



SYLLABUS

FINANCIAL MANAGEMENT

Dr Carolina Valiente
Contact Hours: 45
Language of Instruction: English

LONDON, ENGLAND

COURSE OBJECTIVES

This course presents the basic principles of financial management and applies those principles to some of the major decisions facing a corporation. Valuation is a central theme in finance, so we spend much of the course learning to value uncertain future cash flows. We then use principles of valuation to discuss the criteria for sound financial decision-making, the analysis of risk, and a corporation's financing mix. At the end of the course you should be able to:

1. Perform an NPV analysis of a proposed investment project. This involves deriving the free cash flow generated by the project and specifying the required rate of return.
2. Apply the principles that link the concepts of required (minimum acceptable) rate of return and risk to investment analysis, for both corporate and personal investment.

In other words, you should leave this course with a better understanding of how corporations make financial decisions, and better prepared to think about your personal finances.

INSTRUCTIONAL METHODOLOGY

The sessions combine introductory lectures, student presentations, discussions and group work as well as the use of videos and articles. Students will be expected to actively prepare for all classes. The lessons are highly participative.

COURSE READING

Berk, DeMarzo, & Harford (2015). *Fundamentals of Corporate Finance, Global Edition*, Pearson. England.

Suggested Material:

- *The Wall Street Journal*
- *Bloomberg BusinessWeek*
- *The Economist*.

- *The Financial Times.*
- *The Wall Street Journal.*
- *Other readings will be recommended during the term.*
- *Videos and other resources will be used and recommended during the term. Please, check with your tutor for recommendations every week*

METHOD OF EVALUATION (GRADING)

Your course grade is based on attendance, class participation, homework assignments, a case project, a midterm exam, and a comprehensive final exam. Your course grade will be computed as follows:

- Class Participation 20%
- Case Study 25%
- Midterm Examination 25%
- Final Examination 30%

GRADES

Final grades will be decided as follows (final scores will not be rounded):

A	93.00-100%
A-	90.00-92.99%
B+	87.00-89.99%
B	83.00-86.99%
B-	80.00-82.99%
C+	77.00-79.99%
C	73.00-76.99%
C-	70.00-72.99%
D+	67.00-69.99%
D	63.00-66.99%
D-	60.00-62.99%
F	<60.00%

COURSE OUTLINE

Week-by-week Class Plan

Week 1

Course Overview

The Role of the Financial Manager

Reading: Chapter 1

Corporate Governance

Reading: Special material.

Week 2

Financial Statements' Analysis

Reading: Chapter 2

Week 3

Visit to the Bank of England or Company. To be Confirmed

Week 4

Time Value of Money: Intro

Reading: Chapter 3

Time Value of Money: Multiple CFs

Reading: Chapter 4

Week 5

Capital Budgeting

Reading: Chapters 8-9

Case Study INTERIM Presentation. To be confirmed

Week 6

Capital Budgeting continued

Reading: Chapter 9

Week 7

Review Session – practice midterm

Visitor Speaker. To be confirmed. Credit risk analysis. A banker's perspective.

Week 8

Reading week. To be confirmed

Week 9

Midterm Examination. To be confirmed

Risk & Return

Reading: Chapter 11

Week 10

Risk & Return

Reading: Chapter 11

Week 11

Case Study Final Presentation and Submission. To be confirmed

Measuring Risk

Reading: Chapter 12

Week 12

The Cost of Capital (WACC)

Reading: Chapter 13

Interest Rates

Reading: Chapter 5

Week 13

Bonds: Introduction and Valuation

Reading: Chapter 6

Stock: Introduction and Valuation

Reading: Chapter 7

Short Review

Week 14**Final examination. To be confirmed**

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APPENDICES

- 1) Instructor Contact Details
- 2) Summary of Calendar and Co-Curricular Activities
- 3) Description of Assessments
- 4) ASSIGNMENT- Case Study Per Group
 - 4.a) 4.a) CONTENT OF THE CASE STUDY
 - 4.b) STRUCTURE OF THE WRITTEN REPORT -Guidelines Per group
 - 4.c) CHECKLIST OF COMMENTS – Per Group
 - 4.d) SELF-ASSESSMENT – Individual Reflections
 - 4.e) SELF-ASSESSMENT – How did the group work together?
 - 4.f) MARKING SCHEME FOR PRESENTATIONS – Group Presentation
- 5) University Policies and Resources

