



TELFER

ÉCOLE DE GESTION TELFER SCHOOL OF MANAGEMENT

# BUSINESS ANALYTICS

## ADM2302 A FALL | 2020

Professor	Rim Jaber
Office	DMS 6110
E-Mail	<a href="mailto:jaber@telfer.uottawa.ca">jaber@telfer.uottawa.ca</a>
Office Hours	On Zoom announced weekly on Brightspace ; or right after a synchronous class for quick questions/comments; or by appointment
Class Location	Adobe Connect
Class Hours	Monday 8:30 – 9:50 and Thursday 10:00 – 11:20
Teaching Assistant	Parisa Keshavarz ( <a href="mailto:pkesh064@uottawa.ca">pkesh064@uottawa.ca</a> )
Prerequisite(s)	ADM1370 or CSI1306 or ITI1120; MAT 1302
Program of study	BCom mandatory course

## COURSE DESCRIPTION

This course provides an overview of the nature and application of decision models and business analytics using management science (MS)/operations research (OR) methods with emphasis on applications in different areas of business. Students will be introduced to the field by examining a survey of practical problems that are resolved using the methods of business analytics to be presented in this course. The scientific method of problem solving will be presented, with emphasis on the elements of problem formulation, modeling, and analysis of results.

Quantitative, “deterministic” models for allocation of resources will be examined in detail, including techniques most commonly used in modern business: linear, integer and binary programming, as well as an introduction to the class of “nondeterministic” problems using the techniques of project management and decision analysis. Emphasis is on (i) the formulation of practical quantitative problems, (ii) the solution of problems using basic algorithms with the aid of Microsoft Excel Solver add-in, and (iii) the interpretation of results of model solutions as one would do as manager of an enterprise.

Course Deliverable	Due Date	Weight on Final Grade
Quizzes	Announced in class and on Brightspace	15%
<i>Assignments</i>	Due <b>prior to 23:59</b> on the following days:  (1) Thursday October 8 (7%) (2) Sunday November 15 (7%) (3) Sunday December 6 (6%)	20%
<i>Midterm</i>	<i>Saturday October 24 from 1:00 to 3:30 p.m.</i>	25%
<i>Final Exam</i>	Online Final exam date and time to be determined as per the published University schedule, December 10 to 22, 2020	40%

## COURSE CONTRIBUTION TO PROGRAM LEARNING GOALS

This course contributes to the attainment of several of the B.Com. Learning Goals, mainly Learning Goal 2 (LG2).

Goal	Description	Link to ADM2302
LG1	Understand, apply and integrate core management disciplines	Identifying and structuring problems in organizations
LG2	Demonstrate Critical Thinking and Decision Making Skills	Problem formulation, solution, and recommendation in linear applications
LG3	Demonstrate leadership, interpersonal and communications skills	Presentation of individual written assignments, and participation in virtual classroom discussions.
LG4	Apply high standards of integrity, ethics and social responsibility	Preparation of individual assignments, assessments (quizzes or exercises) and exams.

## COURSE LEARNING OBJECTIVES

The objective of this course is to learn the fundamental approach to solving problems in organizations known as the “scientific method of problem solving”. Students will learn to apply this method including the logical formulation, mathematical model construction, testing and validation of results, and sensitivity analysis processes involved in problem resolution. Students

will be required to formulate and analyze quantitative problems, interpret the results of specific mathematical models presented in class, and improve their communication skills for identifying, structuring, and recommending solutions to business problems. Assignments and exams/quizzes will be the means by which students will apply the techniques learned in class and communicate problem resolutions.

