp>. and check it regularly please.

Assignment Format Requirements

All assignments must meet the following:

Font size: 12 pt minimum - Use Tahoma or Arial (**please DO NOT use Times New Roman**)

Spacing: At least 1.5 line spacing for the text - I must have space to make comments

Margins: 1 inch all around

Pagination: Required

Printing: Only use single sided printing. You can print in black and white or colour for the three assignments. If you chose to print the three assignments in black and white then you must colour in the graphs manually so that they can be interpreted as it is virtually impossible to differentiate between shades of grey. The final paper must be bound and printed in colour. Print final paper as a PDF so that your spacing is properly maintained. This is particularly important if you have someone else print your document.

Cover Page: Include the name of the firm being analyzed, assignment number, and names of all group members (**do not** include student numbers)

Declaration of Academic Integrity: Example included below. Reminder that all group members must sign to obtain a grade on the assignment. It can be placed at the back of the assignment.

Executive summary: I require an executive summary for **each of the three** assignments of no more than two double spaced pages each placed before the TOC. These three summaries can then be combined and condensed into one well written group executive summary (**maximum of three single spaced pages**) for the final report. Each student will also be required to independently do a **one page single spaced executive** summary for the final report (therefore, in a group of three there will be three individual one page executive summaries). The individual executive summaries will be situated at the very front of the paper with the three page group executive summary following it and then followed by the TOC. All of the summaries must be written in paragraph form.

Table of Contents: Required for each assignment and the final report. Include major captions and subheadings and of course page numbers. This follows the executive summary/summaries.

Quotations format: When more than 2 lines, single space and indent at both right and left margins, but do not insert quotation marks at beginning/end.

Bibliography: Complete details for all sources using Chicago style (good explanation on the library home page) or other recognized format, including specifics on web material and date accessed - **date accessed** must also be included in the footnotes for all web sources. Bibliography must be in alphabetic order.

Footnotes: References (same criteria as bibliography) must be included. Do **not** use endnotes or in text citations. The accuracy of all footnotes and references should also be verified. Cite **ALL** sources including those from the World Wide Web (with date accessed). You should have many pages of references when your project is completed.

Text editing: Go beyond just *spell-check*, ensure correct grammar, syntax and sentence structure is appropriate for a business document (i.e. avoid colloquialisms, identify any acronyms the first time they are used in the text, integrate the members' writing styles to achieve coherence by a thorough editing). Papers that

are poorly written are challenging to understand and will not receive an "A" grade regardless of the content. One of the most common complaints made by business people is that many university graduates write poorly. Remember that your credibility is reduced when you present an unprofessional report. In the business world, a poorly edited paper would likely not be taken seriously and may not even get a full reading. Please proof read carefully. If writing is not your strength, please take advantage of the resources offered through the university or enlist someone's help to edit your paper.

One person should be assigned the role of editor and that person should ensure that the sections completed by the individuals in the group, are integrated into a seamless web so that the entire report is consistent. Grammatical errors will be circled and it is up to the group to make changes before handing in the final paper.

This should be a professional looking paper (watch page breaks - **use print preview** - charts and tables should not be split between two pages). You may want to do your printing in PDF format to avoid any nasty surprises – especially consider this if you are having an outside party like Staples printing your document. There is also reasonable printing available from the print shop in the basement of Robertson Hall where they also do binding.

GRAMMAR, SYNTAX, STYLE

- Colloquialisms are generally acceptable in speech but not in a written report e.g. "company was burned", "executive was fired"
- Delete as many adverbs as possible e.g. "perfectly clear"
- Delete as many adjectives as possible e.g. terrible incomprehension, phenomenal advantages, blatant inequity, very dependent, drastically reduced
- Use the simple past tense e.g. "the firm has already been through" should read "the firm went through"
- Avoid lazy phrases and clichés e.g. "at this point in time", "it should be noted", "we wish to point out", "as you may know", "more and more"
- Only use last names - not first names - of CEOs
- Do not use the word "feel" - analysts think, believe, judge, determine, decide, ascertain, resolve, assume, infer, deduce, conclude, are of the opinion, but never "feel"

Printing: If you do not use colour (few do for the first three assignments), make sure that your charts and graphs are legible - use highlighters or markers when colour is needed. You will not receive credit for graphs that are unclear (i.e. indistinguishable lines)

Submissions: Assignments in printed form must be submitted at the beginning of the class when they are indicated as *due* on the course syllabus. For any assignment or final report that is late there is a one letter grade level penalty for each week late, prorated by the number of days, as explained in the course outline. Refer to course syllabus for final report presentation/submission requirements.

**BUSI4609: Declaration of Academic Integrity
Assignment _____**

DECLARATION OF ACADEMIC INTEGRITY: Must be included with each submission (all three assignments and the final complete project (do not bind it into the paper - just attach with a paperclip please). You can use the following sample of a similar one. All group members must sign to obtain a grade on the assignment. This can be attached to the back of the 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.”

I/we declare that the work submitted herewith is my/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, unless all members choose to designate only _____ to whom the work should be returned.

Student Name	Signature of Student (Everyone must sign to receive a grade)

Assignment submitted (date): _____

Instructional offence cases must be referred to the Associate Dean (Undergraduate Studies); individual solutions are not permitted.

IMPORTANT ADDITIONAL INFORMATION

Please check the University's important dates & deadlines:

(<http://www.carleton.ca/cuuc/university/academicyear.html>) for information on this term's start & end dates, holidays and drop deadlines).

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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Plagiarism, 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

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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadline for contacting the Paul Menton Centre regarding accommodation for the strategic management final exam is June 6th, 2014.

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 or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact 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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

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.
 - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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