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1) INSTRUCTOR CONTACT DETAILS:

Email: cvlifs@yahoo.com

Contact phone number: 07931746363

Office Hours: Appointments to be made in advance via email.

2) SUMMARY OF CALENDAR AND CO-CURRICULAR ACTIVITIES

Indicative Calendar of Study:

	Topic and chapters	Assessment and Activities
Week 1	The Role of the Financial Manager Corporate Governance	
Week 2	Financial Statements' Analysis	
Week 3		Visit to the Bank of England or Company. To be Confirmed
Week 4	Time Value of Money	
Week 5	Capital Budgeting	Case Study INTERIM Presentation. To be confirmed
Week 6	Capital Budgeting	
Week 7	Review Session – practice midterm	Visitor Speaker. To be confirmed. Credit risk analysis. A banker's perspective.
Week 8		
Week 9	Risk & Return	Midterm Examination (25%). To be confirmed
Week 10	Risk & Return	
Week 11	Measuring Risk.	Case Study (25%)- Final Presentation and Submission. To be confirmed
Week 12	The Cost of Capital (WACC) Interest Rates.	
Week 13	Bonds: Introduction and Valuation Stock: Introduction and Valuation	
Week 14		Final Exam (30%)

- 2.a) Visit to the Bank Of England or Company
Week 2: To be confirmed. Questionnaire to be answered.
- 2.b) Visitor Speaker.
Week 7: To be confirmed. Credit risk analysis. A banker's perspective.

3) DESCRIPTION OF ASSESSMENTS

Mid-Term (25% of final grade)

The Mid-term exam comprises multiple choice/complete/true-false questions and an essay-type question containing topics discussed between Week 1 and 6. The purpose of this exam is to provide confirm an understanding and critical views of the class material, visit, visor speaker presentation. The exam will be straightforward for students who have done the reading and participated actively during the lessons. The exam will be carried out on paper, students therefore need to bring pens and a non-programmable calculator to the class to take the exam.

Presentations (and supporting report on Case Study) (25% of final grade)

The presentations will be carried out per group. The presentations will be each about 10-15 minutes long and will be part of the normal class routine. Each group will choose one company as specified in the terms of reference (see Appendix), carry out their own research and reading, and will have to complement their topic with relevant data from the selected company and government sites, official and (financial) analyst's material. The emphasis is on making a critical analysis and communicating it clearly.

A copy of the Presentation together with the final Report on the Case Study must be sent via email to: cvlifs@yahoo.com no later than the specified deadline at 10pm.

Final Exam (30% of final grade)

The final exam will be administered during class time on the final day of the course as indicated on the course calendar. During the exam, students may have out pencils, pens, erasers, a ruler or straight edge, and a non-programable calculator. The final exam is CUMULATIVE, therefore it will comprise multiple choice/complete/true-false questions and an essay-type question containing topics discussed between Week 1 and 13.

Any device that could possibly be connected to the Internet is **prohibited** (i.e. cell phones, tablet devices, laptops, etc.).

The exam is intended to test levels of learning attained by the students throughout the term. The exam primarily test students' ability to apply terms and concepts to analyze and evaluate problems related to financial management as covered in the Syllabus. The exam questions will be drawn from in-class activities, lecture slides, visit and visitor, case study and required reading.

Extra Credit

Students can earn up to 5 extra credits for class participation (20 % of final grade). 5 extra credits will be awarded for **excellent** class participation throughout term.

