



MANAGEMENT AND ORGANIZATIONAL STUDIES

CORPORATE FINANCE – MOS 3310A 550 551

Course Outline

Fall 2017 September-December 2017

CONTACT INFORMATION

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Timetable:

550	Tuesday	2:30-4:30	A1	Thursday	2:30-3:30	A1
551	Tuesday	11:30-1:30	V208	Thursday	11:30-12:30	V208

Course Prerequisites: Business 2257 and enrolment in the BMOS Program or Major in Finance

Course Materials:

Brealey, R. Mayers, C. Marcus, A.J. Manes, E.M. and Mitra D. Fundamentals of Corporate Finance, Sixth Canadian Edition, Toronto, McGraw-Hill, ISBN: 13: 978-125902496-2

Supplemental Materials (on-line and/or library)

Periodicals: Wall Street Journal, Financial Times, Bloomberg Business Week, Economist, etc..

Finance Related Web Sites (for reference and research)

Government

- Department of Finance Canada www.fin.gc.ca
- Bank of Canada www.bankofcanada.ca

Finance

- Bloomberg www.bloomberg.com
- Thomson Reuters www.thomsonreuters.com
- Yahoo finance.yahoo.com

Education

- CFA Institute www.cfainstitute.org
- Canadian Securities institute www.csi.ca

Course Objectives

This course is designed to provide a broad overview of issues in financial management and corporate finance. You will learn how financial managers make investment, financing and other decisions and what kind of financial tools and methods they use to make decisions. Topics covered include time value of money, financial analysis, risk, valuation, capital structure, capital budgeting, working capital management, dividend policy and other selected issues.

Course Learning Outcomes

- Identify financial issues affecting corporations and their managers
- Identify and select appropriate tools for analysis
- Learn basic principles governing the financial management of corporation
- Communicate the issues, implications, alternatives and recommendations of financial decisions to users of information

Course Format

The course shall, as far as possible, be handled on a lecture, discussion/problem-solving basis. As a result, the completion of readings and other assignments (i.e. questions, cases, exercises and problems) is essential, prior to class. Weekly questions will be posted to the course web site.

Official solutions to the assignments, problems and cases will be made available after the relevant material is covered in class. The solutions will be posted on the web site.

Students should also note that the workload for this course is heavy and should schedule their time accordingly.

Add/Drop Deadlines

Friday, Sept 15, 2017

Last day to ADD a first-term half course.

Sunday, Nov 12 2017

Last day to DROP a first-term half course without academic penalty.

Calculators

You will need a simple financial calculator for this course. I strongly recommend Texas Instruments BA II Plus. Please bring your calculators to class to be able to take part in class discussions.

Course Evaluation

Mid-Term Examination	30%	Friday, October 27, 3:00-6:15 pm (3 1/4 hours)
Final Examination	30%	Dec 10-21 Final Exam Period TBA
Individual Mini-Case Assignments	15%	
Group Industry Assignment	15%	
Class Participation	<u>10%</u>	
	<u>100%</u>	

Examinations

Requests to be excused from an examination for medical, sport or compassionate grounds must **ALWAYS** be accompanied by appropriate documentation – either with the request or as soon as possible after the fact. A Medical Excuse Documentation Form is available at the Academic Dean's office. Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination thus missed. Students should report this irregularity immediately to the Dean's office. They may, with the approval of the Chair of the Department concerned, petition the Dean for standing or permission to write a special examination. Petitions will be entertained only when they are submitted on compassionate grounds with supporting documents. See the current Western Academic Calendar.

