

# **TED ROGERS SCHOOL**

## Entrepreneurship & Strategy

# **BSM 600 (021)**

## **The Mature Business**

*Our goal is to provide students with a deeply experiential and transformative learning experience in a vibrant urban environment. We empower students with a philosophy of entrepreneurial thinking, passion, and action-orientation that they can apply to their lives, their jobs, their communities, and/or their own new ventures.*

*We ignite students' passions and empower them to achieve extraordinary goals. Canada's pre-eminent and largest entrepreneurship program, we deliver innovative educational programs and support multi-disciplinary experiences across campus with local, national and global impact. We provide access to world-class support and funding for our students' new ventures and are embedded within our community.*

# **BSM 600: The Mature Business**

Winter 2024 Section 021 Friday (ENG 101). 10:00AM-01:00PM

## Instructor Information

Lecturer:	Vinay Yarlagadda
Office Hours: held via Zoom/Google Meet, but please email me	On request
Course Website:	<a href="https://www.torontomu.ca/calendar/2023-2024/courses/business-essentials/BSM/600/">https://www.torontomu.ca/calendar/2023-2024/courses/business-essentials/BSM/600/</a>
E-mail Address:	<a href="mailto:vinay.yarlagadda@torontomu.ca">vinay.yarlagadda@torontomu.ca</a>

### Email Policy

Students must use the e-mail address listed above to communicate with me. Students must activate and maintain a Toronto Metropolitan e-mail account which is the only means by which you will receive university communications. See [Policy # 157](#) and other policies found at <https://www.torontomu.ca/senate/policies/> for further information on this issue.

**Note:** In accordance with the Policy on E-mail Accounts ([Policy 157](#)), Toronto Metropolitan University (TMU) requires that any electronic communication by students to TMU faculty or staff be sent from their official university email account. However, I will only respond to e-mails with the **course code** and **your section** in the subject line. For example, all e-mails must have **W2024 BSM 600 021** in the subject line. Also please read the course outline before sending an email. Course related information is in the course outline. Turn around time for response is 3 business days.

### Course Description

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This course is a capstone for the Business Essentials Minor and part of the Creative Industries Business Module. It focuses on the company as it seeks to dominate its markets. Topics include global expansion, tapping into capital markets, initial public offerings, debt financing, financial control, reporting and accountability, encouraging and managing innovation and change, corporate ethics and social responsibility, reputation management, and strategies to thrive in the dynamic external environment.

Weekly Lecture: 3 hours

GPA Weight: 1.00

### Prerequisite(s)

BSM 200.

## Course Details

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### Course Overview

Students in this course will be able to apply the key business concepts and frameworks to mature businesses and to analyze complex business situations. This course helps students to develop their skills to analyze complex business situations, reach implications, develop and evaluate alternatives, and recommend specific courses of action to respond to such situations. This upper- year course will employ case method teaching and learning whereby students will be assessed on their ability to apply key business concepts individually and in group project that involve the integrative case study and the submission of a detailed analysis of the case.

### Teaching Methods

The teaching and learning strategy is designed to encourage a deep approach to learning with an emphasis on collaborative learning through the use of working groups and real-world problem solving. The teaching and learning methods may include group exercises, guest lectures and video case studies. The teaching and learning format is designed to emphasize methodology for business and to give students the opportunity to gain experience through the integration of theory and application. The teaching and learning processes will be facilitated by lectures and workshops, which will last a combined 3 hours. The lecture portion will involve the explanation of business concepts and the workshop portion will involve the application of the concepts using specific exercises.

In order to derive the maximum benefit from weekly lectures students are expected to attend class having read the required material prior to class as per the detailed course content listed below. If absent, students are still accountable for all material, changes and announcements covered in class.

**Office hours will not be used in order to repeat course material.** Every effort will be made to manage the course as stated. However, adjustments may be necessary at the discretion of the professor. If so, such alterations will be announced prior to implementation.