## TEXTBOOK/COURSE PACKAGE

COURSE MATERIALS	WHERE TO GET IT
<p><b>Readings from Text:</b> Custom eBook. Hillier, <i>Business Analytics</i>, 1<sup>st</sup> CUSTOM edition, ISBN 9781260310764.</p> <p>*Note: the content of this <b>custom eBook</b> is derived from Hillier, Frederick S., and Mark S. Hillier. 2019. <i>Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets</i>, 6/e. McGraw-Hill.</p>	<p>The University Bookstore website, either by searching the ISBN, or by looking up the course code</p> <p><a href="https://www.bkstr.com/ottawastore/home">https://www.bkstr.com/ottawastore/home</a></p>
<p><b>Readings Online (BrightSpace):</b> Whenever a topic is NOT included in the Custom eBook, a link or a pdf file will be provided.</p>	<p>Course Website: <a href="https://uottawa.brightspace.com/">https://uottawa.brightspace.com/</a></p>
<p><b>Class notes</b> are in the form of PowerPoint presentations (.pptx), Word documents (.docx), Excel spreadsheets (.xlsx) and Adobe Acrobat (.pdf) files as well as videos.</p>	<p>Course Website: <a href="https://uottawa.brightspace.com/">https://uottawa.brightspace.com/</a></p>
<p><b>Supplementary materials</b> to the text are available to provide the full range of resources of interest to students. In addition to providing access to supplementary text material (both supplements to book chapters and additional chapters), this website provides solutions to the "solved problems" (additional examples) that are included at the end of each chapter. For each spreadsheet example in the book, a live spreadsheet that shows the formulation and solution for the example is also provided in the website for easy reference and for use as a template. (At the end of each chapter, the page entitled "Learning Aids for This Chapter" lists the Excel files and other resources that are relevant for that chapter.) Information about accessing the book's software is included.</p>	<p>Student Online Learning Center <a href="http://www.mhhe.com/Hillier6e">www.mhhe.com/Hillier6e</a></p>

## COURSE SCHEDULE

Week	Lecture Topics	Textbook Readings <sup>1</sup>	Assignments	DGD Problems
<b>1</b> September 10	Course Organization; Introduction to BA &MS	Introduction to BA: Link provided on Brightspace. Chap 1, pp. 1-20		<u>None</u>
<b>2</b> Sept. 14 & 17	Introduction to Linear Programming (LP) LP Graphical Method	Chap 2, pp.24-39 Suppl. Chap 2, pp.65-83		<u>Chap 1</u> : #1, 2, 3, 4, 6
<b>3</b> Sept. 21 & 24	LP Solutions: Excel Spreadsheets; LP Formulation and Applications	Chap 2, pp.39-55 Appendix A, pp. 177-182 Chap 3, pp. 90-121, 128-131		<u>Chap 2</u> : #2, 3, 6, 9, 17 <u>Suppl. Chap 2</u> : #23
<b>4</b> Sept. 28 & Oct. 1 <sup>2</sup>	LP Formulation and Applications	Chap 3, pp.90-121, 128-131 Chap 4, pp.150-173		<u>Chap 3</u> : #1, 3, 7, 9, 11
<b>5</b> October 5 & 8	What-If / Sensitivity Analysis for LP	Chap 5, pp. 183-219	<b>Assignment 1: Graphical &amp; LP Formulation &amp; Excel</b> Due: Thursday Oct. 8	<u>Chap 3</u> : #15, 19 <u>Chap 4</u> : #2, 7, 10
<b>6</b> October 15	What-If / Sensitivity Analysis for LP	Chap 5, pp. 183-219		
<b>7</b> October 19 & 22	Special Case LPs: Transportation and Assignment Problems	Chap 3, pp.121-128 Chap 15, pp.235-292		<u>Chap 5</u> : #1, 6, 7, 10 Midterm review
<b>Midterm Exam on Saturday October 24 from 1:00 p.m. to 3:30 p.m.</b>				
<b>Reading Week (October 25-31)</b>				
<b>8</b> November 2 & 5	Integer and Binary Programming	Chap 7, pp. 307-331 Sup. Chap 7 on BrightSpace		<u>Chap 3</u> : #16, 18 <u>Chap 15</u> : # 7, 15, 20
<b>9</b> November 9 & 12	Integer and Binary Programming Continued Decision Analysis I: Tables	Chap 9, pp.377-384 Suppl. Chap 9, pp. 439-447	<b>Assignment 2: Transportation, Assignment &amp; BIP</b> Due: Sunday Nov. 15	<u>Chap 7</u> : # 2, 3, 7, 11, 17
<b>10</b> Nov. 16 & 19 <sup>3</sup>	Decision Analysis II: Tree and Value of Information	Chap 9, pp. 384-423		<u>Chap 9</u> : # 4, 9, 21, 25
<b>11</b> Nov. 23 & 26	Decision Analysis Cont'd Project Scheduling: CPM	Chap 16, pp. 448-471		<u>Chap 9</u> : #22, 23, 26
<b>12</b> Nov. 30 & Dec. 3	Project Scheduling: CPM and PERT	Chap 16, pp. 472-480	<b>Assignment 3: Decision Analysis &amp; Project Scheduling</b> Due: Sunday Dec. 6	<u>Chap 16</u> : #1, 4, 5,
<b>13</b> December 7 & 9 <sup>4</sup>	Project Crashing and Costs Review for the Final Exam	Chap 16, pp. 481-509		<u>Chap 16</u> : # 11, 13, 17, 19