Mid-Term and Final Examinations

Both the mid-term and final examinations will consist short answer/multiple choice/true/false-type questions and cases/exercises/problems, which test your knowledge of the material that is discussed in class sessions and found in the PowerPoints, readings, and exercise/problem/case learning. The content will be similar to what is discussed in class. The final exam date will not be known until the final exam schedule is released by the Registrar. *Do not book any travel on or before December 21, 2016.*

Students will be permitted to bring writing materials and a non-programmable financial calculator to each of the examinations. No other items will be permitted at your desk in the examination room. However, a formula sheet will be provided. This includes dictionaries, cell phones, PDA's, CD players, iPod's, etc. These rules will be strictly enforced as it is my responsibility to do everything possible to prevent cheating on examinations.

Policy of Special Examinations

- 1) Students with conflicts or students who are unable to write an examination based upon compassionate grounds (supported by appropriate documents), may apply in writing prior to the exam to the course coordinator to be excused.
- 2) Students involved with approved out-of-town university activities during the scheduled mid-term exam may apply to the course coordinator for special proctoring privileges to write the mid-term exam.
- 3) Students who are excused from the writing of the mid-term examination will have the appropriate percentage of marks transferred to the weighting of the marks for the final exam.

Requirements and Criteria

Performance in the course will be evaluated using a variety of methods that support the objectives identified above. A combination of exams, individual and/or group assignments / presentation, and exercises/assignments will be used to evaluate participants on a number of different levels.

The criteria for success, in no particular order, are:

- Comprehension of the material
- Demonstration of an ability to think cross-functionally
- A willingness to participate for the benefit of oneself and fellow participants
- Strong work ethic to “pull your weight” in group assignments

These criteria will be applied to written and verbal work throughout the term.

Participants will be evaluated on the following activities, as listed in the table below:

Final Exam 30%

This closed-book exam will be 3-hours in length and may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned text readings, lectures (PowerPoint presentations), exercises/problems, case studies, videos, small group-work and student presentations. A formula sheet will be provided to students on the exam. Aides allowed: Single Function, non-programmable financial calculator. Questions will be sourced predominantly from post mid-term material, but students must be aware that the final is cumulative so questions from first-half of course are likely to appear as well. You are allowed an information sheet (1 page 2 sided)

Participation 10%

Preparation for class case discussion, as demonstrated by;

- willingness to lead and actively participate class discussions in a professional manner
- providing valuable insights and analysis
- responding to “cold-calls”
- Using blackboard / PowerPoint / Excel spreadsheets to present analyses and findings

Mid-Term 30%

This closed-book exam will be 3 ¼ hours in length and may include multiple-choice, true and false, short-answer, essay or computational questions and may include material from the assigned readings, lectures, Power Point presentations, exercises/problems and case studies. Aides allowed: Single Function, non-programmable financial calculator. You are allowed an information sheet (1 page 2 sided).

Individual Mini-Case Assignment (or submit with another student) 15%

Individually prepared case analysis of *two single cases*, which will be selected by students during the first class (on a first-come, first-served basis – please inform Professor of your choice by end of third class) from amongst those sixteen (16) mini-cases to be prepared on a semiregular weekly basis as per the term schedule (below). Case analyses will be handed-in at the beginning of class and sent electronically via email to Professor before class. The case write-up should be no more than six pages (double-spaced, 12-point Arial font) in length, with a maximum of three exhibits. The student should write the mini-case assignment from the perspective of the main character in the case whose financial management issue requires a solution (or, where no case character is given, from the perspective of a financial consultant advising on the next steps for the company/organization). The casewriting tools presented in class, in the text, and delivered on OWL as supplementary readings should be used to “crack the case”. In addition to specifically answering the mini-case questions posed in the textbook, **the case assignment submitted report should include the following:**

- Identify the main character in the case and their strategic and financial business issue(s) and how the organization competes through finance excellence
- Summarize the key case “question(s)” from the perspective of the main character, asking the question “what needs to be done now, soon, this year, in 3 years, etc., and how can solving this financial issue be beneficial”?
- Using the text, course tools, and Connect on-line supplementary tools and information, conduct any other reasonable financial, strategic or tactical analyses of the firm, and stating why these were considered important