## **Class Structure**

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In person classes will be held during the scheduled class-time. Students are expected to attend during this time. However, some weeks classes may be held on zoom. Prior notice will be provided for the same. Please ensure you are able to access zoom lectures in case some classes are on zoom ([minimum technology requirement for remote learning](#)). Each week, there will be two components to the class. These are:

### **Content presented by instructor (approximately first half of class):**

- Each class will include interactive lecture segments on the business topic outlined in the class schedule. The topic will first be outlined in broad terms, then applied specifically using examples, cases and other resources for greater context.
- The lecture may incorporate several teaching and learning methods, such as presentations, and guest speakers.
- The lecture may also refer to various materials, including readings from academic journals and professional publications, videos and popular media.
- Students are encouraged to ask questions and supply examples to ensure they understand the topic and its importance to business.
- Note that this content builds on the required weekly readings. The content will often be provided in advance of the scheduled class-time, and students may peruse it in advance if they wish.

### **Group Workshop (approximately second half of class):**

- Students will be assigned exercises and given sufficient time to discuss and complete them in groups during the class.
- The class will be divided into groups of six (6) students. Groups will be formed during the first class and will be maintained throughout the course.
- By the end of the time allocated to the exercise, each group must submit their work into the appropriate folder in D2L.

## Course Materials

All required readings to be done prior to the class:

### Textbook

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**Dyer, J.H., Godfrey, P.C., Jensen, R.J., Bryce, D.J. (2022). *Strategic Management Concepts and Cases*. Fourth Edition, Wiley.**

Wiley Plus Bundle with e-Textbook and supplementary materials: Strategic Management: Concepts and Cases, 4th Edition. The text can be purchased as an e-text from the bookstore. It will be accessed via D2L, with a code, upon purchase. It can also be purchased as a bundle of the e-text, supplementary materials and a hard copy. Do not purchase older version of the text because the supplementary materials are necessary to complete the course. The e-Text contains supplementary materials that your instructor will assign as part of the required viewing and/or reading. To access the text, Log onto the book store

website: <https://campusstore.torontomu.ca>

### Additional Materials

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#### Case Studies

1. Practice Case: Thompson, A. Netflix's 2020 Strategy for Battling Rivals in the Global Markets for Streamed Video Subscribers (on D2L\_E-reserve)
2. Submitted Group Case: Thompson, A., & Harris, R. Lululemon athletica's strategy in 2020: is the recent growth in retail stores, revenues, and profitability sustainable? (on D2L\_E-reserve)

## Course Learning Outcomes

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The objective of this course is to create a learning environment that will enable students to:

1. To apply key business concepts and frameworks in the analysis of complex business cases. *Knowledge and Practical Skills;*
2. To understand the global nature of business and the competitive environment facing mature businesses. *Cognitive and Knowledge Skills;*
3. To develop an understanding of how mature businesses maintain accountability through financial and corporate responsibility reporting. *Cognitive and Knowledge Skills;*
4. To recognize the importance of innovation in adapting to changes in the business environment. *Cognitive and Knowledge Skills;*
5. To recognize the role of capital markets in the financing of business. *Cognitive and Knowledge Skills;*

Upon completion of the course, BSM students will have achieved the following Learning Outcomes:

1. **TRSM Goal 1 (Creative Industries LO4): Communication:** be able to express ideas and information effectively and accurately using a range of media commonly used in business environments. *Proficient*
2. **TRSM Goal 2 (Creative Industries LO8b): Ethical Understanding and Reasoning:** be able to recognize and analyze ethical problems in order to choose and defend appropriate resolutions. *Proficient*
3. **TRSM Goal 4 (Creative Industries LO6): Group and Individual Dynamics:** Graduates will be able to self-manage and perform effectively within heterogeneous teams. *Proficient*
4. **Creative Industries LO7: Apply Skills and Knowledge:** Apply fundamental business and management skills within organizations; integrate an aesthetic sensibility and business acumen to the practical realities of production, promotion, and distribution of commercial or non-commercial cultural products with an understanding of the theoretical and historical underpinnings of one or more creative industry sectors; recognize when more information is required to address the limits of one's own knowledge, abilities, and analyses and determine appropriate next steps. *Proficient.*

## **Plagiarism Detection**

### **Use of Turnitin for originality detection**

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 is original/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 student's 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.

