



DISCIPLINA ..... : CORPORATE FINANCE - FINANÇAS CORPORATIVAS  
SEMESTRE/ANO:..... : 1º/2021  
DEPARTAMENTO ..... : CFC  
CURSO..... : CMCD - MESTRADO E DOUTORADO EM ADMINISTRAÇÃO  
SEMESTRE CURRICULAR . : 1º semestre  
CARGA HORÁRIA ..... :  30 horas ou  15 horas (selecionar)  
PROFESSOR ..... : PAULO RENATO SOARES TERRA

Tentative

**ATENÇÃO: em função da COVID-19 algumas atividades poderão ser adaptadas para aulas remotas.**

#### DESCRIÇÃO DA DISCIPLINA

**Why should you study Corporate Finance?** Because in the past decades the business environment has relied a lot in innovative financial transactions. Firms face risks that must be mitigated and need to raise capital to explore their investment opportunities. The volume of financial transactions has outgrown the growth rate of GDP in most countries, especially in emerging markets. The increase in the volume of these activities created a demand for more specialized professionals in areas such as treasury management, financial analysis and control, risk management, security analysis, and the overall financial management of firms. Also, Corporate Finance has become of key importance for many strategic decisions of the firms, meaning professionals of marketing, operations, and human resources also need to understand how the financial environment can affect their roles. Besides, Corporate Finance is one of the most interesting and challenging subjects in management!

This course provides a survey of the major financial decisions faced by corporations and their underlying theories. Topics include cost of capital, capital structure, capital budgeting, cash management, payout policy. Common business processes and skills practiced are firm valuation, security analysis, cost of capital calculation.

#### OBJETIVOS DA DISCIPLINA

Os objetivos de aprendizagem da disciplina estão apresentados na tabela abaixo, demonstrando como eles contribuem para os objetivos do CMCDAE.

Objetivos do CMCDAE	Objetivos da disciplina	Grau de contribuição
Métodos qualitativos de pesquisa		○ ○ ○
Métodos quantitativos de pesquisa	– Develop logical-mathematical reasoning skills for solving theoretical problems and their application to understand real business situations	● ○ ○
Conhecimento do tema de pesquisa / teoria	– Understand the relationships between the various agents and financial variables, their interdependencies, and their impact on companies – Master the concepts and application of investment, financing, and dividend decisions	● ● ●
Procedimentos de pesquisa	– Analyze and interpret the results of theoretical and empirical research in corporate finance	● ● ○
Relevância e inovação em pesquisa	– Grasp the theoretical foundations of financial decisions	● ● ○
Elaboração de artigos	– Develop a research proposal	● ● ○
Outros objetivos da disciplina:		

A descrição completa dos objetivos de aprendizagem do CMCDAE e outras informações podem ser encontradas em <https://rebrand.ly/cmae-eaesp> (mestrado) e <https://rebrand.ly/cdae-eaesp> (doutorado).

#### CONHECIMENTO PRÉVIO

In order to succeed in this course, students must have college-level knowledge of the basics of financial management and capital markets. Successful attendance of at least the following graduate course is highly



desirable: Fundamentals of Finance. Also, college-level knowledge of basic statistics and regression analysis is necessary for the successful completion of this course.

#### CONTEÚDO/METODOLOGIA

1. Ownership, Control, and Corporate Governance
2. Cost of Capital and Capital Structure Theory
3. Capital Budgeting and Investment Decisions
4. Cash and Liquidity Management
5. Dividend and Payout Policy
6. Private Equity, Venture Capital, and IPOs

Teaching methods include lectures, class discussion, simulations, and case studies.

#### CRITÉRIO DE AVALIAÇÃO

##### Grading

Quizzes	Quizzes on the book chapters and readings for each class	20%
Assignments	Practice questions assigned by the instructor in class and/or as take-home	20%
Case Studies	Solve and discuss real business cases (written report required)	20%
Research Proposal	Prepare a proposal for a research paper (written report required)	20%
Final Exam	120-minute closed-book exam (calculator and “cheat sheet” allowed)	20%
<b>TOTAL</b>		<b>100%</b>

See more details about grading criteria in Appendix I.