- Sufficiently analyze and answer all case questions posed in the textbook in an integrative and professional report-style
- Go beyond the case facts in theorizing what the company's industry might look like in the future, what the firm will be like in 2017 and 2027, and how the organization can use finance to stay relevant in diverse markets, grow organically and through new improvement initiatives, and improve return; ask what this company is doing/can do to become sustainable and how to measure such diverse aspects that can be unfunded liability, how a larger or smaller competitor would conduct financial operations differently (if applicable), how competitors may enhance their profitability using alternative approaches (you can speculate here), etc.
- Propose a solution(s) to the financial problem(s) and/or assessment of the firm's financial structure, as the case circumstances require. Create a detailed plan of action for the character/company to execute in order to solve their problem(s), enhance their competitiveness, and "win in the marketplace", including the 5 W's of how to execute on the plan

Group Assignment 15%

A complete firm financial management analysis and assessment will be undertaken by groups of three-five (3-5) students to be completed by December 8, 2017. Groups will select both an industry to study and a key competitor within that industry. The latter will be analyzed to determine financial management practices

Objective: Describe the financial management rationale, situation and need(s) giving rise to the financial soundness, position, sophistication, and competitiveness of the firm *of your choice*.

Conduct your analysis from the perspective of where the company and industry have been and grown from (the current environment), where it is today, and where it will need to be with its finances for the future. **Identify why financial management has an impact on this company and what are its prospects for the future.** Answer questions *such as, but not limited to:*

- Does this company utilize sound financial planning and budgeting techniques and have they been providing accurate guidance to Bay/Wall Streets?
- Does this company provide investors with a sound set of corporate performance measure? Which ones? Do they enable effective investment decisions?
- What major capital budgeting and/or projects has this organization undertaken? Where they successful?
- Is this organization's capital structure optimized? Should it be utilizing additional debt Leverage for growth? Can it achieve its overall goals with current equity financing? Has it gone public? Should it go to the market again or even privatize?
- Has this organization fully leveraged M&A opportunities? Can you propose any Potential "deals" for it to enter into?
- What type of innovation budget does this organization have that require it to spend/allocate financing in order to stay competitive going forward?
- What type of international operations does this company have and/or would like to/should have? From a financial management perspective how would the company execute on internationalization plans? How much would it cost? Where would the financing come from?
- To what extent does this organization utilize options?
- What is your assessment of this company's risk profile and its risk management Mitigation strategies?

Tools: Groups should utilize the textbook, PowerPoint slides, Brealey companion website (McGraw-Hill Ryerson Connect), and any other financial management research to structure the written assignment and presentation. Students should be prepared to apply well-known financial management frameworks, as deemed necessary, in depth during this group assignment. Analyses will be enhanced by making use of the tools presented during class. The structure of the analysis should include customized versions of several of the models and standardized calculations described in the class to show applicability of the models/approaches to this “real-life” company analysis. These tools will be complemented by an effective presentation and Excel fundamentals discussion, in class, early in the term.

Components of Assignment: Each group will be responsible for submitting several components of the overall assignment as follows:

Proposal: Due November 17, 2017 via electronic submission to professor and worth 5% of group assignment mark. This proposal will be a 5 double-spaced, 12-point Arial font, page Word document that summarizes the deliverable to be completed by last class. **It will include:**

- Choice of firm, and related industry, to be analyzed and why chosen within the context of financial management?
- Table of contents of final written report
- Research tools being utilized and description of project deliverables (purpose of report)
- Roles of each group team member and questions to be answered by analyses
- Preliminary assessment of their finances and resulting questions to be researched in depth

Written Report – Financial Management Assessment & Analysis:

Due December 8, 2017 and worth 15% of group assignment mark. This portion of the written report will be 15 double-spaced, 12 point Arial font, pages maximum in Word (and .pdf) format providing an overview **of each of the financial management issues** (strengths & weaknesses) faced by the organization. **A recommended plan(s) of action** for the future to improve the company’s financial position (capital structure, cash management, public-status, risk management, acquisition approach, etc.) and **align the finance function with broader corporate goals.** It will describe and analyze, *in a high level of detail*, **the nature of financial management** at the chosen **competitor** that drives competitive positioning and prospects for the future, based on an application of the tools described above and learned during the course, as deemed required by Groups. Report to follow proposal Table of Contents.