In case the exams are held online, you would need access to a computer that has the latest operating system, at a minimum Windows (10, 8, 7) or Mac (OS X 10.10 or higher) and web browser Google Chrome or Mozilla Firefox. You will need to ensure that you can complete the exam using a reliable computer with a webcam and microphone available, as well as a high-speed internet connection. Please note that you will be required to show your TMU OneCard prior to beginning to write the exam. Should a student not have a OneCard, government issued ID can be displayed to the camera, showing only the picture and name (all other information can be covered by the student).

## Topics and Course Schedule

Week & Date	Required reading & Topic	Learning Outcomes	Class activities
<b>Week 1:</b> <b>Jan 12<sup>th</sup></b>	<u><b>Chapter 1.</b></u>  What is Business Strategy? Who is Responsible for Business Strategy?	<ul style="list-style-type: none"> <li>-Define business strategy, including the importance of competitive advantage, the four choices that are critical to strategy formulation, and the strategic management process</li> <li>-Explain vision, mission, core values and objective</li> <li>-Explain who is responsible for, and who benefits from good business strategy</li> </ul>	<b>Team creation</b>
<b>Week 2:</b> <b>Jan 19<sup>th</sup></b>	<u><b>Chapter 2.</b></u>  Analysis of the External Environment: Opportunities and Threats	<ul style="list-style-type: none"> <li>-Understand the importance of correctly identifying and choosing a firm's industries and markets</li> <li>-Identify and measure the factors in the general environment that affect industry profitability</li> <li>-Identify and measure the factors in the general environment and the five major forces that shape average firm profitability within industries to evaluate the overall attractiveness and profitability of an industry</li> </ul>	<b>Team Challenge</b>
<b>Week 3:</b> <b>Jan 26<sup>th</sup></b>	<u><b>Chapter 3.</b></u>  Internal Analysis: Strengths, Weaknesses,	<ul style="list-style-type: none"> <li>-Identify the steps in the value chain a firm uses to create competitive advantage.</li> <li>-Distinguish among the core concepts of strengths, weaknesses, resources, capabilities, and priorities.</li> </ul>	<b>Quiz 1 (weeks 1, 2 and 3)</b>  <b>Team Challenge</b>



	and Competitive Advantage	-Evaluate the strength and sustainability of internally generated competitive advantages using the VRIO model	
<b>Week 4: Feb 02<sup>nd</sup></b>	<b><u>Chapters 4 &amp; 5.</u></b>  Cost Advantage Differentiation Advantage	-Define and contrast the four generic strategies of cost and differentiation. -Identify how a firm’s capabilities and processes are related to the generic strategies of cost and differentiation. -Understand how changes to a firm’s business model enable it to pursue a generic strategy -Explain trade-offs that can lead to being “caught in the middle,” and the hybrid strategy for pursuing both generic strategies simultaneously	<b>Team Challenge</b>
<b>Week 5: Feb 09<sup>th</sup></b>	<b><u>Chapter 6.</u></b>  Corporate Strategy Creating Value through Diversification	-Explain how business unit strategy differs from corporate strategy -Identify the eight ways in which a company may create value through diversification, and the advantages of each source. Be able to evaluate a diversified company’s ability to create value using one or more of these sources -Explain how a company would choose whether to diversify by greenfield entry or by acquisition.	<b>Quiz 2 (weeks 4 and 5)</b>  <b>Team Challenge</b>
<b>Week 6: Feb 16<sup>th</sup></b>	<b><u>Chapter 10.</u></b>  Innovation Strategies that Change the Nature of Competition	-Identify different innovation strategies. -Understand the role of innovation in the competition within industries. -Compare and Contrast low and high end disruptive innovation and its impact on competition. -Describe the accelerating pace of innovation and the product, business, and industry life cycle.	<b>Team Challenge</b>

**Study Week No Class**

**Week 6:  
Feb 24th**

**Midterm Exam – Feb 24<sup>th</sup> -10-1pm**

**Week 7:  
Mar 08<sup>th</sup>**

**Chapter 11.**

Competitive Strategy & Sustainability

- Explain strategic positioning and principles of competitive strategy
- Evaluate strategic moves and the formation of strategic groups that contribute to sustainable advantage.
- Construct a Strategic Group map and analyze potential strategic moves by competitors
- Create a competitive strategy suitable to a company's competitive situation
- Analyze the sustainability of a company's competitive advantage

**Quiz 3 (weeks 6 and 7) Team Challenge**

**Week 8:  
Mar 15<sup>th</sup>**

**Chapters 13 & 14.**

Corporate Governance & Ethics  
Strategy and Society  
Corporate Social Responsibility

- Discuss the purposes of a corporation, including the shareholder primacy model and the stakeholder model.
- Explain the role of the board of directors in governing the corp..
- Identify major ethical challenges managers face at each stage of the value chain
- Explain the difference between economic and social value
- Explain how economic-value organizations can create value through corporate social resp..