<sup>1</sup> Page numbers refer to custom book page number (page # showing at the bottom of the page in the black circle)

<sup>2</sup> The last day to withdraw from a course and receive a financial credit is October 2.

<sup>3</sup> The last day to withdraw from a course with no financial credit is November 20.

<sup>4</sup> Class time is 8:30 to 9:50 a.m. to replace the class cancelled of Monday October 12. As such, two DGD sessions.

## INSTRUCTIONAL METHODS

**We meet synchronously at the beginning of each scheduled class, unless otherwise noted** (see also Brightspace Announcements on page 8). The meetings are held on Adobe Connect, last about one hour and 20 minutes each and typically follow this agenda:

1. Review of the previous lecture's key elements and learning goals.
2. Review of related assessments or exercises.
3. Summary of the current lecture's learning goals.
4. Coverage of key components of the material.
5. Question & answer period.
6. Assessment (quiz or exercise).

Synchronous classes will be recorded and made available on Brightspace. **If a Quiz is included as part of a class, its deadline will be extended to 24 hours after the end of class.** Please follow the same conduct of politeness and professionalism when engaging in class discussions or with your team members. As an essential aspect of **academic integrity, do not share any of the details (i.e., link, sign-in information) with anyone outside this section of the course.**

The asynchronous content consists of short videos, slide presentations, spreadsheets, or other material in which specific topics are discussed. It also includes solved exercises, practice problems, and assessments. The files will be made available on Brightspace.

The link to join the synchronous classes ADM 2302 A is below. A Welcome to Adobe Connect e-mail to join the class was sent to you at the beginning of September.

<https://connect2.contactnorth.ca/uoadm2302a0f20/>

For a guided tour of Adobe Connect, please visit: [Adobe Connect Meeting - a Guided Tour](#)

For further information please visit the participants page: [Help for Participant](#)

### Some Technical Information to Consider:

- **Recommended** to use Adobe Connect with **Firefox** or **Chrome** browsers and a wired internet connection for the best experience;
- Have the latest OS updates installed on your computer;
- Have the latest version of Adobe Flash Player installed;
- Ensure that **Skype** and **any applications that could be using your webcam or your microphone** are closed completely before joining the session;
- Have a pair of headphones handy in case you are experiencing/producing echo. Using the headphones should correct the echo if it is produced in part or in full by your connection.

## The Discussion Group (DGD) sessions.

DGD sessions take place every week on Adobe Connect, starting Monday September 21 from 5:30 to 6:50 pm. DGD materials (see also the column of “Extra Problems” in the Weekly Course Schedule) follow the schedule of the material presented in class. A course Teaching Assistant (TA) will lead the DGD to answer students’ questions about the course problems. The TA will be prepared to discuss the solutions to the “Extra Problems” each week (see also Course Schedule on page 4). Students are advised to review questions and present them to the TA in the DGDs for consideration during the 80-minutes period. **Attendance at the weekly DGD sessions is optional.** The TA assigned to the DGD session is: **Parisa Keshavarz** ([pkesh064@uottawa.ca](mailto:pkesh064@uottawa.ca)).