- *Appendices and Exhibits:* Due December 8, 2017 and included as part of the Written Report (see above) mark of the Group Project Assignment mark. Not more than ten pages of appendices and exhibits should be included to illustrate results of the analyses undertaken and should include any assumptions made.
- **Group Involvement:** For the group assignment, groups should allocate the work evenly among each team member. All team members should be familiar with all aspects of the materials developed and presented. A single mark will be awarded to each member of a group. Groups should meet after hours to complete their group assignment, discuss findings, determine applicable textbook and resource guide approaches to use, analyze results, develop the written report and appendices,
- Students unable to join a group on their own should immediately inform the Professor of the need for assistance in procuring a group. The Professor may arbitrarily assign additional group members as needed to balance group weights and ensure students do not remain without a group allowing for maximum student group contribution

Submission of Assignments - Late submissions of any assignment may be considered; however, a resolution may be determined at the Professor's sole discretion and may include an academic penalty.

Total 100%

Course Work & Academic Honesty

Attendance in Class – Physical presence in class and active engagement in daily discussions is expected of all students. Material presented in class may be testable as part of the evaluations noted above. Students are encouraged to bring the text to all classes. To prepare for class, students will be asked to read a chapter and answer the questions and check their solutions on Connect that accompanies the text. The chapter material will be discussed in class using the key concept questions from the text. Problems and cases from the chapter may be assigned. Solutions to these problems and cases will be discussed in the following class.

Students are expected to be highly motivated in learning the subject matter and to dedicate adequate time each week to the readings and class preparation. Students are expected to be prepared for the class and to contribute to class discussions.

Most days, one or two new chapters will be presented on each of Tuesday. & Thursday. You are expected to prepare in advance for the class, including reading the entire chapter as well as preparing the questions and cases. I will review key information using PowerPoint slides as well as pertinent textbook and problem examples, videos and anecdotes. You are expected to participate in the discussion to maximize your learning and earn participation marks.

We start on time, so please do not arrive late and disrupt others.

- Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
- Turn off your cell phone, pager, and watch alarm.
- Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
- During the class, respect the learning opportunities of others. Don't distract others by chatting to your neighbour. Our expectation is that you will not only contribute in class to your own learning, but also to that of others.

Accommodation for Religious Holidays

Please refer to the Senate Policy on Accommodation for Religious Holidays at http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_religious.pdf (See **Policy on Academic Rights and Responsibilities**). The Calendar of Religious Accommodation for the 2017-18 academic year is available on the Equity & Human Rights Services' website: <http://multiculturalcalendar.com/ecal/index.php?s=c-univwo>

This calendar shows religious holidays for which Equity and Human Rights Services has confirmed students of different faiths may require academic accommodation.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all Huron University College students are required to have a valid huron.uwo.ca or UWO email address. You are responsible for ensuring that your university email address is set up. Forwarding your huron.uwo.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from huron.uwo.ca addresses sent to Hotmail, Gmail or Yahoo, etc. accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Participation

It is expected that students will attend all classes and arrive on time and ready to work. I will be evaluating on a daily basis both the quantity and quality of your efforts. The main objective of your contribution is not evaluation but learning or helping your colleagues (and instructor) to learn. The following list might be of some help.