#### BIBLIOGRAFIA (BÁSICA E COMPLEMENTAR)

The subject of this course is way too complex and extensive to be comprehensively covered during lectures only. Therefore, it is absolutely necessary that students read the appointed chapters of a textbook in order to have a clear grasp of the contents. Also, supplementary texts such as newspaper, magazine and journal articles will be appointed whenever necessary. Preferably, such readings should be done before the respective lecture.

- BERK, Jonathan, and DeMARZO, Paul. *Corporate Finance*, 4<sup>th</sup> ed., Pearson, 2017. (an earlier edition of the textbook can be also used in this course.)
- TIROLE, Jean. *The Theory of Corporate Finance*, 1<sup>st</sup> ed., Princeton, 2006.

**Reference textbooks:** sometimes you may need to refresh some of the basic financial concepts that we discuss in class. I suggest the following textbooks in case you need to do so:

- BREALEY, Richard A., MYERS, Stewart C., and ALLEN, Franklin. *Principles of Corporate Finance*, 13<sup>th</sup> ed., McGraw-Hill, 2019.
- BRIGHAM, Eugene F. and EHRHARDT, Michael C. *Financial Management, Theory and Practice*, 16<sup>th</sup> ed., Cengage, 2019.
- ROSS, Stephen A., WESTERFIELD, Randolph W., JAFFE, Jeffrey D., and JORDAN, Bradford D. *Corporate Finance*, 12<sup>th</sup> ed., McGraw-Hill, 2018.

**Cases Studies from Harvard Business Publishing:** in order to have access to case studies and supplementary materials you will receive the respective links by e-mail timely.

**Supplementary materials** such as class notes, magazine and newspaper articles, and academic papers will be either posted on eClass for you to download or informed in the first lecture.

**Newspapers:** I strongly encourage you to regularly read one major business newspaper such as the *Wall Street Journal* or the *Financial Times* to be aware of current developments in finance. (Visit <http://student.wsj.com/> to get your special School-sponsored subscription)



