

# BUS 800: Strategic Management

Fall 2024, Section 011

Mondays 3:00-6:00

SHE 660

## Instructor Information

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- **Instructor Name:** Kim Bates
- **Office Location:** TRS 3-080
- **Office Hours:** by appointment
- **Course Website:** D2L on my.torontomu.ca
- **Email Address:** kimbates@torontomu.ca

## Email Policy

Students must use the email address listed above to communicate with the instructor. Students must activate and maintain a TMU email account, which is the only means by which you will receive university communications. See Policy # 157 found at <http://www.torontomu.ca/senate/policies/> for further information on this issue.

## Course Description

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Strategic management is a challenging and exciting course. It serves the function of a capstone course, integrating much of the knowledge gained in other business courses. It is a truly different kind of business course. Other courses are concerned with a narrower, more specialized body of knowledge, and as a result are highly structured. Some provide quantitative techniques, while others relate to specific skills. The problems and issues of strategy management cover the whole spectrum of business. Weighing the pros and cons of strategy requires a total enterprise perspective and a talent for judging how all the relevant facts add up. To keep the discussions down to earth, each week real companies will be examined. This course is by far the most demanding course in the Business Management Degree and as such it is recommended that students have 10 or fewer courses left to graduate before enrolling in this course.

## **Course Overview:**

BUS 800 is about strategic management and related concepts. This course recognizes that organizations exist and compete in evolving dynamic environments. In order to survive and succeed in such an environment, businesses require precise strategies. This course is intended to provide students with a range of frameworks, concepts, and tools that can assist students in their efforts to analyze complex business situations, reach conclusions, develop and evaluate alternatives, and recommend specific courses of action to respond to such situations. The strategic emphasis is on the kinds of problems and issues that affect the entire organization, usually as observed from a manager's point of view. BUS 800 takes the perspective that all managers within a firm contribute to the formulation and implementation of successful strategies.

## **Course Details**

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### **Teaching Methods**

#### **Prerequisite:**

FIN 401 or AFF 310: Note that neither FIN 401 nor AFF 310 may be taken concurrently with BUS 800.

#### **Teaching Methods:**

Strategic Management will be taught primarily in a three-hour, synchronous format during the scheduled time. There are two Sunday afternoon sessions shared by all sections each term. Your instructor may require you to view some lecture or supplementary materials prior to class, and/or participate in other activities, outside of class time, e.g. on discussion boards. You are expected to read the assigned chapters and assigned readings before class. Classes will be a combination of elements. Lectures, which will be focused on knowledge and frameworks from the text and assigned readings, will clarify some of the more difficult theories and concepts. Workshops, consisting of exercises and discussions during the allotted class time, will provide individuals and groups with the opportunity to apply this knowledge to business cases and real life examples. These exercises and activities are designed to reinforce what was learned in the lecture. Students may be asked to work individually or in groups.

## Course Materials

The following textbook is required:

- Thompson/Dess/Rothaermel, *TMU - Strategic Management Custom Connect (180 Day)*. McGraw Hill (ebook and other tools are available for purchase through Connect at the Toronto Metropolitan University Bookstore or directly during Connect registration from McGraw Hill.
- To access the text from the bookstore Log onto the book store website: <https://campusstore.torontomu.ca>. Click through Course Material- Textbook Search to Department, select Entrepreneurship, and then Bus 800. You will be purchasing a code for the ebook which you will be able to access from your course D2L.
- Instructions to register for Connect are posted to your D2L course by your instructor.
- Note that this is a new book and you will not be able to use a book from a previous semester.
- Note that you must purchase the book in order to participate with your required weekly quizzes and/or assignments.

Practice Case: **Netflix's 2020 Strategy for Battling Rivals in the Global Market for Streamed Video Subscribers** (on D2L)

Financial Analysis Supplement: Ratios Tell a Story (on D2L)

Submitted Cases:

- Group Case: **Meta Platforms Inc. in 2023** (on D2L)
- Individual Case: **Deere & Co in 2023** (on D2L)

## Course Objectives:

Upon completion of the course, students will be able to:

1. Describe, explain and apply major concepts, tools and frameworks in business strategy.
2. Incorporate specific business subject knowledge acquired in prior courses.
3. Using the course framework, assess organization's operational health and business performance and review the organization's current prospects, considering opportunities, threats, current resources and capabilities to identify key strategic issues.

