

BSM 600: The Business Mature

Winter 2023, Section 011
Mondays: 3:00 PM - 6:00 PM
Room: VIC501

INSTRUCTOR INFORMATION

Instructor: Dr. Zohreh Hassannezhad Chavoushi
Office: Online only
Office Hours: By appointment only
E-mail: zhassannezhad@torontomu.ca
Course Website: my.toronto.ca (D2L)

E-mail Communication: Students must use the e-mail address listed on the front page 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 <https://www.torontomu.ca/senate/policies/> for further information on this issue.

COURSE DESCRIPTION

BSM600 is a capstone course 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.

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 projects that involve the integrative case study and the submission of a detailed analysis of the case.

Weekly Lecture: 3 hours

GPA Weight: 1.00

Prerequisite: BSM200

COURSE LEARNING OUTCOMES

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

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

BSM students will have achieved the following Learning Outcomes (LO):

- 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.*

COURSE MATERIALS

All required readings to be done prior to the class.

1. *Textbook*

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

An illustrative video and Slides explaining how to acquire the textbook and use students' resources are posted on D2L_Content.

Wiley Plus Bundle with e-Textbook and supplementary materials: *Strategic Management: Concepts and Cases, 4th Edition*. The text can be purchased as an eText from the bookstore. **It will be accessed via D2L, with a code, upon purchase.** It can also be purchased as a bundle of the eText, supplementary materials and a hard copy. **Please do not purchase older versions of the text because the supplementary materials are necessary to complete the course.** The eText contains supplementary materials that your instructor will assign as part of the required viewing and/or reading. To access the text, log into the bookstore.
website: <https://campusstore.torontomu.ca/>

2. *Case Studies*

- **Practice Case:** Krishna, M. & Gambhir, G. (2022) *Zoom Video Communications: Flash in the Pandemic or Enduring Success?* (on D2L_E-reserve)
- **Submitted Group Case:** Agnihotri, A.; Bhattacharya, S. (2021) *DoorDash: In Search of Profitability*. (on D2L_E-reserve)

3. *Financial Analysis Template*

- You can find some financial documents on D2L_Content.

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 of 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. Please note that **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. For more detail, see the course content section below. Most handouts will be made available on D2L after class. Some selected lecture notes will also be made available on D2L but students are still strongly encouraged to take notes, especially from the white board during class lectures.

You may be assigned to complete exercises in class with your group as part of class participation. During class, it is important to complete all group activities. It is important to be prepared to present the results of your analysis in these exercises, which will be marked as part of participation.

Participation formats may include but are not limited to: contributing to the chat during class, speaking during class, presentations, quizzes in class, and contributing to discussion boards on D2L before or after class.

Table 1: Topics- Tentative Sequence & Schedule

<i>Week Date</i>	<i>Required Reading & Topic</i>	<i>Learning Outcomes</i>	<i>Class Activities</i>
Week 1 Jan. 16	<u>Chapter 1.</u> - Business Strategy - Formulation of Strategies - Strategic Leaders	- Define business strategy, formulation of strategy, and strategic management processes - Understand the formulation and implementation of strategies - Explain who is responsible for business strategy and who benefits from it	Team creation And Team Challenge
Week 2 Jan. 23	<u>Chapter 2.</u> - Analysis of the External Environment	- Identifying and choosing a firm's industries and markets - Identify and measure the factors in the general environment and the five major	Team Challenge

	<ul style="list-style-type: none"> - Opportunities and Threats - Industry Analysis 	forces that shape average firm profitability within industries	
Week 3 Jan. 30	<p><u>Chapter 3.</u></p> <ul style="list-style-type: none"> - Internal Analysis: Strengths, Weaknesses & Competitive Advantage 	<ul style="list-style-type: none"> - Identify the steps in the value chain a firm uses to create competitive advantage. - Distinguish among the core concepts of strengths, weaknesses, resources, capabilities, and priorities. - Evaluate the strength and sustainability of internally generated competitive advantages using the VRIO model 	<p>Quiz 1 (weeks 1, 2 and 3)</p> <p>Team Challenge</p>
Week 4 Feb. 6	<p><u>Chapters 4 & 5.</u></p> <ul style="list-style-type: none"> - Cost Advantage - Differentiation Advantage 	<ul style="list-style-type: none"> - Define and contrast the 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 generic strategies of cost and differentiation. 	Team Challenge
Week 5 Feb. 13	<p><u>Chapter 6.</u></p> <ul style="list-style-type: none"> - Corporate Strategy - Diversification & Value Creation 	<ul style="list-style-type: none"> - 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. 	<p>Quiz 2 (weeks 4 and 5)</p> <p>Team Challenge</p>
Study Week Feb. 20- Feb. 24 NO CLASS			
Week 6 Feb. 27	Mid-Term Exam		
Week 7 Mar. 06	<p><u>Chapters 7 & 8.</u></p> <ul style="list-style-type: none"> - Vertical Integration and Outsourcing - Strategic Alliances 	<ul style="list-style-type: none"> - Differentiate among vertical integration, strategic alliances, and arm's-length supplier relationships. - Understand the advantages and disadvantages of vertical integration, outsourcing, and alliance. - Describe reasons of vertical integration - Describe the different ways value is 	Team Challenge