4) ASSIGNMENT- Case Study - Per Group.**FINANCIAL MANAGEMENT**

1. Students organized in groups of no more than four, will select a company as a case study. The analysis to be carried out comprises the analysis of performance and the company's approach to crucial factors that affect it currently (see Content of the Case Study below).
2. Students should discuss the choice of their company with the lecturer well before the submission date.
3. The Case Study will be:
 - a. Orally presented to the class using slides

The slides should include well-labelled diagrams and appropriate references and quotations whenever necessary. A copy of the slides presented (showing date and sources of information, is to be handed in at the beginning of the presentation).

- b. A written Report (with self-assessment forms) will be submitted to the tutor on the date of the final presentation.

4.a) CONTENT OF THE CASE STUDY

Submission date:

Week 3 – Interim (highlights) presentation: Tuesday 17/04/18, 9 am.

Week 6 – Final Presentation and submission: Wednesday 09/05/18, 9 am.

The group will present the case of a company/firm that has been studied through the course.

Requirements:

- You should obtain Latest Financial statements and Annual Reports from the company/firm's website, this can be either the Annual or Latest Quarterly reports. Confirm that you have the Income Statement, Balance Sheet and Cash flow in hard or soft copy by week 3.
- Prepare an independent analysis of the company/firm's performance by looking at its Financial Ratios covering Liquidity Balance Sheet and Profitability, main sources of revenues, changes in levels of funding via debt (short and long term), and equity for at least three years that are comparable from the statements acquired. Note the full workings must be shown the formulae, extracted data and results, and the interpretation of these.
- You are also required to monitor the share prices over the period, and to comment on the shown trends and on any other relevant financial and non/financial information regarding events affecting the company/firm over the analyzed period.

The output will be a short Group Report (See structure details below) containing an overview of the performance of the company/firm, its main activities, variations on its financial position (Appendix Ratios and Share prices), summary of any information regarding the relations between the managers and its stakeholders (Corporate Governance issues), summary of main strengths and weaknesses,

and a brief recommendation ascertaining whether there are any good reasons to make an investment on the company based on this reason.

Each group will present a 10 minute (approx. 8 slides), of the most important matters raised by the analysis of the selected company/firm (Please, submit a soft copy of your slides). The Group Report will have a max. of 2000 words (without including front page, Content, Abbreviations, Abstract, References, Bibliography and Appendices).

The final marks will include Slides, Presentation and Group Final report. These marks will be awarded out of 100% and represent 25 % the overall final mark of this course.

4.b) STRUCTURE OF THE WRITTEN REPORT- PER GROUP

A sample of a standard format is as follows (Please, tick Checklist in the Self-Assessment forms attached below, to be sure that you have complied with all the requirements).

COVER PAGE (NOT included in word counting)

- The title of the report. This must condense what its content is in one short sentence.
- Name of the course for which the report is written.
- Date of the report.
- Full name of participants.
- Word counting.

CONTENT (NOT included in word counting)

List of the main sections and subdivisions with their corresponding page numbers.

ABBREVIATIONS (NOT included in word counting)

List of abbreviations used in the Report, if required.

ACKNOWLEDGEMENTS (NOT included in word counting)

If relevant, the names of colleagues and other individuals who have assisted the research or the writing of the report. This section is normally included at the foot of the content page.

ABSTRACT (NOT included in word counting)

One brief summary paragraph presenting the objective of the research and the main attained conclusion.

INTRODUCTION

It is a compact account on:

- The rationale for preparing the report.
- the aim of the research/analysis (e.g., reasons for the choice of a particular company),
- background/general data and facts (on the company and/or on similar companies, which may have motivated your research),
- brief highlights of the Report's structure.

METHODOLOGY

This section explains the main steps you followed to carry out the research and to write the Report. This is an overview on how your group did handle the research.

LITERATURE REVIEW

Define the main concepts and theoretical relationships you use in the Report. This section focus on the financial management theory, but it may also contain a summary of previous research that has been carried out on the company, and which is relevant as a framework for the Report presented now.