4. Identify alternatives and select and develop strategies to change or reinforce an organization's competitive advantage.
5. Describe and explain ethical practices and CSR in business strategy.
6. Develop a deeper understanding of the strategic business environment in Canada, the US, and the rest of the world.
7. Develop an understanding of the language of business strategy.
8. Integration of business functions in order to address issues and develop strategy.

### **Technology**

Students are required to have equipment that meets TMU University's minimum technology requirement for remote learning. Details can be found at: <https://www.torontomu.ca/covid-19/students/minimum-technology-requirements-remote-learning/>

### **Plagiarism Detection**

#### **Turnitin**

Turnitin.com is a plagiarism prevention and detection service to which TMU subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals, and other publications. While it does not contain all possible sources, it gives instructors some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which instructors must evaluate to judge if something appears to have been plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Instructors can opt to have students' papers included in the Turnitin.com database or not. Use of the Turnitin.com service is subject to the terms-of-use agreement posted on the Turnitin.com website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Even when an instructor has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor is permitted to submit that work in a non-identifying way to any plagiarism detection service.

### **Case/Assignment Submissions:**

- All assignments must be submitted via D2L using the proper Assignment dropbox. All D2L submissions have already been linked to Turnitin.
- The assignment due dates are identified below in this course outline. The assignments must be submitted **no later than 11:30 PM the night before the assignment is due**. For example, if an assignment is due in class 6, then it must be submitted via D2L no later than 11:30 PM the night before class 6.
- A group peer evaluation must also be submitted for all group assignments. The group peer evaluation form will be made available on D2L, and must be submitted individually, separately from the group assignment to a separate, individual dropbox on D2L. The group assignment will not be accepted if the peer evaluation isn't submitted by all members.
- A late submission will be penalized one letter grade per day (e.g., "B+" becomes "C+" in the first 24 hours after the deadline, becomes "D+" in the next 24 hours, and becomes "F" thereafter - "late" is defined as one minute after the deadline

### Assessment Weighting Breakdown (suggested template)

Evaluation Component	Percentage of Final Grade
Group External/Internal Analysis of the <b>Meta</b> Case: Due Week 6	15%
Group Report to <b>Meta's</b> CEO and Revised Appendix: Due Week 10	10%
Individual Case Analysis: <b>Deere &amp; Co</b> - Appendix and Report to the CEO due via D2L Week 12.	15% Appendix & 20% Report = 35%
Finance Seminar and Quiz: The finance quiz will be given at the end of the mandatory finance seminar (see schedule)	5%
Midterm Exam: 2 hour, closed book, everything from weeks 1 to 9 inclusive – IN PERSON (see schedule)	15%
Participation in all class regular sessions, including exercises, as defined by the instructor in Week 1.	15%

Individual Presentations in Week 11 and 12	5%
Total:	100%

### **Technology Usage & Limits:**

Any communications with the instructor outside of class must be through your TMU email account for privacy reasons. The instructor will not respond to non-TMU emails.

Do not email your instructor with questions that are already addressed in this syllabus; students are expected to be aware of all this information. Students may not make recordings in the classroom and may not use the materials posted on D2L for any purpose unrelated to this course without written permission of the instructor.

### **Assignments and Grading:**

#### **Case Submissions**

The group case assignment will be submitted in two separate submissions; 1) the Appendix, and 2) Report to the CEO with a Revised Appendix. The Appendix is an analysis that evaluates the company's external environment, i.e. industry analysis, and the company's internal environment, both using the frameworks from the course. The Appendix will be returned prior to class session 8, which is before the last day to drop the course without academic penalty.

The individual case assignment will consist of both a Report to the CEO and an Appendix in one submission on D2L. The individual case assignment Appendix will require more elements from class sessions that are covered later in the course. Detailed instructions regarding the structure of the case write-up and the grading rubric will be provided in a separate document entitled Case Analysis Guidelines. **Students must use only the information from the case to complete the assignments, and are not permitted to use any other information for the case analysis.**

All students must be in a group by the end of the third class. The instructor will advise you on how students will be assigned to groups.

