

TED ROGERS SCHOOL

Entrepreneurship & Strategy

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 2026, Section 011

Thursdays: 8:00 AM - 11:00 AM

Room: TRS -1119

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.

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 “**W2026 - BSM 600 (Sec: 011)**” 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

BSM 600 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: BSM 200

COURSE LEARNING OUTCOMES

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

Upon completion of the course, 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.

Textbook:

- Strategic Management for BSM600, OER, \$0.00, on D2L/Articulate Storyline
- Note that this is a new book and you will not be able to use a book from a previous semester. Articulate Storyline is an interactive platform, and no hard copies are available.

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)

TEACHING METHODS

The teaching and learning strategy are 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.

COURSE STRUCTURE

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.

TOPICS AND COURSE SCHEDULE

Table 1: Topics- Tentative Sequence & Schedule (Updates will be communicated)

<i>Week & Date</i>	<i>Required Reading & Topic</i>	<i>Learning Outcomes</i>	<i>Class Activities</i>
Week 1 Jan. 15	<p><u>Chapter 1 and 2.</u></p> <p><i>The Evolution of Canadian Business Strategy</i></p> <p><i>Industry Identification and Analysis</i></p>	<ul style="list-style-type: none"> ● Understand the roots of business strategy in companies in Canada ● Develop a perspective that encompasses the complexity of the business environment. ● Provide a roadmap for tailoring strategic alternatives to the realities of Canada’s business environment. ● Identify the industry or industries of the focal firm ● Identify and analyze the key jobs performed by the industry ● Assess the attractiveness of an industry based on the six forces ● Identify threats and opportunities from industry analysis 	Team creation
Week 2 Jan. 22	<p><u>Chapter 2.</u></p> <p><i>continued +</i></p> <p><u>Chapter 3.</u></p> <p><i>Strategy and the Macroenvironment</i></p>	<ul style="list-style-type: none"> ● Understand the importance of the macro environment for strategy ● Scan the key factors of the macro environment and their functions ● Understand how to use data on factors to create metrics ● Draw industry level implications from analysis of the macro environment ● Identify firm level threats, 	Team Challenge

		opportunities and constraints from PESTEL analysis	
Week 3 Jan. 29	<u>Chapter 4.</u>	<p>Internal Analysis of the Firm Stakeholder Analysis</p> <ul style="list-style-type: none"> • Understand why an organization's resources and capabilities are important when formulating strategy • Recognize and assess the resources and capabilities of an organization • Identify how these resources and capabilities can lead to sustainable competitive advantage • Formulate strategy by utilizing internal strengths while mitigating internal weaknesses 	Quiz 1 (weeks 1, 2 and 3)
Week 4 Feb. 5	<u>Chapter 5.</u>	<ul style="list-style-type: none"> • Understand apply the stakeholder perspective • Apply a stakeholder analysis framework to a case to generate new insights • Identify, classify, and list stakeholders based on their interest and influence • Use stakeholder analysis to improve alternatives generation and selection 	Team Challenge
Week 5 Feb. 12	<u>Chapter 6.</u> <i>Generic Strategies and Strategic Groups</i>	<ul style="list-style-type: none"> • Understand the three principal generic strategies for competitive advantage; 	Quiz 2 (weeks 4 and 5)

		<ul style="list-style-type: none"> ● Recognize the paths that firms take from a focused to a broader generic strategy; ● Be able to apply a competitive positioning framework to firms within an industry and identify the strategic moves that firms must undertake in order to create a competitive advantage. 	
Study Week Feb. 16- Feb. 20 NO CLASS			
Week 6 Feb 28	Mid-Term Exam	Date: Saturday, February 28 Time: 9:30 am -12:30 pm Location: TBD No class on Feb. 26th	Weeks 1-5
Week 7 Mar. 05	<u>Chapter 7.</u> <i>Financial Analysis for Strategic Decision-Making</i>	<ul style="list-style-type: none"> ● Understanding the importance of financial ratios ● Applying financial ratio analysis ● Recognizing Industry-Specific KPIs ● Completing Trend Analysis – Are Key Indicators Improving? ● Determining Strategic Alignment – Do Financial Metrics Align with The Business Plan? ● Benchmarking and Competitive Advantage – Is the Business Model Winning? 	
Week 8 Mar. 12	<u>Chapter 8.</u> <i>Corporate</i>	<ul style="list-style-type: none"> ● Understand the need for 	Quiz 3 (weeks 7 and 8)