RESULTS/ANALYSIS AND FINDINGS

It is the core and longest part of the report. It integrates the examination of evidence, explanations and controversies applicable to the company. It contains the information and figures that allow a discussion on the subject and the presentation of a clear line of reasoning.

Focus on the main operational, risks and financial performance/challenges the company has faced in the last years and the potential ones to be present in the near future. Pay attention to financial data and at the concrete decisions that the company has made to overcome financial difficulties, to reducing costs, or to improve profitability, to deal with trade war issues, etc.

This part of the report is usually presented in sections with their corresponding labels. Statements must be justified by using appropriate information (i.e., using graphs, tables and very specific quotations).

Tables and graphs must be numbered and have self-explanatory labels, figure identification and legend. All sources of external information must be specified in detail, particularly when using quotations, data or reports. All Tables, Graphs and Quotations taken from other authors/publications must be appropriated noted using "in-text" references.

CONCLUSIONS AND RECOMMENDATIONS

Final part of the report that summons main focal points. The conclusions should be a logical and explicit consequence firstly, of the aim expressed in the introduction, and secondly, of the analysis contained in the previous part of the report.

Conclusions should link the theory (Literature Review) with the Results/Analysis.

Conclusions should not introduce any new information or evidence. They concentrate on the main variables examined, main suggestions about the roots of the problem, and potential forecast/solutions to the problem.

Constraints on the information/research should be referred to, indicating areas for further work/research, with suggestions about the nature and scope of the company's financial activities and operatyions.

Specific recommendations must indicate the suggested course of action to solve the company's problem/challenges. They relate directly to the conclusions.

APPENDICES (NOT included in word counting)

Comprises documents and information that substantiate the observations and considerations made in the report. They may include tables of statistics that were used to produce ratios and graphs, copies of relevant articles/reports, questionnaires, etc.

REFERENCES (NOT included in word counting)

List of all web pages, books, journal articles, etc. consulted for the preparation of the report.

USEFUL LINKS FOR REFERENCING

- UK Essays (n.d.) Harvard Referencing Guide, Available on-line at: <https://www.ukessays.com/referencing/harvard/> [Accessed 28/02/19]
- Anglia Ruskin University (n.d.) Harvard System. Available on line at: <https://libweb.anglia.ac.uk/referencing/harvard.htm> [Accessed 28/02/19]

Issues regarding the Presentation of the report

The appearance of the report must invite its reading and create a positive disposition to its consideration. Care should be given to:

- Flow of arguments.
- Editorial style: labels and headings, paragraph numbering and indenting, the use of capitalization, italics, numbers, abbreviations, formatting characteristics, footnotes, line spacing, chart size and color, etc.
- Pages must be numbered and with a suitable layout.
- Paragraphs should not be too long or complicated. They should be clear and unambiguous.
- Technical language and crucial concepts should be defined either in the main text, in a footnote, or in an appendix (Glossary of Terms).
- Correct grammar and spelling.

Please, remember to click and attach to your Self-Assessment forms to your Slides. These are forms contained in your Guidelines. Have a look at the Marking Scheme for Presentations, below.

REMEMBER also:

- * You may need some support to help you to prepare to write, collect your thoughts, or to edit your writing.
- * The Oral Presentation (including submitted slides) and the Written Report are worth 25% - Most marks will be allocated for appropriate choice of financial data and ratios, articles, relevant concepts and depth of coverage, sound application of financial theory, logical structure. Remaining marks will be allocated for presentation style, language used, structure and referencing. The dynamic and clarity of the presentation, the interaction between fellow team members and their answers to the questions from the rest of the class are especially relevant. For details on the marking please, refer to: 4. MARKING SCHEME FOR PRESENTATIONS, below.
- * Please visit online links for information on the Harvard Referencing Style. Be careful when quoting other people's work within your own Research Paper.
- * Keep a copy of your slides.

