

Course Outline

1. COURSE INFORMATION

Session Offered	Fall 2023 (Virtual Blended Delivery)	
Course Name	Strategic Management	
Course Code	GENTECH 4FT3	
Date(s) and Time(s) of lectures	C01: MO: 8:30am-9:20am / TH: 8:30am-10:20am (Virtual Blended Delivery) C02: MO: 3:30pm-4:20pm / WE: 3:30pm-5:20pm (Virtual Blended Delivery) C03: MO: 12:30pm-2:20pm / TU: 1:30pm-2:20pm (Virtual Blended Delivery) C04: TH: 4:30-7:20pm (Virtual Blended Delivery)	
Program Name	One of the following: Automation Engineering Technology / Automotive and Vehicle Engineering Technology / Biotechnology	
Calendar Description	This capstone course examines the 'total' view of the organization and how it relates and interacts with various environmental factors to gain a long-term sustainable advantage.	
Instructor(s)	Allan MacKenzie (<i>Course Lead</i>) <i>Sections: C02 & C03</i>	E-Mail: mackenza@mcmaster.ca Office: ETB/210 (Remote Office-Fall 2023) Office Hours: By advance appointment only
	Laurence Smith <i>Section: C01 & C04</i>	E-Mail: lasmith@mcmaster.ca Office: Remote Office Office Hours: By advance appointment only
Teaching Assistant	Arjun Raha, BTech, MASC, PhD (c)	E-mail: rahaa@mcmaster.ca

2. COURSE SPECIFICS

Course Description	This course aims to integrate knowledge assembled in the lower-level introductory courses to give long-term direction to an organization. Students will consider strategic options for successfully implementing technology and change within organizations to navigate external competitive forces.		
Instruction Type	Code	Type	Hours per term
	C	Classroom instruction	
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	39
	Total Hours		39
Resources	ISBN	Textbook Title & Edition	Author & Publisher
	Open Educational Resource (OER)	Mastering Strategic Management, 2014 [1 st CA Ed]	Janice Edwards eCampusOntario
	Other Supplies	Source	
	Software (Required)	GLO-BUS Online Business Strategy Simulation www.glo-bus.com Registration Fee: Paid by SEPT (no cost for the student)	

	<p>Other Supplies:</p> <p>Self-directed learning videos, course notes/slides, and other supplemental materials will be provided via electronic data files on the A2L course site.</p>
Prerequisite(s)	GENTECH 3FF3, 3ET3, or 4ET3, ENGTECH 4EE0 and registration in Level 3 or above of Automation Engineering Technology, Automotive and Vehicle Engineering Technology, or Biotechnology.
Corequisite(s)	N/A
Antirequisite(s)	GENTECH 3FT3, 3SF3, 4SF3
Departmental Policies	<ul style="list-style-type: none"> • Students must maintain a GPA of 3.5/12 to continue the program. • To achieve the required learning objectives, on average, B.Tech. students can expect to do at least 3 hours of "out-of-class" work for every scheduled hour in class. "Out-of-class" work includes reading, research, assignments and preparation for tests and examinations. • Where group work is indicated in the course outline, such collaborative work is mandatory. • Cell phones, iPods, laptops and other personal electronic devices are prohibited from the virtual classroom unless the instructor makes an explicit exception. • Announcements made in class or placed on Avenue are considered to have been communicated to all students, including those individuals that are not in class. • The instructor has the right to submit work to software to identify plagiarism.
Course Specific Policies	<p>Course Communications:</p> <ul style="list-style-type: none"> • You are responsible for checking Avenue daily – everything you need is there, and any important announcements will be posted there. Set your home page to the news feed for the course. See the Course A2L Website for any updates. • We only respond to e-mails from students' McMaster e-mail accounts. Ensure that your Mac account is activated and has space to receive e-mails. We reply to e-mails only once, and if it returns to us as "undeliverable mail," we do not attempt any further replies. • The instructor will not respond to e-mails asking questions in which the answer is readily available in the course outline or Avenue-to-Learn. • Other than laptops/tablets for remote lectures/meetings, IT'S HIGHLY RECOMMENDED <u>NOT TO HAVE</u> YOUR MOBILE DEVICE AT YOUR REMOTE WORK STATION. <p>Virtual Blended Course Structure</p> <p>This course is entirely virtual (online) delivery, including the final exam. The intentional design of the course offers the flexibility of asynchronous, self-directed learning blended with small group synchronous virtual bi-weekly status meetings.</p> <ul style="list-style-type: none"> • <u>Asynchronous Component:</u> Self-guided modular course structure supported by customized learning videos, free e-textbook (OER), lecture notes, and supplemental resources.