	<i>Responsibility and Sustainability</i>	<p>responsible organizations</p> <ul style="list-style-type: none"> ● Be aware of some of the latest developments in strategic thinking related to sustainability ● Be alert to the approaches and initiatives that are being developed across an array of different firms in response to the need for corporate responsibility- and sustainable practices in the business environment 	
<p>Week 9 Mar. 19</p>	<p><u>Chapter 9.</u></p> <p><i>Strategic Management of Technology and Innovation</i></p>	<ul style="list-style-type: none"> ● Know the industry lifecycle and the meaning of early and late entry ● Learn to distinguish disruptive and sustaining innovations in a given industry ● Assess a focal company's positioning vis-a-vis the innovations and likelihood of benefiting from or being disadvantaged by the innovation ● Derive opportunities and threats from disruptive innovation analysis 	Team Challenge

<p>Week 10 Mar. 26</p>	<p><u>Chapter 10.</u> <i>Corporate Strategy</i></p>	<ul style="list-style-type: none"> ● Understand the role of corporate strategy in organizations ● Be aware of some of the latest developments in strategic thinking related to corporate strategy ● Be alert to the approaches and initiatives that are being developed across an array of different firms in response to the need for different types of corporate strategy adopted by firms 	<p>Quiz 4 (weeks 9 and 10)</p>
<p>Week 11 Apr. 2</p>	<p><u>Chapter 11.</u> <i>Future Scenarios and Alternatives</i></p>	<ul style="list-style-type: none"> ● Understand the scenario planning process ● Recognize how future scenarios of the external and internal environments facing the firm are created ● Be able to identify how issues requiring managerial attention emerge from the scenario development process ● Understand how to develop and recommend alternative strategies that address issues requiring managerial attention 	<p>Workshop & Team Challenge</p> <p>Group Case Study Due Date</p>
<p>Week 12 Apr. 9</p>	<p>Exam Info and Q&A via Zoom</p>		

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)	15%	Ongoing. Students should write the points they mention in class on the name card.
2	Group Case Study Project (Group Mark)	20%	Week 11 Due date April 2 (Week 11) at 11:59 PM - Submission to D2L Turnitin
3	Group Challenges (Group Mark)	10%	Ongoing (slides to be uploaded. Only names of group members physically present in class).
4	Quizzes (Individual Mark)	10% (2.5%*4)	4 quizzes during the term on Weeks 3, 5, 8, 10
5	Mid-Term Exam (Individual Mark)	20%	Week 6
6	Final Exam (Individual Mark)	25%	During Exam week
Total		100%	

1. Participation (15%)

Your presence and contribution to 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 be assessed based on your individual participation and activity and will contribute 15% to your final grade.

Absence from class or being unprepared means, you can't participate effectively. Your participation grade will be impacted. Participation is gamified and rules are discussed in the 1st class of the semester. The participation grade is for being present for the whole class. Name cards must be handed over at the end of class. If you do not submit the name card, the participation mark for that week is automatically zero. Additionally, as part of the participation grade, students will complete quizzes prior to class throughout the semester.

Students are expected to attend all classes. TMU 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.”