**Team Challenge**

<b>Week 9:</b> <b>Mar 22<sup>nd</sup></b>	<u><b>Chapter 9.</b></u>  International Strategy	-Explain why firms choose to expand internationally - Describe different kinds of distance, how they affect successful international expansion - Explain the three primary types of international strategy and be able to use the international strategy triangle to determine which international strategy is right for a specific firm -Explain when a firm should use each of four major ways to enter a foreign market	<b>Quiz 4 (weeks 8 and 9)</b> <b>Team Challenge</b>
<b>Week 10:</b> <b>Mar 29<sup>th</sup></b>	Financial Analysis in Mature Businesses	-Identify key financial performance metrics -Perform a financial analysis -Conclude the state of a company's financial health	<b>Workshop &amp; Team Challenge</b>
<b>Week 11:</b> <b>Apr 05<sup>th</sup></b> <p style="text-align: center;"><b>Course Wrap-up</b></p>			

\*Tentative schedules – Updates will be communicated.

# Evaluation

## Assignments and Grading

### Assessment Weighting Breakdown

Evaluation Component	Weight %	Week Hand in
Participation (Individual mark)	10%	Ongoing
Group Case Study Project (Group mark)	20%	Week 12 <b>Due date April 15 at 11h59 pm</b> - Submission to D2L Turnitin
Group Challenges (Group mark)	10%	Ongoing
Mid-Term Exam (Individual mark)	30%	6
Quizzes (Individual Mark)	10% (2.5%*4)	Weeks 3;5;7;11
Final Exam (Individual Mark)	20%	
<b>Total</b>	<b>100%</b>	

### Participation (10%)

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Your presence and contribution to in-online class learning is vital. This means being present and prepared, building on others' ideas and being ready to disagree with others and to develop your own position. As part of being respectful to your fellow classmates and to the conduciveness of a good learning environment, you are expected to arrive on time and to be prepared (students will be randomly asked upon to address questions related to the course material). Most importantly, you are expected to take an active role in the discussion by asking good questions (quality, not quantity), and raising interesting points. Your participation grade will principally be assessed based on your individual participation and activity within the team workshops and will contribute to 10% of the student's final grade.

Absence from class or being unprepared means you can't participate effectively. Your participation grade will be impacted as follows:

- Absent or unprepared for 1 class, 1 mark penalty

- Absent or unprepared for 2 classes, 3 mark penalty
- Absent or unprepared for 3 classes, 5 mark penalty
- Absent or unprepared for 4 classes, 8 mark penalty
- Absent or unprepared for 5 or more classes, 10 mark penalty (all marks lost)

### *Ryerson Grade Policy on Attendance*

Students are expected to attend all classes. Ryerson Grade Definitions defines a grade of FNA for failure and non-attendance. The definition of **FNA** (failure, non-attendance) is as follows: “awarded by the professor when the student has been absent from most course meetings and/or has submitted no work for grading. This grade will be assigned when a student abandons a course without completing a formal withdrawal prior to established deadline dates. This grade is counted as a failure in the calculation of grade point average.”

## **Group Case Study Project (20%)**

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This exercise is a project where you as the student are responsible for working within a group of 5 students in preparing a case study analysis of a mature firm. Further details regarding the choice of business and specific requirements of the assessment will be provided in week 2. Each student will take responsibility for contributing to their share of the project to be determined collectively by the team for each student member of that team. This assessment is worth a total of 30% of the student’s total grade for the course. The project is due in Week 12 (See Assessment Summary Table) and must be submitted at the beginning of class. **Late submissions will be penalized 10% per day. All projects must be submitted to Turnitin.com.**

## Mid-Term Exam (30%)

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In week 7 an in-class mid-term exam will be taken that covers the **lecture material from Week 1 to Week 6 inclusive**. This multiple-choice and short-answers exam is **worth 30%** of the student's final grade for the course.