*Additional Readings: (to be completed and updated)*

1. ACHARYA, V. V.; ALMEIDA, H.; CAMPELLO, M. 2007. "Is Cash Negative Debt? A Hedging Perspective on Corporate Financial Policies." JOURNAL OF FINANCIAL INTERMEDIATION 16(4):515-554.
2. ALMEIDA, H.; CAMPELLO, M. 2007. "Financial Constraints, Asset Tangibility, and Corporate Investment." REVIEW OF FINANCIAL STUDIES 20(5):1429-1460.
3. ALMEIDA, H.; CAMPELLO, M.; WEISBACH, M. S. 2004. "The Cash Flow Sensitivity of Cash." THE JOURNAL OF FINANCE 59(4):1777-1804.
4. BARCLAY, M.; SMITH Jr., C. 1995. "The Maturity Structure of Corporate Debt." THE JOURNAL OF FINANCE 50(2):609-631.
5. BECK, T.; DEMIRGÜÇ-KUNT, A.; LEVINE, R. 2003a. "Law, Endowments, and Finance." JOURNAL OF FINANCIAL ECONOMICS 70 (2): 137-181.
6. BECK, T.; DEMIRGÜÇ-KUNT, A.; LEVINE, R. 2003b. "Law and Finance: Why Does Legal Origin Matter?" JOURNAL OF COMPARATIVE ECONOMICS 31(4): 653-675.
7. BENETTI, C.; DECOURT, R.; TERRA, P. R. S. 2010. "Corporate Finance Practice in Brazil: A Survey." Unpublished Manuscript, 17p.
8. BROUNEN, D.; DE JONG, A.; KOEDIJK, K. 2004. "Corporate Finance in Europe: Confronting Theory with Practice". FINANCIAL MANAGEMENT 33(4):71-101.
9. CAMPELLO, M.; GRAHAM, J. R.; HARVEY, C. R. 2010. "The Real Effects of Financial Constraints: Evidence from a Financial Crisis." JOURNAL OF FINANCIAL ECONOMICS 97(3):470-487.
10. CHAZI, A.; TERRA, P. R. S.; ZANELLA, F. C. 2010. "Theory versus Practice: Perspectives of Middle Eastern Financial Managers." EUROPEAN BUSINESS REVIEW 22(2):195-221.
11. FAN, J. P. H.; TWITE, G. J.; TITMAN, S. 2012. "An International Comparison of Capital Structure and Debt Maturity Choices." JOURNAL OF FINANCIAL AND QUANTITATIVE ANALYSIS 47 (1):23-56.
12. FAZZARI, S. M.; PETERSEN, B. C. 1993. "Working Capital and Fixed Investment: New Evidence on Financing Constraints." RAND JOURNAL OF ECONOMICS 24(3):328-342.
13. FAZZARI, S. M.; HUBBARD, R. G.; PETERSEN, B. C. 1988. "Financing Constraints and Corporate Investment." BROOKINGS PAPERS ON ECONOMIC ACTIVITY 1:141-195.
14. FAZZARI, S.; HUBBARD, G. R.; PETERSEN, B. 2000. "Investment-Cash Flow Sensitivities Are Useful: A Comment on Kaplan and Zingales." QUARTERLY JOURNAL OF ECONOMICS 115(3):695-705.
15. GRAHAM, J. R.; HARVEY, C. R. 2001. "The Theory and Practice of Corporate Finance: Evidence from the Field". JOURNAL OF FINANCIAL ECONOMICS 6(1):187-243.
16. KAPLAN, S.; ZINGALES, L. 1997. "Do Investment-Cash Flow Sensitivities Provide Useful Measures of Financing Constraints?" QUARTERLY JOURNAL OF ECONOMICS 112(1):169-215.
17. KAPLAN, S.; ZINGALES, L. 2000. "Investment-Cash Flow Sensitivities Are Not Valid Measures of Financing Constraints." QUARTERLY JOURNAL OF ECONOMICS 115(3):707-712.
18. KIRCH, G.; TERRA, P. R. S. 2012. "Determinants of Corporate Debt Maturity in South America: Do Institutional Quality and Financial Development Matter?" JOURNAL OF CORPORATE FINANCE 18(4):980-993.
19. KIRCH, G.; TERRA, P. R. S. 2017. "Financial Constraints and the Interdependence of Corporate Financial Decisions: A Cross-Country Study." Unpublished Manuscript, 45p.
20. LA PORTA, R.; LOPEZ-DE-SILANES, F.; SHLEIFER, A.; VISHNY, R. W. 1997. "Legal Determinants of External Finance." THE JOURNAL OF FINANCE 52 (3): 1131-1150.
21. LA PORTA, R.; LOPEZ-DE-SILANES, F.; SHLEIFER, A.; VISHNY, R. W. 1998. "Law and Finance." JOURNAL OF POLITICAL ECONOMY 106 (6): 1113-1155.
22. MAQUIEIRA, C. P.; PREVE L. A.; SARRIA-ALLENDE, V. 2012. "Corporate Finance in Latin America: A Survey." EMERGING MARKETS REVIEW 13(2):118-148.



23. MARTINS, H. C.; SCHIEHLL, E.; TERRA, P. R. S. 2017a. "Country-level Governance Quality, Ownership Concentration, and Debt Maturity: A Comparative Study of Brazil and Chile." CORPORATE GOVERNANCE: AN INTERNATIONAL REVIEW 25(4):236-254.
24. MARTINS, H. C.; SCHIEHLL, E.; TERRA, P. R. S. 2017b. "How Do Shareholder Protection and Creditor Rights Influence the Association Between Debt Maturity and Ownership Structure?" Unpublished Manuscript, 39p.
25. SPAMANN, H. 2010. "The Antidirector Rights Index Revisited." THE REVIEW OF FINANCIAL STUDIES 23(2): 467-486.

#### MINI-CV DO PROFESSOR

**Who am I?** Paulo Renato Soares Terra, a Ph.D. in Management from McGill University in Canada, is an Associate Professor of the Graduate Program in Management of the School of Business Administration of São Paulo of Fundação Getúlio Vargas (FGV-EAESP) in Brazil. He is also a Research Fellow of the Brazilian Research Council (CNPQ) and Adjunct Researcher at École des Hautes Études Commerciales de Montréal (HEC-Montreal). Dr. Terra was a Fulbright Scholar and visiting professor at the University of Illinois at Urbana Champaign (2009), and a visiting professor at the University of San Diego (2019) and ICN Business School in Nancy, France (2015). Teaching and research interests are in the areas of corporate governance, corporate finance, international finance, and international business. His research has been published in the Journal of Corporate Finance, Corporate Governance: An International Review, Journal of Business Finance and Accounting, Journal of Management and Governance, Critical Perspectives in International Business, European Business Review, among others.