The link to join the synchronous DGD class is below. In addition, a “Welcome to Adobe Connect - Confirmation for ADM2302DGD A” e-mail was sent to you during the first week of September.

<https://connect2.contactnorth.ca/uoadm2302dgdaf20/>

Students are encouraged to use the Brightspace course website “Discussion page” for questions (viewed by all) related to course materials.

## RECORDINGS OF SESSIONS

All synchronous activities will be recorded, implying that your image, voice, and/or name will be disclosed to classmates. Note that by remaining in sessions that are being recorded, you are agreeing to the recording. Also note that these recordings will only be available for viewing, but never for downloading, with the aim of helping those students who wish to review the synchronous sessions.

**Please mute your microphone and turn off your camera** when entering a class on Adobe Connect. You can ask questions during the class using the chat function. There will be a question & answer period at the end of each class during which you can activate your device if you want.

Please be mindful of your surroundings when your camera and microphone are turned on. You may request a pause in a session recording if you wish to share something that you do not want recorded.

The posted recordings of the synchronous classes will include the Q&A period. They will appear on Brightspace shortly after the end of the class. **If a Quiz was administered, it will remain available only for 24 hours.**

## TECHNICAL REQUIREMENTS AND SUPPORT

The course requires you to have a laptop or desktop computer with a reliable, high-speed Internet connection that allows you to watch videos, participate in discussion forums, and upload images. Video conferencing software (Zoom and Adobe Connect) is used for meeting with the instructor-- so you will need to have webcam and audio/voice capabilities through your computer. Zoom and Adobe Connect work on mobile/smart phones as well.

If you experience difficulties with Brightspace or with logins to any uOttawa systems, please **do not** contact the instructor or the course TA until you have tried to solve the problem through the IT supports in place at the University.

For all questions related to Brightspace, call the support line between 8 AM and 8 PM (Eastern) at 1-866-811-3201 OR submit an [online request using this form](#) 24 hours a day.

If you have technical problems with Adobe Connect, please call the **Contact North | Contact Nord Technical Support Hotline, available Monday to Friday from 7:30 a.m. ET – 10:30 p.m. ET at 1-888-850-4628**, and tell the Technical Support Specialist you are an Adobe Connect user. Or e-mail at [support@contactnorth.ca](mailto:support@contactnorth.ca).

For any other IT related issues, please contact [IT services](#). They have a helpdesk that you can call, or you can submit a service ticket with a specific request 24 hours a day.

For problems connecting to the library services, you can also contact the [Morisset Help Desk](#).

## EXPECTATIONS FOR COMMUNICATIONS

### Email

Students are encouraged to use the Brightspace course website “Discussion page” for questions (viewed by all) related to course materials.

Email questions related to assignments should be sent to the Teaching Assistant (Parisa Keshavarz: [pkesh064@uottawa.ca](mailto:pkesh064@uottawa.ca)) or posted on the Brightspace course website “Discussion page” (viewed by all).

Please use [my uOttawa account](#) (see also the 1<sup>st</sup> page of syllabus) only for personal communications. For questions related to the course materials, please post them on “Discussion page”. Use and monitor *your* uOttawa address for all emails, replies, and other course communications. You should also familiarize yourself with the [University’s email policy](#). I will try to respond within 24 hours of reception. For issues that warrant a conversation or discussion, we can meet during the virtual office hours or set up a separate one-on-one meeting on Zoom.

### Email Guidelines

- Always identify the course number and **section** in the subject line.
- Please be professional in your communications.
- Always use your university account. Email from other domains (Hotmail, Gmail) are often treated as spam.
- Always sign your email with your first and last names and include your student number.

### Brightspace Announcements

I will post an Announcement on Brightspace on Sunday mornings. It will summarize what was covered during the previous week and highlight what will be covered in the upcoming week. The Announcement will indicate if that week you will have an asynchronous class. You can receive announcements by email by setting your Brightspace notifications accordingly. Either way, I expect that you will have carefully gone through the Announcement before our first lecture of the week.