- **Synchronous Component:** Course learning is enriched through small group 1-on-1 bi-weekly status meetings between the instructor and each student team as they progress through the online GLO-BUS Strategy Simulation throughout the semester. These seminar-style meetings allowed for a more dynamic and confidential exploration of the simulation and course topics and a safer, personalized, question-answering environment.

Mandatory GLO-BUS Team Progress Status Meetings (Group)

You must attend ALL five (5) virtual progress meetings on the days/times scheduled with your GLO-BUS Simulation teammates in your registered course section.

Online GLO-BUS Business Simulation (Group)

The course will use the GLO-BUS strategy simulation to reinforce and apply course material. The simulation will involve your group analyzing available information and making critical decisions to solve integrated global business challenges. The purpose is to investigate ideas and outcomes to enrich your sensemaking of the course principles and concepts within a dynamic, realistic business environment.

- Working in a team of 4 to 5 students (self-selected), you will be assigned to run a global camera company through eight (8) weekly decision periods (each period represents a year of the company operations).
- Weekly decision rounds will close on **Sundays at 11:59PM**, and the system will automatically process your team's last saved decisions before the deadline.
- Each student is individually responsible for registering for the GLO-BUS simulation online before the first week of the semester ends.
- This group simulation is a mandatory component of the course. Students cannot individually complete the simulation.

Online GLO-BUS Simulation Quizzes (Individual-BONUS)

Two online GLO-BUS bonus quizzes focus on your understanding and provide you with feedback on the: GLO-BUS Participant's Guide, Industry Reports, and Competitive Intelligence Reports. The quizzes aim to help you learn what is happening in the simulation rather than "testing" you. The 20 questions for Quiz 1 and Quiz 2 are chosen randomly from a larger assessment bank.

- **Note: There will not be any make-up or MSAF extensions for missed GLO-BUS quizzes, whatever the reason, as these are bonus assessments.**
- **Any collaboration, posting, or sharing of online quiz questions or answers with other students will constitute academic dishonesty.**

Online GLO-BUS 3-Year Strategic Plan (Group)

Your group will craft a 3YR strategic plan within the GLO-BUS simulation representing Years 9 thru 11. Scores are tied to whether your company meets or exceeds its stated performance targets for EPS, ROE, stock price, credit rating, and image rating for each of the three years of the plan. **The 3-Year Strategic Plan scoring is based on the principle that a company's strategic plan is "good" if the management achieved or exceeded stated performance levels and if these targets contained some "stretch."**

- Your team will not be rewarded with a "good" grade for a strategic plan that over-promises and under-delivers.
- Conversely, your team will not be rewarded by "sandbagging" and setting easily achievable performance targets.

Your company board of directors (BOD) and shareholders want to see 'realistic aspiring' performance targets.

Online GLO-BUS Peer Evaluation (Individual)

At the end of the GLO-BUS simulation experience, each co-manager will complete a mandatory "peer evaluation" of their co-managers and self-evaluate (using the same form). Co-manager's response to a comprehensive 12-question peer evaluation form providing feedback about how well a company's management team functioned — attendance at meetings, teamwork, knowledge of company operations, the contribution of ideas and suggestions, and leadership.