**LinkedIn:** <https://www.linkedin.com/in/paulo-terra-b17a8813b/>

**CV Lattes:** <http://lattes.cnpq.br/6074785373968238>

#### CONTACT AND OFFICE HOURS

Professor	Contact	Office Hours
Paulo R. S. Terra	<a href="mailto:paulo.terra@fgv.br">paulo.terra@fgv.br</a>	Wednesdays from 7-8PM (scheduling recommended)

#### USE OF MOBILE TECHNOLOGY POLICY

Your undivided attention during class is important for a better learning experience. It also helps the instructor to concentrate and deliver a better lecture. Therefore, all cell phones, tablets, and pagers are to be turned off or silenced during class (not on vibrate). All devices are to be put away out of view during class; there is no text messaging, web browsing, etc., during class. Sensible use of personal computers is allowed exclusively for tasks related to the class. Failure to adhere to these classroom rules may result in your being dismissed from class and/or an academic penalty.

#### ATTENDANCE POLICY

When you miss class, you miss important information. Academic studies show a strong correlation between class attendance and course performance. If you are absent, you are responsible for learning material covered in class (please check the class schedule). If you are absent when an assignment is due, you must have submitted the assignment prior to the due date to receive credit. If you are unable to keep a regular attendance to class, maybe you should reconsider the coursework you registered for the term. Also, avoid arriving late to class because it is distracting to the instructor and your fellow students. Of course, exceptional circumstances may apply every now and then, but if you are chronically late to class, maybe again you should reconsider your class schedule.

#### OBSERVANCE OF RELIGIOUS HOLIDAYS POLICY

Students at the School are encouraged to live a life consistent with their religious traditions. Students who wish to observe a religious holiday shall provide reasonable advance notice to the faculty of the need to miss class for the religious holiday or holy day. Faculty shall make reasonable accommodations of such requests. In no case shall a student's grade be lowered for missing class in order to observe a religious holiday. Other religious observances that require accommodation should be requested with reasonable advance notice.

#### ACADEMIC INTEGRITY POLICY

The School has clearly articulated its policies governing academic integrity and students are encouraged to carefully review the policy. Any deviation from these expectations will result in academic penalties as well as disciplinary action. The area of greatest potential risk for inadvertent academic dishonesty is plagiarism. Plagiarism can be defined as "to use and pass off as one's own idea or product work of another without expressly giving credit to another." Borrowing someone



else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to School policy regarding instructional offenses.

#### DIVERSITY POLICY

In order to learn, we must be open to the views of people different than ourselves. In this time, we share together over the semester, please honor the uniqueness of your fellow classmates, and appreciate the opportunity we have to learn from one another. Please respect each other's opinions and refrain from personal attacks or demeaning comments of any kind. Finally, remember to keep confidential all issues of a personal or professional nature that are discussed in class.

#### MORAL AND SEXUAL HARASSMENT POLICY

The School is committed to upholding standards that promote respect and human dignity in an environment that fosters academic excellence and professionalism. Sexual misconduct and relationship violence in any form are antithetical to the School's mission and core values, violate School policies, and may also violate federal and state law. Faculty members are considered "Responsible Employees" and are required to report incidents of sexual misconduct and relationship violence.