Three cases will be used in this class. The cases will be provided to you and can be found under the e-reserve tab on D2L. A practice case, **Netflix**, will be used as the basis of classroom exercises in class for the first few weeks of the course. The practice case provides students with the opportunity to apply the frameworks from the course to a case. The first and second case

assignments are group submissions based on the **Meta** case. Students will be required to submit the group Appendix assignment by Week 6. Feedback on your group Appendix submission will be provided by Week 8, prior to the last day to drop the class without academic penalty. You will be expected to improve your Appendix submission, highlighting the changes made to the appendix and submit it attached to your final Report to the CEO submission which is due in Week 10. These changes to the Appendix will be evaluated on your final report submission along with your recommendations. The final case assignment is an individual submission due during the second week of the final exam period no later than 11:30 PM, December 15, during the final exam period. The case is **Deere & Co.** The details on which frameworks are included in each assignment are in the Case Analysis Guidelines.

### **Finance Quiz:**

The finance quiz will take place at the end of the mandatory Finance Seminar (see schedule). The seminar will be held on Zoom. The quiz will be based on the content learned from the seminar. The quiz will be administered via a new D2L shell titled BUS800 quiz and test using the quiz feature. Students are expected to use approved browsers, and should familiarize themselves with the way quizzes work on D2L.

### **Test:**

The test will take place on Sunday afternoon (see schedule) and will consist of multiple choice questions that covers all of the material from weeks 1 to 9 (inclusive). It is open book and open notes. The test will be administered via a new D2L shell titled BUS800 tests using the quiz feature (the same D2L location as the quiz). Students are expected to use approved browsers, and should familiarize themselves with the way quizzes work on D2L.

### **Participation:**

Your presence and contribution to in-class learning is vital. Studies have shown that active learning, as we do in the exercises in class in this course, contributes to students retaining knowledge and building skills. This means being present and prepared, building on others' ideas, being ready to disagree with others, and developing your own position. Active engagement with the material and exercises is the best way to ensure success in this course.

- In Week 1, each instructor will explain their approach to monitoring individual participation, which is worth 15% of your final grade. In section 011,
  - 5% of participation will be measured by a quiz done most weeks of class at 3:15 on D2L.
  - 10% of participation will be measured by a group activity done each week after the lecture, that will consist of applying the material from the lecture to the practice case or another case provided by the instructor, with a slide deck submitted by email and presentation to the class.
  - Note that these items will show up in the gradebook as 0.5% and 1%, but this is an approximate mark. The total of each will make up 5% and 10% respectively.
  - You must be in class to earn these marks. Submitting a quiz remotely on D2L is academic misconduct and any quizzes completed by students not in class will receive an AIO charge.
- As part of being respectful to your fellow classmates and to the conduciveness of a good learning environment, we all expect you to arrive on time and to be prepared. Most importantly, we expect you to take an active role in the discussion by asking good questions (quality, not quantity), raising interesting points, and taking seriously your role in individual and team assignments.
- You may be assigned to complete exercises in class with your group as part of class participation. If virtual, your instructor will assign you to breakout rooms in Zoom to facilitate these exercises, and the instructor may visit your breakout room. During class, it is important to complete all group activities in the breakout room, and not via separate software not supported for use in class. If the instructor visits the breakout room and finds that students are not communicating using the breakout room, group members will be marked absent. It is also important to be prepared to present the results of your analysis in these exercises, which may be marked as part of participation.
- Participation formats may include, but are not limited to: contributing to the chat during class, speaking during class by unmuting your microphone, breakout room exercises, presentations, polls and quizzes in class using Zoom or D2L, and contributing to discussion boards on D2L before and/or after class. The 15% may be allocated as a combination of participation, discussions, small tests, and article discussions.

Absence from class or being unprepared to discuss current articles means that you cannot participate effectively. A pattern of joining the class late or leaving early, or remaining silent in class, may also be treated as an absence at the discretion of your instructor. Your participation grade will therefore be impacted, as follows, with each mark worth 1% of your overall participation mark:



- unprepared or not present for 1 class, 1 mark penalty
- unprepared or not present for 2 classes, 3 mark penalty
- unprepared or not present for 3 classes, 6 mark penalty
- unprepared or not present for 4 classes, 10 mark penalty
- unprepared or not present for 5 classes, 15 mark penalty

Please note that you will be marked absent if you are not present when the instructor takes attendance. Attendance may be taken at any time during class, and may be taken multiple times during class. For example, if your instructor called attendance in the last half hour of the class or conducted a poll via Zoom and you were not present, even if you had attended the majority of the class, you could be marked absent. Use of the chat function or polling on Zoom may be used to record attendance.