- Peer evaluations are "confidential reports" seen only by the instructor.
- **All peer evaluations will be benchmarked against each co-manager's activity logs to verify a final appropriate score (rating) by the instructor.**

Online Module Quizzes (Individual)

Four (4) online quizzes assess your understanding of the material within Modules 2-5. Material open to evaluation includes the content from the self-directed video learning topics within the module, etextbook assigned chapters + any supplemental readings, and the course notes.

The online quizzes open on Thursday at 5:00PM and close Sunday at 11:59PM during the scheduled week. Each quiz has a 50-minute time limit to complete 20 randomly selected MCQs from a larger assessment bank. Before completing the online quiz, you should review/study all the topic-learning artifacts in-depth.

- Quiz 1: Evaluate Topics in Module 2: Big Picture Mindset
- Quiz 2: Evaluate Topics in Module 3: Environmental Analysis
- Quiz 3: Evaluate Topics in Module 4: Strategy Frameworks
- Quiz 4: Evaluate Topics in Module 5: Strategic Analysis

NOTE: There will not be any make-up assignments or MSAFs granted for missed quizzes, whatever the reason, as each quiz is available for several days for completion. **Any collaboration, posting, or sharing of online quiz questions or answers with other students will constitute academic dishonesty.**

Case Analysis Assignment Worksheets (Group):

Your GLO-BUS group will complete three (3) case analysis assignment worksheets to enrich your understanding of applying and analyzing the linkages of the Diamond-E model elements to a specific business scenario.

- Use the required course-supplied case analysis worksheet and complete the specific D-E elements outlined in the assignment deliverables.
- Each submission will be a group effort of your assigned GLO-BUS team members.

- The specific cases, assignment expectations, and grading rubric are in the assignment deliverables folder on the A2L course site.
- M5C1: ConnectAll TV - **Due Mon, Nov 13 @ 11:59pm**
- M5C2: Supply Chains Weak Link, Maybe! - **Due Mon, Nov 20 @ 11:59pm**
- M5C3: The Question to Integrate or Not- **Due Mon, Dec 04 @ 11:59pm**

All case analysis worksheets will be submitted to software to identify plagiarism to ensure they comply with the University's academic integrity policy.

Late case analysis assignment worksheets will receive an immediate 10% deduction from the assignment mark, plus a further 10% late penalty per day will be applied and deducted from the assignment mark. Case analysis worksheet assignments not submitted within three (3) days after the due date will not be graded and will receive a ZERO.

Active Reflective Learning: Team Progress Status Meetings (Group):

Five (5) scheduled instructor-student team 1on1 meetings are held over the Zoom platform throughout the term. The instructor and team members will discuss and reflect on their GLO-BUS progress and review course materials during these sessions.

- Meeting status notes must be completed according to deliverables using the specific preparation/review template for these meetings.
- **All meeting status notes are to be uploaded to the appropriate submission folder in A2L by the time indicated for your section on the day of your team's scheduled meeting with the instructor.**
 - **Section C01: 7:30AM**
 - **Section C02: 10:30AM**
 - **Section C03: 10:30AM**
 - **Section C04: 1:30PM**

Late meeting status reports will receive an immediate 10% deduction from the assignment mark, plus a further 10% late penalty per day will be applied and deducted from the assignment mark. Meeting status reports not submitted within three (3) days after the due date will not be graded and will receive a ZERO.

Online Final Exam (Individual):

The cumulative final exam is written online during the scheduled examination period. The final exam format will include SAQs and a comprehensive strategic analysis utilizing the Diamond-E framework related to a case incident and the constraints presented.

Note: Students must achieve a passing mark on the final exam assessment to pass the course. Students must achieve an overall passing grade in all the other course assessments, plus earn a minimum score of 15 out of 30 on the final exam to pass the course.