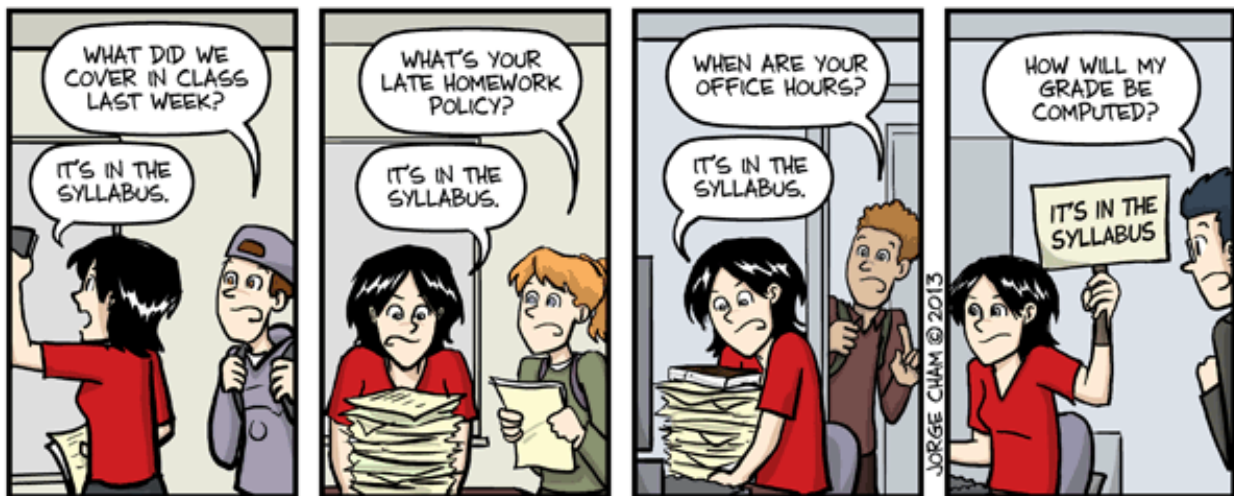
#### GUARANI LAND ACKNOWLEDGEMENT

I want to acknowledge that the land on which we gather is the traditional and unceded territory of the Guarani Nation. I want to pay respect to the citizens of the Guarani Mbya and Tupi Guarani (Ñandeva) Nations, both past and present, and their continuing relationship to their ancestral lands.

#### SCHOOL'S LEARNING ENVIRONMENT

See Appendix II.

#### KEEP THIS SYLLABUS FOR FUTURE REFERENCE!





PROGRAMAÇÃO AULA-A-AULA

*OBS.: (tentative, subject to change depending on teaching and learning progress)*

Class	Date	Topic	Textbook Chapter	Additional Readings
1	05/05	The Role of Financial Theory and Evidence	3	TBD
2	12/05	Ownership, Control, and Corporate Governance	1, 29	TBD
3	19/05	Cost of Capital and Capital Structure Theory	12, 14, 15	TBD
4	26/05	Capital Budgeting and Investment Decisions	7, 8, 18	TBD
5	02/06	Working Capital and Liquidity Management	26, 27	TBD
6	09/06	Dividend and Payout Policy	17	TBD
7	16/06	Accessing Financial Markets: Private Equity, Venture Capital, and IPOs	23	TBD
8	23/06	Final Exam and Case Study Discussion		TBD
9	30/06	Final Research Proposal Presentation and Makeup Exam		TBD



## APPENDIX I. STUDENT EVALUATION CRITERIA

### 1. Final Exam

(20 points)

The exam focuses on the materials that are covered in classes as well as all assigned readings. Partial points are allocated to partial answers. This provides consistency and fairness to all students. The exam is individual and closed-books. A one-page self-prepared note (on a double-sided Letter/A4 size paper) is allowed in the exam. Students are also allowed to bring in a financial calculator (such as HP 12C, HP 10BII, or TI BAII plus calculator) to the exam. Unfortunately, for obvious reasons, I cannot allow any cell phones, tablets, computers, pagers, or any other electronic equipment capable of storing text or communicating with other people in place of a calculator. The exams usually consist of multiple choice questions, short answer questions, and calculation questions. The exam date is specified in the syllabus.

**Makeup Exam:** I understand that there may be cases where you are permitted by the School regulations to miss an exam in the course. Acceptable reasons for the makeup exam include severe illness, family emergencies or other unavoidable events including dangerous weather conditions and car accidents. In order to cover for such circumstances, I set the date of Wednesday, June 30, 5-7:00PM (in the classroom) for a comprehensive makeup exam. The format for the makeup exam may be different than the original exam. You must hand in the related documents (such as a medical certificate issued by doctors or a travel schedule issued by the student's athlete department) within one week after missing the exam. Without documentation, you will be given a zero grade for the missed exam.

### 2. Assignments

(20 points)

Assignments have the goal of helping students absorb the contents discussed in class as well as serving as early signals for topics that have not been clearly understood. Over the term, you will be given in class and take-home assignments. The assignments may include problems, questions, or mini projects. Some assignments may also require using simple computational support such as worksheets. The assignments must be submitted on the due class. You are required to do the assignment independently. If you need help in the assignment, you should come to my office hours to get my help or send me an email if your question can be answered in a short note. Late submission of the take-home assignments will be penalized in the grading.