A -- EXCELLENT

- contributed consistently to class discussions
- contributions indicated preparation and deep thought
- frequently explained difficult points or concepts □ provided positive direction for class discussions
- able to build and develop strong arguments for position

B -- GOOD Contribution

- contributed consistently to discussions
- contributions indicated preparation and some thought
- often explained difficult points or concepts
- occasionally built arguments for a position

C -- FAIR Contribution

- contributed to class discussions
- gave indication of preparation and thought
- occasionally helped in developing an argument

D-- POOR Contribution

- contributed infrequently to discussions
- gave little indication of preparation and thought
- did not aid in providing a positive atmosphere for meaningful discussion

E-- UNSATISFACTORY

- never, or almost never contributed to discussions
- gave no indication of preparation or thought

NOTES:

- (1) It is the student's responsibility to submit his or her own original written material in courses in this program. See the current Western Academic Calendar, "Scholastic Offences"
- (2) For a description of the process to be followed for mark/grades appeals see your professor.
- (3) The use of personal computers, or other hand held computing devices during examinations will not be permitted.

- (4) **Extensions for assignments and re-scheduling of exams will only be allowed for extenuating circumstances.** Accommodations will only be granted with documentation. For non-medical grounds, the student must submit a request to the instructor in writing prior to the due date of an assignment, and immediately in the case of a test (or as soon as possible following a medical emergency). Please provide an explanation and length of time required. At the discretion of the instructor, the granting of extensions or re-scheduling of tests may require the student to submit supporting medical or non-medical documentation to the Academic Counsellor, who will then make the determination as to whether accommodation is warranted.

MOS 3310A Tentative Course Schedule (Note: Additional required and/or supplementary readings may be assigned weekly on OWL to be prepared before class for in-class discussion)

NB:

- All questions and exercises/problems are found in the text at the back of each chapter and are to be prepared in advance of class
- Selected end-of-chapter question answers can be found in Appendix B of the text; in this regard, the focus of additional assignment questions discussed in class will be those questions not covered in the Appendix B
- Moreover, any mid-chapter “Check-Points” should be attempted as the chapters are read and the solutions found at the end of each chapter should be reviewed to ensure understanding of concepts
- Certain questions are cumulative in nature, building upon previous questions. Where such questions have been assigned, students are also expected to complete any related questions to arrive at their proposed solution(s)
- Chapters 3, 24, 25, & 26 are not covered during the course

Week	Date	Details
	Sept 8	INTRODUCTION
1	Sept 11-15	Course Introduction Overview of Corporate Finance Read: Chapters 1, 2 Questions: Chapters 1: 18-26 Chapter 2: 12, 15, 17, 19, 26
		VALUE
2	Sept 18-22	Time Value of Money Read: Chapter 5 Questions: Chapter 5: 1 – 7, 11 – 13, 15, 17, 18, 23, 25, 27, 34 39, 56, 64, 75 Mini Case: Alfred Road (Chapter 5)
3	Sept 25-29	Valuing Bonds and Stocks Read: Chapters 6, 7 Questions: Chapter 6: 1 – 7, 11, 13, 17, 22 Chapter 7: 11 – 17, 21 – 25, 32, 34, 35, 44 Mini Case: Terence Breezeway (Chapter 7)
4	Oct 2-6	Net Present Value / Investments Read: Chapter 8 Questions: Chapter 8: 15, 16, 18, 20, 21, 24 Mini Case: Flowton Products (Chapter 8)
5	Oct 9-13	Fall Reading Week -- NO CLASSES
6	Oct 16-20	Discounted Cash Flow Analysis (DCF) and Project Analysis Read: Chapter 9, 10 Questions: Chapter 9: 10, 13 – 18, 21, 22, Chapter 10: 6, 14, 19, 20, 21 Mini Case: Jack Tar (Chapter 9)
		RISK
7	Oct 23-27	Risk and Return and Cost of Capital Read: Chapters 11, 12 Questions: Chapter 11: 1, 14, 16, 21 - 23 Chapter 12: 6- – 9, 11, 15, 16 Mini Case: Maxine Peru (Chapter 10)
	Friday, October 27	MID TERM EXAM (Chapter 1-12) Location: TBA FRIDAY, OCTOBER 27, 3:00-6:15 PM