## Quizzes (10%)

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Throughout the semester four quizzes will be administered (virtually through D2L) at the beginning of class (see Schedule Table above). Each quiz is worth 2.5% of the student's final grade for the course (total of 10%) and each will be comprised of 10 multiple-choice questions and will be 10 minutes in length. Each quiz will relate to the required readings as identified in the Schedule Table.

## Final Exam (20%)

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The final exam will be written during Ryerson University's normal final exam period (date and time to be determined). This exam will cover all course material, including lectures, assigned readings, and class discussions. The final exam format will be multiple-choice questions. Standard exam rules and conditions will apply.

**Friday January 28, 2024 is the last date to drop the course.**

Late work will not be evaluated without my prior permission and in circumstances where Academic Consideration is warranted (see below for further details).

### Additional Comments

- Professional communication is expected; poorly written emails or assignments may receive a grade of zero.
- Professional behaviour during class is expected. You are expected to arrive on time for class and attend all classes. **Missing four (4) or more classes during the course, without permission, will result in failure of the course.**
- Students shall not behave in ways that are disruptive to the learning, teaching and work environment. See Policy #61: Student Code of Non-Academic Conduct at <https://www.torontomu.ca/senate/policies/>
- Please also refer to other Senate policies on [the Senate website](#)
- Be sure to keep an extra copy of all assignments that you hand in.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- There is **zero tolerance policy with respect to the use of mobile phones in the class.** Mobile phones must be put away. Texting or using a mobile phone for any purpose whatsoever during class is considered disruptive.
- Please arrive on time and avoid leaving the class during lectures or discussions. Only after I have formally dismissed the class should you leave.

- **Academic Integrity**

- Plagiarism is a serious academic offense and penalties range from zero in an assignment to expulsion from the University. Plagiarism is defined in the Student Code of Academic Conduct as claiming the words, ideas, artistry, drawings, images or data of another person as if they were your own. Also, knowingly assisting someone to commit any form of academic misconduct is itself academic misconduct.
- It is assumed that all examinations and work submitted for evaluation and course credit will be the product of individual effort, except in the case of team projects arranged for and approved by the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.
- Students are strongly encouraged to visit the Academic Integrity Website at <https://www.torontomu.ca/academicintegrity/> for more detail and to refer to Policy #60: Student Code of Academic Conduct at <https://www.torontomu.ca/senate/policies/>.

## Standard for Written Work

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- 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!**



## In Person Examinations

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- All students must display a valid and relevant student photo-identification card during the course of an examination. Students are expected to refrain from bringing cellular phones, personal audio equipment, and other electronic devices into the examination room unless specifically permitted by the course instructor. Students are also not permitted to wear hats or to have food during the exam unless medically required (you may bring water into the exam room provided it is in a transparent plastic bottle without labels).
- For more detailed information on examination policies, refer to Pol#135: Examination Policy at <https://www.torontomu.ca/senate/policies/>.

### • Academic Grading Policy

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- Evaluation of student performance will follow the established academic grading policy outlined in Policy #46: Policy on Undergraduate Grading, Promotion, and Academic Standing (the “the GPA Policy”) at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

<i>Definition</i>	<i>Letter Grade</i>	<i>Grade Point</i>	<i>Percentage Range</i>
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84
Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66
	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56

	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49

## 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 Ryerson 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.
- 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.

### 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](#) 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 radio button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request).

For extenuating circumstances, Policy 167: Academic Consideration allows for a once per semester 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. Absences more than 3 days in duration and those that involve a final exam/final assessment require documentation.. Students must notify their instructor once a request for academic consideration is submitted. See Senate [Policy 167: Academic Consideration](#).

- 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](#).

## Accessibility

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***Students with disabilities*** - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre. Before the first graded work is due, students should also inform their instructor through an “Accommodation Form for Professors” that they are registered with the Access Centre and what accommodations are required.

- 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. <https://www.torontomu.ca/accommodations/>

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

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 website](#).