### 3. Quizzes

(20 points)

At the beginning of each class, a short closed-books quiz lasting 10-15 minutes will be administered. The quiz is comprised of very short written questions and/or multiple choice or true/false questions. In order to discourage random answers, each wrong answer will cancel one correct answer. Quizzes will address the readings prescribed for each class so you must complete the readings before class. These readings include textbook chapters and journal articles. Quizzes cannot be made-up, if you miss a class, you will get zero on that class' quiz.

### 4. Case Studies

(20 points)

Effective managerial learning is only possible whenever theory meets practice. Students will be required to work case studies in groups of up to three students as a way to face real-life problems. Each group will be responsible for writing a report with a maximum of 5 pages (excluding tables and appendices) to address the questions assigned to each case. Usually, the first page of the report will consist of an executive summary of the group's analysis and recommendations. The subsequent pages will document the analysis and reasoning. Any numerical analyses or graphical presentations that are referred to in the write-up should be provided as appendices.

Cases will be evaluated based on the written report (group grade) and class participation during the discussion and peer evaluation (individual grades). After each case discussion, the instructor will ask students to evaluate the contribution and performance of the other group members in the group. A sample questionnaire for peer evaluation is shown in Appendix III.

The evaluation criteria will take the following in mind:

- a) Thoroughness of case preparation (as revealed in the written case report).
- b) Knowledge and application of relevant theory and techniques.
- c) Ability to formulate and present sound diagnosis and recommendations.
- d) Ability to clearly communicate the analysis and arguments in the report.

In order to derive maximum benefit from the cases, it is essential that you put yourself in the shoes of the decision-maker. Do not approach a case as you would read a chapter in a book or an article in a magazine. You are not an observer, but a



participant. Once in class, share your ideas with others as we work jointly to resolve the issues. In preparing the cases, the following simple rules may be useful:

1. Adopt a managerial posture in analyzing cases: your resolution should highlight what a manager would see as the strengths or weaknesses in a given situation.
2. Familiarize yourself with the facts of the case: outline the market and competitive context and the core strategic tasks at which the firm should excel.
3. Support your analysis with facts from the case: most cases will not contain all the data you might like to have. Make sensible inferences and assumptions if necessary.

## 5. Research Proposal

(20 points)

Each student must draw up a research proposal related to the topics dealt with throughout the semester. The proposal must be delivered digitally (in the Dropbox feature of eClass) and in print necessarily by June 30. On the last lecture, students should do a short presentation of their proposal in class to obtain comments and suggestions from their peers and the instructor.

### Content

The research proposal should have the format of an “Introduction” of a thesis, a dissertation, or a scientific paper. In this sense, it should not only make clear WHAT will be developed in the research but also be persuasive in terms of convincing the reader of WHY the research is important. To help you elaborate a document with the most desirable characteristics, I have included at the end of this document a suggested bibliography that may be useful to help you “sell” your ideas in the most effective way.

In addition, the proposal should include sufficient elements to allow for the assessment of the feasibility of implementing it. The evaluation will be based on three criteria:

1. **Originality**: Does the proposal present new ideas or suggest reviewing old ideas from a new perspective?
2. **Relevance**: Is the proposal important for the theory or practice of international finance?
3. **Feasibility**: Is the proposal feasible within current resource availability?

### Format

The presentation format is free. It is recommended to use font size 12 and at least 1.5 spacing for easier reading. The document may be subdivided into sections or not, as the author finds most appropriate.

The following elements should necessarily be contained in the manuscript, either implicitly or explicitly (not necessarily in the order below):

- **Contextualization**: Where does the proposal fit in the current body of knowledge?
- **Research problem**: Which question does the research try to answer?
- **Objectives**: What does the research aim to accomplish?
- **Justification**: Why is this research important/relevant?
- **Contributions**: How does the execution of this research increase our understanding and comprehension of the problem?
- **Literature summary**: What are the theoretical and empirical foundations for the execution of the research?
- **Hypothesis(es)**: Which hypothesis(es) will be tested?
- **Method Indication**: What are the variables used and their data sources? Which empirical model will be used? Which method will be used for the processing of data and obtaining of the results?

Note that there is no need to present or even speculate regarding the results. The most important point is the framing and discussion of the *problem* itself.