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. **Leaving before the class is formally dismissed will count as no participation for that class.**

2. Group Case Study Project (Group mark 20%)

This exercise is a project where you as the student are responsible for working within a group of six 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 20% of the student's total grade for the course. The project is due in **Week 11 (See Table 2-Assessment Weighting Breakdown)** and must be submitted at the end of Week-11 class. **Late submissions will be penalized 10% per day. All projects must be submitted to Turnitin.com.**

3. Group Challenges (Group mark 10%)

There will be weekly group challenges during the class for an in-class exercise. Groups of six students will be formed in the first week and will be working on these in-class exercises. These six students may submit one solution to the exercise as a group and will be provided with guidance on a good quality submission by the instructor during the class. The assignment questions will be available online at the beginning of the class. Assignments are due by the end of the class in which the assignment is given. Students need to be physically present in class to do the group work. **It should be noted that listing the name of a group member who is not participating is considered academic misconduct.** No exceptions or extensions will be granted unless a validated Academic Consideration form is submitted. **PLEASE NOTE: If your name is not on the submitted work, it may not be added later even if you or your group members write to me stating you were present. All work submitted must be in PowerPoint Format (.pptx)**

4. Mid-Term Exam (Individual mark 20%)

In week 6 an in-class mid-term exam will be taken that covers the **lecture material from Week 1 to Week 5 inclusive.** This multiple-choice exam **is worth 20%** of the student's final grade for the course.

5. Quizzes (Individual mark 10%)

Throughout the semester four quizzes will be administered (virtually through D2L) at the end 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 (Individual mark 25%)

A Final exam will be held during exam week comprising multiple-choice and short answer 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.
- There are no make-up quizzes. Students who miss a quiz and submit an Academic Consideration Request (ACR) will have their final exam weighted accordingly to account for the missed quiz grade.

POLICIES AND COURSE PRACTICES

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

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 <https://www.torontomu.ca/accessibility/>. 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

Academic integrity is integral to your learning, the credibility of your degree or certification, and the integrity of the university as a whole. [Senate Policy 60: Academic Integrity](#) defines academic misconduct, provides a non-exhaustive list of examples of behaviours that may be considered as academic misconduct, and explains how academic misconduct concerns are evaluated and decided. The entirety of the policy applies in this course. As well, please note that submitting work created in whole or in part by artificial intelligence tools unless expressly permitted by the Faculty/Contract Lecturer, is considered a violation of Policy 60.

Generative Artificial Intelligence:

- The use of Generative AI (e.g., ChatGPT, Quillbot, Grammarly, Google Translate) is prohibited and will be considered a breach of Policy 60: Academic Integrity.

- Generative AI may only be used for idea generation or as a study aid, but not for the creation of submitted work.
- Falsified citations or misrepresentation of source material (common occurrences in text produced by Generative AI) is a breach of Policy 60. You are responsible for the accuracy of the work you submit.
- Submitting work that doesn't reasonably reflect your knowledge of the material and/or the skills being assessed is a breach of Policy 60: Academic Integrity.

Statement on Copyright: The course materials provided to you are copyrighted, and may not be shared without my express written permission. Do not share these materials (e.g. course outline, lecture slides, assignment instructions) with others and do not post them on the internet during the course, or at any time after. If you do so, Policy 60 will apply.

Academic Integrity Resources: To learn more about Policy 60 and how to avoid academic misconduct, please review and take advantage of these resources:

- Policy 60: Academic Integrity:
www.torontomu.ca/senate/policies/academic-integrity-policy-60/
- Academic Integrity Office website: www.torontomu.ca/academicintegrity
- “Academic Integrity in Space” game: <https://games.de.torontomu.ca/aio/#/>
- “Academic Integrity in Cyberspace!” game: <https://www.torontomu.ca/aic/#/>
- Student Life and Learning Support:
www.torontomu.ca/student-life-and-learning/learning-support

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 Faculty/contract lecturers have not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the Faculty/contract lecturers have reason to suspect that an individual piece of work has been plagiarized, the Faculty/contract lecturers are 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).

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 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 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). 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, 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 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 always conduct yourself in a professional and courteous manner.

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.
- 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/>

In Person 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

- [The University Libraries](#) provide research [workshops](#) and individual consultation appointments. There is a drop-in Research Help desk on the second floor of the library, and students can use the [Library's virtual research help service](#) to speak with a librarian, or [book an appointment](#) to meet in person or online.
- [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

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

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 any time:

- 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
- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext: 553596 or email 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](#)