4.c) CHECKLIST OF COMMENTS – Per Group

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Name of the Case Study: _____

Date Submitted: _____

ONE form to be submitted (in Word format) per group, with your “Case Study” Report.

(Please select your answers and fill in the appropriate brackets per category)

TITLE AND FRONT PAGE

- Missing Correct Incorrect Vague
 Number of words missing Too short Too long
 The student’s details are missing. Details of Course and/or Lecturer are missing.
 Adequate

ABSTRACT

- Needs the heading 'Abstract' or 'Summary'
 Section missing Too short Too long (max. 200 words) Unclear
 Wrongly placed. It should be at the beginning
 Omits aim - design procedure results - conclusion
 Material which is here belongs elsewhere (e.g.
 Clear Succinct

INTRODUCTION

- Section missing Heading missing
 Too short (min. 300 w) About the right length Too long (max. 1,000 w)
 Rambling and unfocussed
 Does not incorporate a statement of the aim.
 Rationale for study missing
 Some material included here belongs elsewhere. e.g.
 Inappropriate use of references
 Well argued Shows set reading has been done

METHODOLOGY

- The entire section is missing.
 Too much detail Not enough detail
 Gives a clear view of sources of information, procedure, rationale of statistical methods applied, and the way work has been carried out.

DISCUSSION/Analysis/RESULTS

Description of Data

- Missing Too short Put some of this in the Discussion/Analysis/Results
 Good length

Statistics

- You have no/very limited statistical data.
 Verbal description of the data is not clear/ precise.
 Good range of data and clear interpretation of the data.

Tables

- Missing Summary table needed Calculations/raw data should go in Appendix.
 No numbers/titles on tables Untidy No sources/references.
 Neat and properly referenced

Figures/Graphs

- Missing Axes need labelling Key to symbols?
 No numbers/titles on figures (e.g. "Figure 1: Graph of") Untidy
 Neat and properly referenced

- Missing Little evidence that you have done the required reading.
 Too short Too long
 Does not pick up points raised in the Introduction
 Does not relate statistics to the information collected about events. Lack of links between events and tables/graphs.

- Does not establish any critical relationship between the selected topic and the corporate governance and financial analysis theory.
 - Material has been included here which would go better in _____
 - Mention problems with procedure/design
 - Shows an understanding of the figures and results obtained.
 - Relates results from statistics to the news and other events identified in the literature.
 - Interpretation of events is well presented. Discussion is competently organized and argued.
- _____
- Contains some novel and interesting opinions

CONCLUSIONS

- Conclusions are missing Your conclusion is not justified from the data presented
- Conclusions are systematic and reflect on the different parts of the coursework.

REFERENCES

- Section missing.
- Some references are incomplete. The minimum information comprises:
 1. Books and Journals: (a) first author (b) title of article or book (c) title of journal (if relevant) (d) volume number (e) year of publication (f) publisher (books only)
 2. Internet sources: full reference of Web-based sources providing details of author, name of articles/report, date of publication, date of accessing the site.

Please, see Harvard standards on Referencing.

- Some references made in report are not detailed here.
- Some references are inaccurate.
- All peripheral opinions and interpretations have linkages to the data and/or details about sources.
- Satisfactory.

GENERAL

- Poor Fair Good Very good Excellent
- There is no/little/enough evident connection between the statistical analysis and the events quoted in the discussion.
- Too brief overall Too hurriedly written Report not set out in formal order
- Poor spelling Poor grammar Untidy
- Difficult to follow your arguments: muddled. disorganized
- Too long (you need to demonstrate skill in condensing your argument)
- Demonstrates reading beyond set references and extra marks may be awarded for this assignment.
- Overall presentation above average.

FINAL COMMENTS FROM THE STUDENT: (The strengths and weaknesses of this piece of work and the grade it deserves)

COMMENTS FROM THE TUTOR: (The strengths and weaknesses of this piece of work and the grade it deserves) **Grade:** _____

4.d) SELF-ASSESSMENT – Individual Reflections

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REFLECTING ON YOUR REPORT.