8	Oct 30-Nov 3	Risk, Return, Capital Budgeting Weighted Average Cost of Capital Read: Chapter 13 Questions: Chapter 13: 10 – 12, 15 – 20 Mini Case: Bernice Mountaindog (Chapter 13)
		FINANCING
9	Nov 6-10	Corporate Financing and Governance -- self study Read: Chapters 14, 15 Questions: Chapter 14: 9 – 12 Chapter 15: Basic, 8 – 12, 16, 30, 31 Mini Case: Mutt.com (Chapter 15)
		DEBT & PAYOUT POLICY
		Debt Policy, Dividend Policy Read: Chapters 16, 18 Questions: Chapter 16: 1, 3, 6, 9, 10, 12, 15, 16, 19, 20 Chapter 18: 3, 11, 21 Mini Case: Capstan Autos (Chapter 18)
		FINANCIAL PLANNING & SHORT TERM DECISIONS
10	Nov 13-17	LT Financial Planning, Measuring Performance Read: Chapters 4, 19 Questions: Chapter 19: 9 – 12, 15, 16 Mini Case: Burchetts Green (Chapter 4)
11	Nov 20-24	Working Capital Management, Cash and Inventory Management Read: Chapters 20, 21 Questions: Chapter 20: 11, 14, 16 – 19 Chapter 21: 6-10, Plus handout problems
12	Nov 27-Dec 1	Credit Management Read: Chapter 22 Questions: Chapter 22: 7, 10 – 15, 16, 18, Plus handout problem Mini Case: George Stamper (Chapter 22)
13	Dec 4-8	SPECIAL TOPICS Mergers & Acquisitions Read Chapter 23 Questions Chapter 23: 7, 8, 9, 11 Mini Case: McPhee Food Halls (Chapter 23) Catch-up and Review for Final Exam
	Dec 9	Study Day
		FINAL EXAM DURING DECEMBER EXAM PERIOD December 10-21 TBA CHAPTERS 13-23 Plus 4



Appendix to Course Outlines

Prerequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites. Unless you have either the requisites for this course or written special permission from your Provost and Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Conduct of Students in Classes, Lectures, and Seminars

Membership in the community of Huron University College and the University of Western Ontario implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. The academic and social privileges granted to each student are conditional upon the fulfillment of these responsibilities.

In the classroom, students are expected to behave in a manner that supports the learning environment of others. Students can avoid any unnecessary disruption of the class by arriving in sufficient time to be seated and ready for the start of the class, by remaining silent while the professor is speaking or another student has the floor, and by taking care of personal needs prior to the start of class. If a student is late, or knows that he/she will have to leave class early, be courteous: sit in an aisle seat and enter and leave quietly.

Please see the *Code of Student Rights and Responsibilities* at:

<http://www.huronuc.ca/CurrentStudents/StudentLifeandSupportServices/StudentDiscipline>

Technology

It is not appropriate to use technology (such as, but not limited to, laptops, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and is distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

Academic Accommodation for Medical/Non-Medical Grounds

Students who require special accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at:

http://www.sdc.uwo.ca/ssd/?requesting_acc

(a) Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising

University Senate policy, which can be found at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf,

requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform_15JUN.pdf.

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Provost and Dean. The instructor's decision is appealable to the Provost and Dean.

(b) Accommodation on Medical Grounds for assignments worth less than 10% of final grade: Consult Instructor Directly

When seeking accommodation on medical grounds for assignments worth less than 10% of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. The instructor may **not** collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Provost and Dean. The instructor's decision is appealable to the Provost and Dean.

(c) Non-medical Grounds: Consult Instructor Directly

Where the grounds for seeking accommodation are not medical, the student should contact the instructor directly. Late penalties may apply at the discretion of the instructor. Apart from the exception noted below, academic advisors will not be involved in the process of accommodation for non-medical reasons.