**Critical information:**

- Due to the nature of the course, students are expected to attend all classes.
- Late assignments will be penalized as described. If you are unable to submit on the due date, arrange for an early submission. Any absence from class does not excuse you from meeting assignment deadlines.
- TMU requires that any official or formal communications from students be sent from their official TMU email account; email from other accounts will be ignored. Similarly, emails from the instructor will be sent only to your TMU account.
- It is your responsibility to clarify any ambiguities that you may find in course materials or this course outline - when in doubt, ask.
- **Assignments submitted via D2L will only be accepted in Word format. No pictures of text will be accepted, and no other formats will be accepted, including pdf documents.**
- It is your responsibility to check posted information on D2L frequently, and check for emails from the instructor.

## Topics and Course Schedule

Week	Date	Topic	Learning Outcomes	Readings (Before Class)
1	Sep 9	Strategic Management: Creating Competitive Advantages	<p>Define strategic management and its four key attributes.</p> <p>Understand the strategic management process.</p> <p>Identify the vital role of corporate governance and stakeholder management.</p> <p>Understand the importance of social responsibility.</p>	Chapter 1 (Dess Chapter 1)
2	Sep 16	Evaluating a Company's External Environment	<p>Recognize the factors in a company's broad macro environment that may have strategic significance.</p> <p>Use analytic tools to diagnose the competitive conditions in a company's industry.</p> <p>Map the market positions of key groups of industry rivals.</p> <p>Determine whether an industry's outlook presents a company with sufficiently attractive opportunities for growth and profitability.</p>	Chapter 2 (Thompson/Strickland Chapter 3) Practice Case ( <b>Netflix</b> )
3	Sep 23	Evaluating a Company's External Environment	Continue evaluating the external environment	Chapter 2 (Thompson/Strickland Chapter 3) Practice Case <b>Netflix</b>
4	Sep 30	Evaluating a Company's Resources, Capabilities, and Competitiveness	<p>Evaluate how well a company's strategy is working.</p> <p>Assess the company's strengths and weaknesses in light of market opportunities and external threats.</p> <p>Explain why a company's resources and capabilities are critical for gaining a competitive edge over rivals.</p> <p>Understand how value chain activities affect a company's cost structure and customer value proposition.</p>	Chapter 3 (Thompson/Strickland Chapter 4) Practice Case <b>Netflix</b>

			Explain how a comprehensive evaluation of a company's competitive situation can assist managers in making critical decisions about their next strategic moves.	
	<b>Sunday Oct 6</b>	<b>Finance Seminar and Finance Quiz 1:00 to 4:00 PM on Zoom (link will be provided)</b>	<b>*This seminar is mandatory. Failure to attend will result in a significant penalty to your participation grade.</b>	
<b>5</b>	Oct 7	The Five Generic Competitive Strategies and Financial Analysis	Understand what distinguishes each of the five generic strategies. Recognize the major avenues for achieving competitive advantage based on lower costs. Identify the major avenues to a competitive advantage based on differentiating a company's product or service offering from the offerings of rivals. Explain the attributes of a best-cost strategy – a hybrid of low cost and differentiating strategies. -Identify key financial performance metrics -Perform a financial analysis -Conclude the state of a company's financial health	Chapter 4 (Thompson/Strickland Chapter 5) Ratios Tell A Story Case Financial Template on D2L Practice Case <b>Netflix</b>
	Oct 14	Study Week -- No Class		
	<b>Monday Oct 21</b>	<b>Finance Quiz makeup from 7:00 – 7:30 PM</b>		
<b>6</b>	Oct 21	Corporate-Level Strategy Creating Value through Diversification	Identify the reasons for the failure of many diversification efforts. Explain how managers can create value through diversification initiatives. Explain how corporations can use related and or unrelated	Chapter 5 (Dess Chapter 6) Group Case Appendix Due <b>(Meta)</b>