### Virtual office hours

The time slots for virtual office hours on Zoom will be confirmed every week in the Sunday announcement. I will also be available right after a synchronous class for quick questions/comments (Adobe Connect). Alternatively, we can schedule a one-on-one meeting at a mutually convenient time.

## **METHODS USED TO EVALUATE STUDENT PERFORMANCE**

Deliverable	Value
Quizzes	15%
Assignments	20%
Midterm Exam	25%
Final Exam	40%
Total	100%

To pass the course students must achieve a combined passing grade of 50% on the Midterm and Final exams (i.e., Midterm + Final must be at least 32.5% out of total value of 65%). Students who do not meet this requirement will receive a failing grade in the course.

**Please note that it is not possible to submit extra course work in order to improve your mark.**

## Quizzes

There will sometimes be Quizzes in class or on Brightspace to make sure you are keeping up with your weekly studies and attending the synchronous classes. The Quizzes must be completed according to the provided guidelines (on BrightSpace) and submitted before the deadline. **The best 6 Quizzes will contribute to your final grade (Each will be worth 2.5%). There is no make-up for those quizzes:** *whatever the reason*, if you do not submit a Quiz on time, you will receive a mark of 0 for it.

## Exams

You will complete the Midterm and Final exams online through Brightspace. Participation in the Midterm and Final Exams is compulsory.

Students will be responsible for all topics covered in class (synchronous and asynchronous), the discussion group (see also Course Schedule “DGD Problems” on page 4), and assignments for testing on the exams. Electronic versions of sample exam questions will be provided with the course material found on the course website.

For the Midterm exam, students will be responsible for all material presented up to and including “What-If / Sensitivity Analysis for LP” (see also Course Schedule on page 4). The duration of the Midterm exam will be **2.5 hours**. The **Midterm exam** will be held on BrightSpace on **Saturday, October 24 from 1:00 p.m. to 3:30 p.m.**

The **Final exam** will be comprehensive, covering all topics including those for the Midterm exam. The duration of Final exam will be **3 hours**.

**The Midterm and Final exams will appear online as per the Time zone in Ottawa EDT. If you are taking the course from a different time zone, it is your own responsibility to make sure you have the correct time marked in your personal calendars. If you show up late (which is logged in on Brightspace) for any exam, you will not be allowed extra time.**

Attendance is a key determinant of students’ success. Regardless of your personal attendance decisions, *you are responsible for any information, material, or announcements given in class*. If you decide not to attend class, be sure you are willing to accept the consequences of your actions. In addition, according to school policy, access to the Final exam will not be granted to students who miss more than 9 hours of class. In this course, 9 hours are equivalent to six synchronous classes.

**If you cannot write the Midterm exam on Saturday October 24 or the Final exam**, you must submit a deferred exam application and a medical certificate form to the Student Services Centre ([undergraduate@telfer.uottawa.ca](mailto:undergraduate@telfer.uottawa.ca)) within five business days following the date of the exam. Please visit the [following webpage to download](#) the deferral request form and carefully read the directives. The Telfer School reserves the right to accept or refuse the reason.

## Assignments

There are three (3) assignment deliverables throughout the semester. Assignments must be submitted **individually**. All assignments are to be submitted electronically as a single Word document file via Brightspace course website by the due date. The front page of the Word document has to include the title of the assignment and the student name and number. The second page is the SIGNED Statement of Integrity. Electronic submission must be made prior to 23:59 of each due date. (see also the Course Schedule on page 4). Assigned exercises emphasize aspects of the course material. Assignments will be made available electronically through the course website.

Submitted assignments must be typed (i.e. **cannot be hand written**), neat, readable, and well organized. **Assignment marks will be adjusted for sloppiness, poor grammar, spelling mistakes, technical errors as well as wrong formats such PDF files.** Submitted assignment solutions (if applicable) must include “managerial statements” that communicate the results of the analyses in plain language.