3. SUB TOPIC(S)		
Week 1: Sep 5	M1: Course Landscape 1.1. Course Design & Expectations 1.2. GLO-BUS Simulation	GLO-BUS SIM: <ul style="list-style-type: none"> • Self-Selected Teams Due: Sun, Sep 10 • Students individually register for GLO-BUS SUPPLEMENTAL READING: <ul style="list-style-type: none"> • GLO-BUS Participant Guide (26pgs)
Week 2: Sep 11	M2: Big Picture Mindset 2.1: General Manager Perspective 2.2: Strategy & Diamond-E Analysis Framework Overview	GLO-BUS SIM: <ul style="list-style-type: none"> • Team/Company Profile Due: Sun, Sep 17 • Practice 1 decision round due: Sep 17 • Online GLO-BUS Quiz #1 (2% bonus): <ul style="list-style-type: none"> ○ Sep 17 @ 11:59pm eTEXTBOOK READING: CH01 & CH02 SUPPLEMENTAL RESOURCES: <ul style="list-style-type: none"> • Article: Organizational Health • Article: Porters Generic Strategies
Week 3: Sep 18	M3: Environment Analysis Tools 3.1: PEST 3.2: Porter's 5-Industry Forces Instructor-Team Status Meeting #1: STAR Category Groups	GLO-BUS SIM: <ul style="list-style-type: none"> • Practice 2 decision round due: Sep 24 • Online GLO-BUS Quiz #2 (3% bonus): <ul style="list-style-type: none"> ○ Sep 24 @ 11:59pm
Week 4: Sep 25	M3: Environment Analysis Tools 3.3: Scenario Planning 3.4: Blue Ocean Instructor-Team Status Meeting #1: ACE Category Groups	ONLINE QUIZ #1: COURSE MODULE 2 (A2L) <ul style="list-style-type: none"> • Open: Thursday, Sep 28 @ 5:00PM • Close: Sunday, Oct 01 @11:59pm GLO-BUS SIM: <ul style="list-style-type: none"> • DR1-live (yr.6) decisions due: <ul style="list-style-type: none"> ○ Oct 01 @ 11:59pm eTEXTBOOK READING: CH03 SUPPLEMENTAL RESOURCES: <ul style="list-style-type: none"> • Article: Scenario Planning Example • Video: Blue Ocean Strategy
Week 5: Oct 2	M4: Strategy Frameworks 4.1: Cost Leadership Strategy Instructor-Team Status Meeting #2: STAR Category Groups	GLO-BUS SIM: <ul style="list-style-type: none"> • DR2-live (yr.7) decisions due: <ul style="list-style-type: none"> ○ Oct 08 @ 11:59pm eTEXTBOOK READING: CH05 SUPPLEMENTAL RESOURCE: <ul style="list-style-type: none"> • Video: VRIO Model Video
MIDTERM RECESS: Monday, Oct 09 to Sunday, Oct 15, 2023 (No Remote Classes or Meetings)		