			<p>diversification initiatives to achieve synergistic benefits.</p> <p>Describe various means of engaging in diversification.</p> <p>Identify managerial behaviours that can erode the creation of value.</p>	
7	Oct 28	Business Strategy: Innovation, Entrepreneurship, and Platforms	<p>Outline the four-step innovation process from idea to imitation.</p> <p>Apply strategic management concepts to entrepreneurship and innovation.</p> <p>Describe the competitive implications of different stages in the industry life cycle.</p> <p>Derive strategic implications of the crossing-the-chasm framework.</p> <p>Categorize different types of innovations in the markets-and-technology framework.</p> <p>Explain why and how platform businesses can outperform pipeline businesses.</p>	Chapter 6 (Rothaermel Chapter 7)
8	Nov 4	Strategic Control and Corporate Governance	<p>Understand the value of effective strategic control systems in strategy implementation.</p> <p>Identify the key difference between “traditional” and “contemporary” control systems.</p> <p>Explain the imperative for contemporary control systems in today’s complex and rapidly changing competitive and general environments.</p> <p>Identify the benefits of having the proper balance among the three levers of behavioural control: culture, rewards and incentives, and boundaries.</p> <p>Identify the three key participants in corporate governance: shareholders,</p>	Chapter 7 (Dess Chapter 9) Group Appendix Returned

			<p>management (led by the CEO), and the board of directors. Explain the role corporate governance mechanisms in ensuring that the interests of managers are aligned with those of shareholders.</p>	
9	Nov 11	Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy	<p>Understand why the standards of ethical behaviour in business are no different from ethical standards in general.</p> <p>Recognize conditions that give rise to unethical business strategies and behaviour.</p> <p>Identify the costs of business ethics failures.</p> <p>Understand the concepts of corporate social responsibility and environmental sustainability and how companies balance these duties with economic responsibilities to shareholders.</p>	Chapter 8 (Thompson/Strickland Chapter 9)
10	Nov 18	Building an Organization Capable of Good Strategy Execution	<p>Understand what managers must do to execute strategy successfully.</p> <p>Understand why hiring, training, and retaining the right people constitute a key component of the strategy execution process.</p> <p>Recognize that good strategy execution requires continuously building and upgrading the organization's resources and capabilities.</p> <p>Identify and establish a strategy-supportive organizational structure and organize the work effort.</p> <p>Comprehend the pros and cons of centralized and decentralized decision making in implementing the chosen strategy.</p>	Chapter 9 (Thompson/Strickland Chapter 10) Group Case CEO Report & Revised Appendix Due (Meta)
	Sunday Nov 24	Test 2:00-4:00 pm (all material from weeks 1 to 9 inclusive – <b>IN PERSON</b> –		

		<b>location to be shared</b>		
<b>11</b>	Nov 25	Individual Presentations	Demonstrate proficiency with oral presentations and mastery of course concepts.	Group Case CEO Report & Revised Appendix Returned
	<b>Monday Dec 2</b>	<b>Makeup Test (if necessary) 7:00-9:00 PM</b>		
<b>12</b>	Dec 2	Individual Presentations	Demonstrate proficiency with oral presentations and mastery of course concepts.	
	Dec 6	Final Exam Period (Dec 4 -15)		Individual Case Analysis Due 11:30 PM ( <b>Deere &amp; Co</b> )

## University Policies

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Students are required to adhere to all relevant university policies found in their online course shell in D2L and/or on [the Senate website](#).

## Department Policies

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### Standards for In-Class Zoom Meetings and Other Virtual Activities

- Students must first log into the D2L course shell using their TMU Matrix email ID and then join the Zoom meeting by clicking on the correct link on D2L (this should prevent Zoom Bombing by outsiders).
- Display a professional head shot of yourself as well as your name if you are not going to keep your video on (these features are accessible from within the Zoom settings).
- Your instructor may record parts of some sessions. You will be notified on Zoom if the session is recorded.
- Mute your microphone until it is your turn to speak.
- When you are speaking, please turn your video on when possible and appropriate.

- For any side conversations please use the Chat feature. Don't assume that the professor is able to track these conversations so be prepared to raise your hand using the correct button within Zoom.
- If you need to gain the attention of the professor beyond raising your hand, please unmute your microphone and say "Question Please".
- Do not annotate others unless requested to do so.
- Follow professional conduct and be polite.
- Do not share the Zoom link with others.
- Students are not permitted to record any part of a Zoom or other virtual activity session with their professor, whether as part of a lecture or an informal meeting.
- Familiarize yourself with the tools you will need to use for remote learning. The [Continuity of Learning Guide](#) for students includes guides to completing quizzes or exams in D2L or Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.