**E-mail questions related to the assignment should be sent to the Teaching Assistant (Parisa Keshavarz: [pkesh064@uottawa.ca](mailto:pkesh064@uottawa.ca)) or posted on the Brightspace course website “Discussion page” (viewed by all).**

The best way to proceed with a Brightspace submission is to use MS Word for your assignment, to insert all tables/graphs in the document, and then to save and submit ONE Word document. While the regular Solver add-in that comes with Excel can be used, it is recommended to use the OpenSolver add-in as it is capable of solving much larger problems.

Assignments without signature on the Statement of Integrity will not be marked. The corresponding document is attached to this course outline (see also page 15)

Students are asked to read the statement: “Beware of Academic Fraud” attached to this course outline and to consult and familiarize themselves with the University of Ottawa Academic Integrity website: <http://web5.uottawa.ca/mcs-smc/academicintegrity/home.php>.

## GRADE REVISION POLICY

From time to time, students have legitimate concerns about marks they have received on an assignment or exam. It is important to understand that you do have recourse if you feel that any paper handed back to you has not been marked appropriately for the work you have submitted.

If you ever feel this way during this course, you must embark upon the following procedure within one week of the paper 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 assignment solutions and marking scheme, class notes, excerpt in the textbook, etc., supporting your claim.

2) After completing #1 above, you must submit the deliverable with your comments back to the TA for assignment and Professor for the Exams within one week of the deliverable grade being posted.

3) If a paper is not resubmitted following the above guidelines, the TA or the Professor will regard the mark as originally assigned to be Final.

**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, ASSIGNMENTS, FINAL EXAM, OR COURSE MARKS. **THE WEIGHT ON FINAL GRADES OF THE EXAMS AND THE ASSIGNMENTS CANNOT BE CHANGED FROM WHAT IS OUTLINED ABOVE.**

## **EXPECTATIONS FOR STUDENT PARTICIPATION**

We will be using “Adobe Connect” for live classes (i.e. connect synchronously). Please follow the same conduct of politeness and professionalism when engaging in class discussions or with your team members. As an essential aspect of **academic integrity**, do not share any of the details (i.e., link, sign-in information) with anyone outside this section of the course.

The posted recordings of the synchronous classes will include the Q&A period. They will appear on Brightspace shortly after the end of the class. **If a Quiz was administered, it will remain available only for 24 hours.** Participation in the synchronous online sessions will be measured via Quizzes (refer to page 8).

---

## **COURSE POLICIES**

### **PREVENTION OF SEXUAL VIOLENCE**

The University of Ottawa is committed to a safe and healthy campus for work, for study and for campus community life for all members of the University community. The University, as well as various employee and student groups, offer a variety of services and resources to ensure that all uOttawa community members have access to confidential support and information, and to procedures for reporting an incident or filing a complaint. For more information, please visit uOttawa [Sexual violence: support and prevention](#).

## CLASS AND EXAM ATTENDANCE

Class attendance is expected and is necessary to successfully complete this course.

Students are expected to submit all course deliverables as scheduled according to this Course Outline. Medical absences (with the appropriate medical certificate) or students with accommodations from SASS are the only acceptable reasons for failure to submit an assignment or an exam by its deadline. For a missed Midterm and Final examination, medical certificates must be submitted along with a deferred exam application and a medical certificate form to the Student Services Centre ([undergraduate@telfer.uottawa.ca](mailto:undergraduate@telfer.uottawa.ca)) within five business days following the date of the exam. **Please visit the [following webpage to download](#) the deferral request form and carefully read the directives.** The Telfer School reserves the right to accept or refuse the reason.

*Religious absences:* If a religious holiday or a religious event will force you to be absent during an evaluation, it is your responsibility to inform your professor as early as possible.

According to school policy, access to the Final exam will not be granted to students who miss more than 9 hours of class. In this course, 9 hours are equivalent to six synchronous classes.

## INTELLECTUAL PROPERTY

All forms (printed, digital, etc.) of course materials prepared by the instructor (including e-mailed or Brightspace content) are protected by copyright. This covers all files, assessments, solutions, cases, and other materials. Copying, scanning, photographing, posting, or sharing by any means is a violation of copyright and will be subject to appropriate penalty as prescribed by University of Ottawa regulation.