Where a student seeks accommodation on non-medical grounds where confidentiality is a concern, the student should approach an academic advisor with any documentation available. The advisors will contact the instructor after the student's request is received, and will outline the severity and duration of the challenge without breaching confidence. The student will be informed that the instructor has been notified that significant circumstances are affecting or have affected the student's ability to complete work, and the student will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. Before denying a request for accommodation where documentation has been submitted to an academic advisor, the instructor will consult with the Provost and Dean. The instructor's decision is appealable to the Provost and Dean.

Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Statement on Academic Integrity

The International Centre for Academic Integrity defines academic integrity as "a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behaviour that enable academic communities to translate ideals to action." (CAI Fundamental Values Project, 1999).

A lack of academic integrity is indicated by such behaviours as the following:

- Cheating on tests;
- Fraudulent submissions online;
- Plagiarism in papers submitted (including failure to cite and piecing together unattributed sources);
- Unauthorized resubmission of course work to a different course;
- Helping someone else cheat;
- Unauthorized collaboration;
- Fabrication of results or sources;
- Purchasing work and representing it as one's own.

Academic Integrity: Importance and Impact

Being at university means engaging with a variety of communities in the pursuit and sharing of knowledge and understanding in ways that are clear, respectful, efficient, and productive. University communities have established norms of academic integrity to ensure responsible, honest, and ethical behavior in the academic work of the university, which is best done when sources of ideas are properly and fully acknowledged and when responsibility for ideas is fully and accurately represented.

In the academic sphere, unacknowledged use of another's work or ideas is not only an offence against the community of scholars and an obstacle to academic productivity. It may also be understood as fraud and may constitute an infringement of legal copyright.

A university is a place for fulfilling one's potential and challenging oneself, and this means rising to challenges rather than finding ways around them. The achievements in an individual's university studies can only be fairly evaluated quantitatively through true and honest representation of the actual learning done by the student. Equity in assessment for all students is ensured through fair representation of the efforts by each.

Acting with integrity at university constitutes a good set of practices for maintaining integrity in later life. Offences against academic integrity are therefore taken very seriously as part of the university's work in preparing students to serve, lead, and innovate in the world at large.

A university degree is a significant investment of an individual's, and the public's, time, energies, and resources in the future, and habits of academic integrity protect that investment by preserving the university's reputation and ensuring public confidence in higher education.

Students found guilty of plagiarism will suffer consequences ranging from a grade reduction to failure in the course to expulsion from the university. In addition, a formal letter documenting the offence will be filed in the Provost and Dean's Office, and this record of the offence will be retained in the Provost and Dean's Office for the duration of the student's academic career at Huron University College.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

Policy on Special Needs

Students who require special accommodation for tests and/or other course components must make the appropriate arrangements with the Student Development Centre (SDC). Further details concerning policies and procedures may be found at:

http://www.sdc.uwo.ca/ssd/?requesting_acc

Attendance Regulations for Examinations

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Provost and Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Provost and Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Provost and Dean of the Faculty offering the course will communicate that decision to the Provost and Dean of the Faculty of registration.

Class Cancellations

In the event of a cancellation of class, every effort will be made to post that information on the Huron website, <http://www.huronuc.ca/AccessibilityInfo> ("Class Cancellations").

Mental Health @ Western

Students who are in emotional/mental distress should refer to Mental Health @ Western

<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

Academic Advising

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation [see above], students should contact an Academic Advisor in Huron's Student Support Services (huronsss@uwo.ca). An outline of the range of services offered is found on the Huron website at:

<http://www.huronuc.ca/CurrentStudents/AcademicAdvisorsandServices>

Department Chairs and Program Directors and Coordinators are also able to answer questions about their individual programs. Their contact information can be found on the Huron website at:

<http://www.huronuc.ca/Academics/FacultyofArtsandSocialScience>