To be submitted individually, one separate form per each member of the group, with your “Case Study” Report.

The purpose of this form is:

- 1) To help you to consider whether your arguments were clear and whether they were properly supported by the data and the methodology employed in the assignment.
- 2) To assist the markers of your “Reducing your Footprint” assignment, in providing feedback, which relates to your specific learning needs.
- 3) To obtain an overview on the areas in which you may need support during the second part of the term (e.g., statistics, critical analysis, referencing, use of databases, etc.).

1. Please summarise briefly the central line of argument that you tried to put forward in answer to the assignment’s questions.

2. Things that you did well or tried to do well.

3. Things that were difficult and you were not too happy about.

4. Areas of knowledge you would like to review/ consolidate during semester two (e.g., statistics, critical analysis, referencing, use of databases, etc.).

Your name: _____ **Date:** _____

4.d) SELF-ASSESSMENT – How did the group work together? (*)

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Group Activity

Self and Peer Assessment

Case Study: _____ **Your name:** _____

Date Submitted: _____

To be submitted individually, one separate form per each member of the group, on the day of your final presentation.

Other team members and section each one was responsible for within the assignment:

1 _____ **2** _____ **3** _____

1 _____ **2** _____ **3** _____

On a scale from 1 to 5, please rate your group on the following items

1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree 5 = Couldn't agree more!

All members contributed equally to the project.	1	2	3	4	5
Our group worked well together.	1	2	3	4	5
Disagreements were settled quickly and politely.	1	2	3	4	5
Our group met deadlines and did not procrastinate.	1	2	3	4	5
I felt encouraged by my group members to work on the project.	1	2	3	4	5
I would like to work with this group again.	1	2	3	4	5

I feel that I contributed to my group's success by:

Next time, I would:

(*) Amended form based on "MBA Programme - Group Activity, Self and Peer Assessment V 2.0 05/2008/CS"

4.f). MARKING SCHEME FOR PRESENTATIONS –

Group Presentation:

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1) **Structure of the Presentation** **10%**

2) **Content:** **70 %**

30 %

- 2.1) Evidence of research.
- 2.2) Relevance and quality of issues/data used.
- 2.3) General overview of strategies, main problems and strengths of the specific study case.
- 2.4) Critical relationship between strategies and policies implemented by the company and relevant issues and principles studied in Fundamentals of Finance.

40 %

- 2.5) The impact of financial strategies on cost, competition, and risk profile, profitability and other pertinent issues (e.g., regulations) of the case study.
- 2.6) Meaningful overall evaluation of the financial concerns regarding their impact on the performance/effectiveness of the case study.

3) **Impact:** **10%**

- 3.1) Use of PowerPoint /OHTs
- 3.2) Handouts/supplementary material
- 3.3) Clarity/ pace of delivery
- 3.4) “Executive style” of presentation.
- 3.5) Time management.

4) **Others:** **10%**

- 4.1) Creativity
- 4.2) Debate dynamic.

100% together with

slides and final report, these are equivalent to 25% of total marks

1. Name: _____ . Case Study: _____
 Comments: _____ OVERALL MARK: _____

2. Name: _____ . Case Study: _____
 Comments: _____ OVERALL MARK: _____

3. Name: _____ . Case Study: _____
 Comments: _____ OVERALL MARK: _____

5) University Policies and Resources

University of Portland's Code of Academic Integrity

Academic integrity is openness and honesty in all scholarly endeavors. The University of Portland is a scholarly community dedicated to the discovery, investigation, and dissemination of truth, and to the development of the whole person. Membership in this community is a privilege, requiring each person to practice academic integrity at its highest level, while expecting and promoting the same in others. Breaches of academic integrity will not be tolerated and will be addressed by the community with all due gravity.

Assessment Disclosure Statement

Student work products for this course may be used by the University for educational quality assurance purposes.