### Standards for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments, in-class discussions, and communication with the site companies and professors. This includes all email communication with the professor and other students, as well as group chats. ***Poor grammar, unprofessional and/or unacceptable standard of business communication may result in a grade of zero for that assignment. However, any student who provides a prior draft corrected by TMU Student Writing Support will not be penalized.***
- You are encouraged to obtain assistance from [Writing Support](#) for help with your written communications as needed. (See the Library for [APA style guide references](#)). ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread. Please be sure to use Writing Support (and/or use Grammarly) if you need it!***

### Professionalism

Your participation in the all components of this course reflects on the professionalism and reputation of you, your group members, this course and program, and Toronto Metropolitan University. Accordingly, you are expected to conduct yourself in a professional and courteous manner at all times. For the purposes of this course, unprofessional behavior includes, but is not limited to, any of:

- Missing student and instructor meetings without giving reasonable notice and reason.
- Not participating fully in group activities in class and for assignments, which may be measured by peer evaluations or group reports submitted to instructors.
- Toronto Metropolitan University policies provide accommodation for a variety of circumstances, and seek to avoid bias of several kinds. You are expected to adhere to these policies in your group work and in interactions with students and professors. It is your responsibility to understand these policies, including religious accommodation, academic accommodation, and what constitutes bias for equity-deserving groups.

## **Important Resources Available at Toronto Metropolitan University**

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- **[The Library](#)** provides research [workshops](#) and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or students can use the Library's virtual research help service at <https://library.torontomu.ca/ask/> to speak with a librarian.
- **[Student Life and Learning Support](#)** offers group-based and individual help with writing, math, study skills, and transition support, as well as [resources and checklists to support students as online learners](#).
- You can submit an **[Academic Consideration Request](#)** when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement. You may always visit the [Senate website](#) and select the blue radial button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request).

Please note that the Provost/ Vice President Academic and Dean's approved a COVID-19 statement for Fall 2022 related to academic consideration. This statement will be built into the Online Academic Consideration System and will also be on the [Senate website](#) ([www.torontomu.ca/senate](http://www.torontomu.ca/senate)) in time for the Fall term:

*Policy 167: Academic Consideration for Fall 2022 due to COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are required to provide a health certificate. All absences must follow Senate [Policy 167: Academic Consideration](#).*



Also NOTE: Policy 167: Academic Consideration does allow for a once per term academic consideration request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. If the absence is more than 3 days in duration and/or is for a final exam/final assessment, documentation is required. For more information please see Senate [Policy 167: Academic Consideration](#).

- [TMU COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.
- [TMU COVID-19 Vaccination Policy](#)
- If taking a remote course, familiarize yourself with the tools you will need to use for remote learning. The Remote Learning guide for students includes guides to completing quizzes or exams in D2L Brightspace, with or without [Respondus LockDown Browser and Monitor, using D2L Brightspace](#), joining online meetings or lectures, and collaborating with the Google Suite.
- Information on Copyright for [Faculty](#) and [students](#).

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## Academic Accommodation Support

Academic Accommodation Support (AAS) is the university's disability services office. AAS works directly with incoming and returning students looking for help with their academic accommodations. AAS works with any student who requires academic accommodation regardless of program or course load.

- [Learn more about Academic Accommodation Support](#)
- [Learn how to register with AAS](#)

Academic Accommodations (for students with disabilities) and Academic Consideration (for students faced with extenuating circumstances that can include short-term health issues) are governed by two different university policies. Learn more about [Academic Accommodations versus Academic Consideration](#) and how to access each.

## Wellbeing Support

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At Toronto Metropolitan University (TMU), we recognize that things can come up throughout the term that may interfere with a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis.

If you are experiencing a mental health crisis, please call 911 and go to the nearest hospital emergency room. You can also access these outside resources at anytime:

- Distress Line: 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416-408-4357)
- Good2Talk: 24/7-hour line for postsecondary students (phone: 1-866-925-5454)
- Keep.meSAFE: 24/7 access to confidential support through counsellors via My SSP app or 1-844-451-9700

If non-crisis support is needed, you can access these campus resources:

- Centre for Student Development and Counselling: 416-979-5195 or email [csdc@torontomu.ca](mailto:csdc@torontomu.ca)
- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext: 553596 or email [osvse@torontomu.ca](mailto:osvse@torontomu.ca)
- Medical Centre: call (416) 979-5070 to book an appointment

We encourage all Toronto Metropolitan University community members to access available resources to ensure support is reachable. You can find more resources available through the [Toronto Metropolitan University Mental Health and Wellbeing](#)