There is no maximum or minimum limit of words for this document. The text should contain sufficient details to allow evaluating whether or not the proposal meets the criteria listed above. However, keep in mind that this is an





*Introduction* and, as such, it should not be as extensive as to harm the reader's attention and interest (i.e., be objective, synthetic, and concise).

#### **Suggested Bibliography**

COCHRANE, J. C. **Writing Tips for Ph. D. Students**. Unpublished manuscript, available at: [https://faculty.chicagobooth.edu/john.cochrane/research/papers/phd\\_paper\\_writing.pdf](https://faculty.chicagobooth.edu/john.cochrane/research/papers/phd_paper_writing.pdf), 12 p., 2005.

COLQUITT, J. A.; GEORGE, G. Publishing in AMJ—Part 1: topic choice. **Academy of Management Journal**, v. 54, n. 3, p. 432-435, 2011.

FAFF, R. W. A simple template for pitching research. **Accounting & Finance**, v. 55, n. 2, p. 311–605, 2015.

GRANT, A. M.; POLLOCK, T. G. Publishing in AMJ—Part 3: setting the hook. **Academy of Management Journal**, v. 54, n. 5, p. 873-879, 2011.

SPARROWE, R. T.; MAYER, K. J. Publishing in AMJ—Part 4: grounding hypotheses. **Academy of Management Journal**, v. 54, n. 6, p. 1098-1102, 2011.



## APPENDIX II. LEARNING ENVIRONMENT

The educational mission of the School is to prepare future academic and business leaders. However, the ability and willingness to learn reside in the individual. Very high levels of learning can be achieved only if *all* members of the school community understand and respect their mutual obligations. Each of us defines the quality of this learning experience through our daily actions and choices.

Excellence in a learning environment is attainable only if faculty and students adhere to the ideals that support high levels of learning. Outlined below is a set of specific expectations –for both students and faculty – that support these ideals.

These mutual expectations are neither trivial nor obvious. They are not trivial because all of us must consistently attend to details and align attitudes with behavior in order to achieve excellence in the learning environment. They are not obvious because of the diversity of cultures and prior experiences among the faculty and students.

### Expectations for Students

Students will treat their classroom obligations as they would treat any serious professional engagement.

That includes:

- 1) Preparing thoroughly for each session in accordance with the instructor's requests.
- 2) Arriving promptly and remaining until the end of each class meeting, except in unusual circumstances.
- 3) Participating fully and constructively in all classroom activities and discussions.
- 4) Displaying appropriate courtesy to all involved in the class sessions in the School community. Courteous behavior specifically entails communicating in a manner that respects and is sensitive to the cultural, racial, sexual, and other individual differences in the School community.
- 5) Adhering to deadlines and timetables established by the instructor.
- 6) Providing constructive feedback to faculty members regarding their performance. Students should be as objective in their comments about instructors as they expect instructors to be in their evaluations of students.

### Expectations for Faculty

Faculty will treat their obligations for classes as they would treat any serious professional engagement.

That includes:

- 1) Preparing thoroughly for class.
- 2) Punctuality in beginning class sessions, and except under unusual circumstances adherence to the established schedule for classes and exams.
- 3) Providing sufficient information and materials to enable students to prepare adequately for class.
- 4) Displaying appropriate courtesy to all involved in the class sessions. Courteous behavior specifically entails communicating in a manner that respects and is sensitive to the cultural, racial, sexual, and other individual differences in the School community.
- 5) Supplying timely information about student performance on projects, assignments, and examinations.
- 6) Providing constructive feedback to students concerning their performance. Faculty should be as objective in their feedback to students as they expect students to be in their evaluation of faculty.

*Adapted from the University of Chicago*



**APPENDIX III. PEER EVALUATION FORM**

(Deliver by eClass)

Please evaluate each group member (except yourself) with regards to the case studies you had for this course. **Use a scale of 1-5 for each category**, with 5 representing the greatest contribution. Please complete this form on time as it will count as part of your case study participation grade.

Names of team members	Carrying his/her share of the workload (1 to 5)	Being a cooperative person and a team player (1 to 5)	Providing creative ideas and solutions and taking initiatives in group work (1 to 5)	Contributing to preparing the final case report (1 to 5)	Total score (add up the scores in the last four columns)
1.					
2.					
3.					

You may add additional comments below. Please be thoughtful in your evaluations.

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