## ACADEMIC INTEGRITY

Academic Regulation 14 defines academic fraud as “*any act by a student that may result in a distorted academic evaluation for that student or another student. Academic fraud includes but is not limited to activities such as:*

- a) *Plagiarism or cheating in any way;*
- b) *Submitting work not partially or fully the student’s own, excluding properly cited quotations and references. Such work includes assignments, essays, tests, exams, research reports and theses, regardless of whether the work is written, oral or another form;*
- c) *Presenting research data that are forged, falsified or fabricated;*
- d) *Attributing a statement of fact or reference to a fabricated source;*
- e) *Submitting the same work or a large part of the same piece of work in more than one course, or a thesis or any other piece of work submitted elsewhere without the prior approval of the appropriate professors or academic units;*

- f) *Falsifying or misrepresenting an academic evaluation, using a forged or altered supporting document or facilitating the use of such a document;*
- g) *Taking any action aimed at falsifying an academic evaluation.”<sup>1</sup>*

The Telfer School of Management does not tolerate academic fraud. Please familiarize yourself with [this guidance](#).

---

## STUDENT SUPPORT SERVICES

### ACADEMIC ACCOMMODATIONS FOR STUDENTS WHO NEED ADAPTIVE MEASURES

Students who have a disability or functional limitation and who need adaptive measures (changes to the physical setting, arrangements for exams, learning strategies, adaptive technologies, etc.) to progress or participate fully in university life should contact [Academic Accommodations Service](#) (SASS) by:

1. email at [adapt@uottawa.ca](mailto:adapt@uottawa.ca) or by calling at **613-562-5976**;
2. logging into the [Academic Accommodations Portal \(Ventus\)](#) and completing the intake form

The Academic Accommodations Service offers services and implements measures to break down barriers to learning for students with physical or mental health issues, visual impairments or blindness, hearing impairments or deafness, permanent or temporary disabilities, or learning disabilities.

The **Academic Accommodations service** works collaboratively with our university community and stakeholders to facilitate the academic accommodation process. To consult the policy, visit the [Academic Regulation I-16 - Academic Accommodations](#).

The academic accommodation process is a collaborative process and a shared responsibility among all parties involved. Our role in the academic accommodation process is to assess, establish, and implement appropriate academic accommodations for students who have a temporary or permanent disability.

Students who need academic accommodations are encouraged to [contact SASS](#) as soon as possible.

## CODE OF CONDUCT

The University of Ottawa will not tolerate any act of sexual violence. This includes acts such as rape and sexual harassment, as well as misconduct that take place without consent, which includes cyberbullying. The University, as well as various employee and student groups, offers a variety of services and resources to ensure that all uOttawa community members have access to confidential support and information, and to procedures for reporting an incident or filing a complaint. For more information, please visit <http://www.uOttawa.ca/sexual-violence-support-and-prevention>

## WRITING RESOURCES

When working on any of your written assignments, please keep in mind that all written submissions are expected to be grammatically sound and make appropriate use of research where applicable on how to avoid Academic Fraud. Regarding writing quality, see the information on University of Ottawa Writing/Learning resources below for further assistance:

- The [Academic Writing Help Centre](#), University of Ottawa.
- *The Elements of Style* (Strunk & White). Also available at the library.
- [APA style](#).

## OTHER U OTTAWA SERVICES THAT YOU MIGHT FIND USEFUL

- Career Services:
    - [Telfer Career Centre](#)
    - [U Ottawa Career Services](#)
  - [Counselling Service](#)
-

# PERSONAL ETHICS STATEMENT CONCERNING TELFER SCHOOL ASSIGNMENTS

## Individual Assignment:

By signing this Statement, I am attesting to the fact that I have reviewed the entirety of my attached work and that I have applied all the appropriate rules of quotation and referencing in use at the Telfer School of Management at the University of Ottawa, as well as adhered to the fraud policies outlined in the Academic Regulations in the University's Undergraduate Studies Calendar [Academic Fraud Webpage](#).

---

Signature

---

Date

---

Last Name (print), First Name (print)

---

Student Number