<p>Week 6: Oct 16</p>	<p>M4: Strategy Frameworks 4.2: Differentiation Strategies</p> <p>Instructor-Team Status Meeting #2: ACE Category Groups</p>	<p>ONLINE QUIZ #2: COURSE MODULE 3 (A2L)</p> <ul style="list-style-type: none"> • Open: Thursday, Oct 19 @ 5:00PM • Close: Sunday, Oct 22 @11:59pm <p>GLO-BUS SIM:</p> <ul style="list-style-type: none"> • DR3-live (yr. 8) decisions due: <ul style="list-style-type: none"> ○ Oct 22 @ 11:59pm <p>eTEXTBOOK READING: CH06</p>
<p>Week 7: Oct 23</p>	<p>M4: Strategy Frameworks 4.3: Hybrid Strategy 4.4: Bowman's (B2C)</p> <p>Instructor-Team Status Meeting #3: STAR Category Groups</p>	<p>GLO-BUS SIM:</p> <ul style="list-style-type: none"> • DR4-live (yr. 9) decisions due: <ul style="list-style-type: none"> ○ Oct 29 @ 11:59pm <p>GLO-BUS 3YR STRATEGIC PLAN:</p> <ul style="list-style-type: none"> ○ Oct 29 @ 11:59pm
<p>Week 8: Oct 30</p>	<p>M5: Strategic Analysis 5.1: D-E Environment Analysis (Revisited)</p> <p>Instructor-Team Status Meeting #3: ACE Category Groups</p>	<p>ONLINE QUIZ #3: COURSE MODULE 4 (A2L)</p> <ul style="list-style-type: none"> • Opens: Thursday, Nov 02 @ 5:00PM • Closes: Sunday, Nov 05 @11:59pm <p>GLO-BUS SIM:</p> <ul style="list-style-type: none"> • DR5-live (yr.10) decisions due: <ul style="list-style-type: none"> ○ Nov 05 @ 11:59pm
<p>Week 9: Nov 6</p>	<p>M5: Strategic Analysis 5.2: D-E Resources Analysis</p> <p>Instructor-Team Status Meeting #4: STAR Category Groups</p>	<p>GLO-BUS SIM:</p> <ul style="list-style-type: none"> • DR6-live (yr. 11) decisions due: <ul style="list-style-type: none"> ○ Nov 12 @ 11:59pm <p>eTEXTBOOK READING: CH04</p> <p>SUPPLEMENTAL RESOURCES:</p> <ul style="list-style-type: none"> • Article: Applying VIRO Framework
<p>Week 10: Nov 13</p>	<p>M5: Strategic Analysis 5.3: D-E Management Preferences Analysis</p> <p>Instructor-Team Status Meeting #4: ACE Category Groups</p>	<p>M5C1 CASE ANALYSIS WORKSHEET:</p> <ul style="list-style-type: none"> ○ Nov 13 @ 11:59pm <p>GLO-BUS SIM:</p> <ul style="list-style-type: none"> • DR7-live (yr. 12) decisions due: <ul style="list-style-type: none"> ○ Nov 19 @ 11:59pm <p>SUPPLEMENTAL RESOURCES:</p> <ul style="list-style-type: none"> • Video: BOD Needs to Get More Expert • Articles: Board of Director Role & CSR
<p>Week 11: Nov 20</p>	<p>M5: Strategic Analysis 5.4: D-E Organizational Capabilities Analysis</p> <p>Instructor-Team Status Meeting #5: STAR Category Groups</p>	<p>M5C2 CASE ANALYSIS WORKSHEET:</p> <ul style="list-style-type: none"> ○ Nov 20 @ 11:59pm <p>GLO-BUS SIM:</p> <ul style="list-style-type: none"> • DR8-live (yr. 13) decisions due: <ul style="list-style-type: none"> ○ Nov 26 @ 11:59pm <p>eTEXTBOOK READING: CH09</p>

Week 12: Nov 27	M5: Strategic Analysis 5.5: Strategic Choice Instructor-Team Status Meeting #5: ACE Category Groups	ONLINE QUIZ #4: COURSE MODULE 5 (A2L) <ul style="list-style-type: none"> • Opens: Thursday, Nov 30 @ 5:00PM • Closes: Sunday, Dec 03 @11:59pm SUPPLEMENTAL RESOURCES: <ul style="list-style-type: none"> • Article: Intended, Emergent and Realized Strategies • Article: Lazy Leaders and Heroic Managers
Week 13: Dec 4	Final Exam Preparation Class-wide virtual session during (Monday's class period only)	M5C3 CASE ANALYSIS WORKSHEET: <ul style="list-style-type: none"> ○ Dec 04 @ 11:59pm GLO-BUS PEER EVALUATION DUE: <ul style="list-style-type: none"> ○ Dec 06 @ 11:59pm

Classes end: Wednesday, Dec 06, 2023

Final examination period: Friday, Dec 08 to Thursday, Dec 21, 2023

All examinations MUST BE written during the scheduled examination period.

Note that this structure represents a plan and is subject to adjustment term by term.

The instructor and the university reserve the right to modify course elements during the term. In extreme circumstances, the university may change the dates and deadlines for any or all courses. If a modification becomes necessary, reasonable notice and communication with the students will be explained, and the opportunity to comment on changes will be provided.