		created in alliances.	
Week 8 Mar. 13	<u>Chapters 10 & 12</u> - Innovative Strategies - Implementing Strategies	- Describe innovative strategies and different categories of it - Describe the 7S model - Evaluate a strategic change effort	Quiz 3 (weeks 7 and 8) Team Challenge
Week 9 Mar. 20	<u>Chapters 13 & 14.</u> - Corporate Governance & Ethics - Strategy and Society	- The purposes of a corporation - Explain the role of the board of directors in governing the corporation. - Identify major ethical challenges managers face - Explain the difference between economic and social value - Explain how economic value organizations create value through CSR - Social entrepreneurship	Team Challenge
Week 10 Mar. 27	<u>Chapter 9.</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	Quiz 4 (weeks 9 and 10) Team Challenge
Week 11 Apr. 03	Financial Analysis in Mature Businesses	- Identify key financial performance metrics - Perform a financial analysis - Conclude the state of a company's financial health	Workshop & Team Challenge
Week 12 Apr. 10	Course Wrap-up		

EVALUATION

The assessment strategy is designed to measure individually, and collectively, the ability to apply business growth theory, tools and techniques in a real world situation and to demonstrate an

understanding of how a business manages the growth stage to its eventual maturity. The grade for this course is composed of the mark received for each of the following components:

Table 2: Assessment Weighting Breakdown

	Evaluation Component	Weight %	Week Due
1	Participation (Individual Mark)	10%	Ongoing
2	Group Case Study Project (Group Mark)	20%	Week 12
3	Group Challenges (Group Mark)	10%	Ongoing
4	Mid-Term Exam (Individual Mark)	30%	Week 6
5	Quizzes (Individual Mark)	10% (2.5%*4)	Weeks 3, 5, 8, 10
6	Final Exam (Individual Mark)	20%	
Total		100%	

1. Participation

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

TMU Grade Policy on Attendance

Students are expected to attend all classes. TMU Grade Definitions defines a grade of FNA for failure due to 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.”

2. Group Case Study Project

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 Table 2-Assessment Weighting Breakdown) 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.**

3. Group Challenges

The group challenges are the activities where students will be divided into smaller groups to discuss various case studies. Each session, one group will be chosen to present their findings and thoughts on the case to the rest of the class. This assessment is worth a total of 10% of the student’s total grade for the course.

4. Mid-Term Exam

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.

5. Quizzes

Throughout the semester four quizzes will be administered (virtually through D2L) at the beginning of class (see *Table 2: Topics- Tentative Sequence & Schedule*). Each quiz is worth 2.5% of the student’s final grade for the course (total of 10%) and each will comprise 25 multiple-choice questions and will be 25 minutes in length. Each quiz will relate to the required readings as identified in the Schedule Table.

6. Final Exam

A Final exam will be held during exam week comprising only Multiple-choice questions.

Critical Information

- Due to the nature of the course, students are expected to attend all classes.
- It is your responsibility to clarify any ambiguities that you may find in course materials or this course syllabus - when in doubt, ask.
- Late assignments without justifiable reason will be penalized. 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.
- Assignments submitted to Turnitin.com will only be accepted in Word format. No pictures of text will be accepted, and no other formats will be accepted, including pdf documents.
- Toronto Metropolitan University 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 check posted information on D2L News and Announcements frequently, and emails from the instructor.

POLICIES AND COURSE PRACTICES

Course Management

- Every effort will be made to manage the course as stated. However, adjustments may be necessary during the term at the discretion of the instructor. If so, students will be advised, and alterations will be discussed prior to implementation, in class and through an announcement on Blackboard.
- Students are encouraged to review the TMU Senate Course Management Policy which provides a framework of common understanding for students, faculty and staff concerning the structures, processes, objectives, and requirements that pertain to TMU undergraduate courses. For more detailed information refer to Policy #145: Course Management Policy at <https://www.torontomu.ca/senate/policies/>
- All communication about the course or material related to the course will be posted on the Blackboard course site. In addition, all student study resources can be accessed through Blackboard. Students are expected to check the site regularly for updates.