Accessibility Statement

The University of Portland endeavors to make its courses and services fully accessible to all students. Students are encouraged to discuss with their instructors what might be most helpful in enabling them to meet the learning goals of the course. Students who experience a disability are also encouraged to use the services of the Office for Accessible Education Services (AES), located in the Shepard Academic Resource Center (503-943-8985). If you have an AES Accommodation Plan, you should make an appointment to meet with your faculty member to discuss how to implement your plan in this class. Requests for alternate location for exams and/or extended exam time should, where possible, be made two weeks in advance of an exam, and must be made at least one week in advance of an exam. Also, you should meet with your faculty member to discuss emergency medical information or how best to ensure your safe evacuation from the building in case of fire or other emergency.

Mental Health Statement

As a college student, you may sometimes experience problems with your mental health that interfere with academic experiences and negatively impact daily life. If you or someone you know experiences mental health challenges at UP, please contact the University of Portland Health and Counseling Center in Orrico Hall (down the hill from Franz Hall and Mehling Hall) at www.up.edu/healthcenter or at 503-943-7134. Their services are free and confidential, and if necessary, they can provide same day appointments. In addition, they make after-hours phone counseling available if you call 503-943-7134 and press 3 outside of business hours. Also know that the University of Portland Public Safety Department (503-943-4444) has personnel trained to respond sensitively to mental health emergencies at all hours. Remember that getting help is a smart and courageous thing to do – for yourself, for those you care about, and for those who care about you.

Non-Violence Statement

The University of Portland is committed to fostering a community free from all forms of violence in which all members feel safe and respected. Violence of any kind, and in particular acts of power-based personal violence, are inconsistent with our mission. Together, we take a stand against violence. Join us in learning more about campus and community resources and reporting options, along with our prevention strategy, Green Dot on our Community Against Violence website, www.up.edu/cav.

Ethics of Information

The University of Portland is a community dedicated to the investigation and discovery of processes for thinking ethically and encouraging the development of ethical reasoning in the formation of the whole person. Using information ethically, as an element in open and honest scholarly endeavors, involves moral reasoning to determine the right way to access, create, distribute, and employ information including: considerations of intellectual property rights, fair use, information bias, censorship, and privacy. More information can be found in the Clark Library's guide to the Ethical Use of Information at libguides.up.edu/ethicaluse.

The Learning Commons

The Learning Commons, located in Buckley Center 163, offers a variety of peer tutoring programs that facilitate your active learning and mastery of skills and knowledge. For questions about the Learning Commons, please send all correspondence to Jeffrey White, Administrator, at white@up.edu. The Learning Commons is a program of the Shepard Academic Resource Center.

Math Resource Center: Monday through Thursday, 6:00 p.m. through 9:00 p.m. during the first week of classes. Regular shifts begin the Sunday after the first week. For a course-specific schedule visit www.up.edu/learningcommons, or the reception desk in BC 163.

Writing Assistance: Start brainstorming ideas for your paper with a Writing Assistant. Visit www.up.edu/learningcommons to access our Writing Center schedule.

The Language Studio: Contact the language assistance hotlines to schedule a time to meet throughout the semester at chinesetutor@up.edu, frenchtutor@up.edu, germantutor@up.edu, or spanishtutor@up.edu.

Economics and Business Tutoring: For support in economics, OTM, finance, accounting, and business law courses, send requests for appointments to your discipline's tutor email hotline: econtutor@up.edu, otmtutor@up.edu, financetutor@up.edu, accountingtutor@up.edu, or bizlaw@up.edu.

Learning Assistance Counselor: Learning assistance counseling is also available in BC 163. The counselor teaches learning strategies and skills that enable students to become more successful in their studies and future professions. The counselor provides strategies to assist students with reading and comprehension, note-taking and study, time management, test-taking, and learning and remembering. Appointments can be made in the on-line scheduler available to all students in Moodle or during posted drop-in hours