4. ASSESSMENT OF LEARNING *including dates*	Weight
Online GLO-BUS (Bonus) Quizzes (Q1 – 2%, Sep 17 and Q2 – 3%, Sep 24) - No Extensions/MSAF granted	(5%)
GLO-BUS Group Simulation (8 rounds of weekly decision periods)	15%
GLO-BUS Simulation 3YR Strategic Plan (For years 9-11 or decision periods 4-6 (Oct 29@ 11:59PM))	5%
GLO-BUS Simulation Peer Evaluation (Dec 06 @ 11:59pm)	5%
Group Practice Case Analysis Worksheets (M5C1: Nov 13 (3%), M5C2: Nov 20 (5%), M5C3: Dec 05 (7%))	15%
Online Module Quizzes (Q1-2.5%, Q2-4%, Q3-6%, Q4-7.5%) – No Extensions/MSAF granted	20%
Course Active/Reflective Learning Activities: (Individual & Group) Five (5) One2One Status Meeting Notes & Participation, GLO-BUS Team Profile)	10%
Comprehensive Online Final Examination (TBA – Dec 08 - 21, 2023)	30%
TOTAL	100%

Percentage grades will be converted to letter grades and grade points per the University calendar.

5. LEARNING OUTCOMES

1. Model attributes that exemplify a strategic and entrepreneurial thinking mindset.
2. Compare & contrast the characteristics and success behaviours of general managers.
3. Identify and evaluate external business environment factors and their impact on strategy formation.
4. Explain various generic strategy approaches (cost, differentiation, focus, hybrid) used for competitive advantage.
5. Evaluate the strengths and weaknesses of strategic proposals by analyzing the consistency between external environment attributes and internal organizational capabilities and constraints.
6. Using a simulation tool, design and execute a strategic plan in a globally competitive environment.

6. COURSE OUTLINE – APPROVED ADVISORY STATEMENTS

ANTI-DISCRIMINATION

The Faculty of Engineering is concerned with ensuring an environment free of all discrimination. If there is a problem, individuals are reminded to contact the Department Chair, the Sexual Harassment Officer or the Human Rights Consultant as soon as possible.

http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&Response.pdf

ACADEMIC INTEGRITY

Students are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. The academic credentials you earn are rooted in honesty and academic integrity principles. It is your responsibility to understand what constitutes academic dishonesty.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the University. For information on the various types of academic dishonesty, please refer to the Academic Integrity Policy, located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty: The following illustrate only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY / PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student-submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. All submitted work is subject to regular verification that standards of academic integrity have been upheld (e.g., online search, other software, etc.). For more details about McMaster's use of Turnitin.com, please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ONLINE ELEMENT

Some courses may use online elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. Please discuss this with the course instructor if you have any questions or concerns about such disclosure.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

COMMUNICATIONS

It is the student's responsibility to:

- Maintain current contact information with the University, including address, phone numbers, and emergency contact information.
- Use the University provided e-mail address or maintain a valid forwarding e-mail address.
- Regularly check the official University communications channels. Official University communications are considered received if sent by postal mail, fax, or e-mail to the student's designated primary e-mail account via their @mcmaster.ca alias.
- Accept that forwarded e-mails may be lost and that e-mail is considered received if sent via the student's @mcmaster.ca alias.
- Check the McMaster/Avenue e-mail and course websites regularly during the term.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience and the responsibility to demonstrate respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students are responsible for maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

Students must be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery) will be taken very seriously and investigated. Outcomes may include restricting or removing the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

McMaster Student Absence Form (MSAF): In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work."

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office within ten (10) working days of the beginning of the term in which they anticipate a need for accommodation or to the Registrar's Office before their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

<http://www.mcmaster.ca/policy/Students-AcademicStudies/Studentcode.pdf>

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material an instructor provides include copyright-protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, including lectures by University instructors

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution. Or by a student for the purpose of personal study. Students should be aware that others may record their voice and/or image during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster e-mail.