Academic Considerations

- Students must submit assignments on time and write all tests and exams as scheduled.
- Assignments submitted for grading will be handed back within two weeks except for the final exam.
- **There will be no penalty for work missed for a justifiable reason. Students need to inform the instructor of any situation that arises during the semester that may have an adverse effect on their academic performance, and request any necessary considerations according to the policies and well in advance. Failure to do so will jeopardize any academic appeals.**
- Except in cases of accommodations for disabilities, where documentation is handled directly by the Access Centre, students must fill out an Academic Consideration form (Available [here](#)) and **submit it to their own program office:**
 - **Medical certificates** – If a student is going to miss a deadline for an assignment, a test or an examination because of illness, he/she must submit a medical certificate (see <https://www.torontomu.ca/senate/forms/medical.pdf> for the certificate) **to their program office** within 3 working days of the missed assignment deadline, test or examination. The program office will notify the instructor that the documents have been received. It is the student's responsibility to make arrangements with instructor for a make-up exam.
 - **Religious observance** – While it is strongly encouraged that students make requests within the first two weeks of class, requests for accommodation of specific religious or spiritual observance must be presented **to their program office** no later than two weeks prior to the conflict in question (in the case of final examinations, within two weeks of the release of the examination schedule). The student must submit a Request for Accommodation form (<https://www.torontomu.ca/senate/forms/reobservforminstr.pdf>) to their program office. The office will notify the instructor when they have received the request form.
 - **Other requests for Academic Consideration** which are not related to medical or religious observation must be submitted in writing together with the Academic Consideration form **to the student's program office**. The letter must clearly state the reasons for the request and describe the events or circumstances that seriously impair the student's ability to meet their academic obligations, and that were beyond the student's control. When possible, supporting documentation must be attached to the letter. The office will notify the instructor when they have received the request.
https://www.torontomu.ca/content/dam/senate/forms/academic_consideration_document_submission.pdf

In addition, the following procedures must be followed:

- ***Students with disabilities*** - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre www.ryerson.ca/accesscentre/. 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.
- ***Regrading or recalculation*** – These requests must be made to the instructor within 10 working days of the return of the graded assignment to the class. These are not grounds for appeal, but are matters for discussion between the student and the instructor.
- Submission of the Academic Consideration form and all supporting documentation to your program office does not relieve you of the responsibility to **NOTIFY YOUR INSTRUCTOR** of the problem as soon as it arises, and to contact with the instructor again after the documents have been submitted in order to make the appropriate arrangements.
- **If you do not have a justifiable reason for an absence and/or have not followed the procedure described above, you will not be given credit or marks for the work missed during that absence.**

For more detailed information on these issues, please refer to Senate Policy 134 (Undergraduate Academic Consideration and Appeals) and Senate Policy 150 (Accommodation of Student Religious Observance Obligations). Both can be found at <https://www.torontomu.ca/senate/policies/>

Academic Integrity

- Plagiarism is a serious academic offence 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. It is academic misconduct if your actions help others to commit academic misconduct.
- 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/>

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 is 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.

Virtual Proctoring

Online exam(s) within this course use a virtual proctoring system. Please note that your completion of the exam will be recorded via the virtual platform and subsequently reviewed by your instructor. The virtual proctoring system provides recording of flags where possible indications of suspicious behaviour are identified only. Recordings will be held for a limited period of time in order to ensure academic integrity is maintained.

Access to a computer that can support remote recording is your responsibility as a student. The computer should have 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. Full details are available on the "[Minimum Technology Requirements for Remote Learning](#)" web page. Please note that you will be required to show your Ryerson 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). A [virtual](#)

proctoring web page that addresses privacy concerns and includes a FAQ is available for students.

Information will be provided prior to the exam date by your instructor who may provide an opportunity to test your set-up or provide additional information about online proctoring. Since videos of you and your environment will be recorded while writing the exam, please consider preparing the background (room/walls) so that personal details are not visible, or move to a room that you are comfortable showing on camera.

Standard for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments. Students are encouraged to obtain assistance from the Writing Centre (www.ryerson.ca/writingcentre) for help with written communications as needed.
- For proper citation and style guides visit the TMU Library website at <https://library.torontomu.ca/guides/style/>
- ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread.***

Maintaining a Professional Learning Environment

- Professional communication is strictly enforced; poorly written emails or assignments may be discarded and/or 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.
- Be sure to keep an extra copy of all assignments that you hand in. **You are responsible for obtaining and keeping a copy of the Turnitin receipt you receive for submitting to D2L.** This may be necessary to address any discrepancies in submissions.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- Assignments are due on the dates and at the times specified; if you are unable to submit on the due date, arrange for an early submission. Any absence from class does not excuse you from assignment deadlines.
- ***Students shall not behave in disruptive ways that obstruct the learning, teaching and work environment.*** See Policy #61: Student Code of Non-Academic Conduct at <https://www.torontomu.ca/senate/policies/>

Examinations

- 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

- 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 <https://www.torontomu.ca/senate/policies/> The grading system is summarized below:

Table 3: The Grading System

<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

IMPORTANT RESOURCES AVAILABLE AT TMU

- [TMU 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 go to [Library Online Workshops](#).
- [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 2020/Winter 2021/Fall 2021/Winter 2022 related to academic consideration. This statement has been built into the Online Academic Consideration System and is also on the [Senate website](#) (<https://www.torontomu.ca/senate/>)

Policy 167: Academic Consideration for Fall 2020/Winter 2021/Fall 2021/Winter 2022 due to COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are currently not required to provide a health certificate. Other absences must follow Senate [Policy 167: Academic Consideration](#).

Also NOTE: Outside of COVID-19 symptoms, the new 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. In 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](#)
- *At 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. Below are resources we encourage all TMU community members to access to ensure support is reachable.*

[TMU Mental Health and Wellbeing](#)

If support is needed immediately, you can 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)