**COURSE:**

**ADMS 4285A**

**Brand Management**

**S1 2019**

**Blended Course**

**Classroom Classes: Tuesdays and Thursdays 11:30 am to 2:30 pm, HNE 036**

**Course Outline**

(as at April 17, 2019)

**I. REQUIREMENTS:**

1) For students in an Honours program, 72 credits including

* AK/ADMS 2200 3.00 **and**
* AK/ADMS 3220 3.00

2) For other students, a grade of C+ or better in

* AK/ADMS 2200 3.00 **and**
* AK/ADMS 3220 3.00

Course credit exclusion: None.

Students are personally responsible for ensuring that they have completed the required prerequisites as stated in the course outline or in the course calendar. Failure to complete prerequisites will place students at risk of administrative withdrawal from the course. The department will not be responsible for refunds resulting from such withdrawals.

If you have completed ADMS 2200 or ADMS 3220 at an institution other than York, please hand in a copy of the **statement of credit transfer** from Admissions Office **in the second class**. If your application for credit transfer is pending, please provide me, in the second class, with a copy of the application, along with copies of the course outline of the course you consider equivalent and the official transcript from the other institution showing that you have completed the course (for Non-BAS/Honours students: with a C+ or better). If you are an **exchange student**, please hand in your transcripts from your home university showing courses equivalent to the prerequisites listed above.

To ensure fairness and efficiency of group work, **no late enrolment** will be allowed.

**Due to the very compressed time schedule, I strongly advise you to take no more than one S1 course or 2 SU courses in addition to this course.**

**II. COURSE TEXT / READINGS:**

**Mandatory Reading for the final exam**

**CIPO, “A Guide to Trade-Marks”,** [**http://www.cipo.ic.gc.ca/eic/site/cipointernet-internetopic.nsf/eng/h\_wr02360.html**](http://www.cipo.ic.gc.ca/eic/site/cipointernet-internetopic.nsf/eng/h_wr02360.html) **(to be read on your own; everything on this webpage, but not what is on other pages that this page links to).**

Please download or print this page well ahead of the exam. In case that there are changes in the document throughout the term, any version posted on this webpage throughout the term is valid.

**Reference Literature**

Some classes of the course refer to:

Keller, Kevin Lane (2008/2013), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 3rd or 4th edition, Pearson Prentice Hall.

Note: This course presents you with the latest research findings and practical experiences in greater detail than the textbook and covers many topics not covered in Keller's textbook. Keller’s book offers partial coverage of some of the course topics only. If you want to use the textbook as a supplementary source for these topics (they will be fully covered in class), the 3rd and the 4th edition are equally useful. The book will be neither sufficient nor necessary to pass the exams or solve the problems to be dealt with in the group projects.

To prepare for each class, I recommend that you **read the slides to be covered in this class in advance**. For other material to be prepared for each class, see under VI. "Organization of the Course".

**III. WEIGHTING OF COURSE:**

|  |  |  |
| --- | --- | --- |
| **Assignment Type** | **% of Grade** | **Due Date** |
| Group Report | 25% | Mon, May 27, 1 pm |
| Group Presentation | 20% | Thurs, June 6, 11:30 am to 2:30 pm, HNE 036 (can on request of a group also be held on June 4) |
| Midterm Test | 25% | Tues, May 21st, 11:30 am to 2:30 pm, TBA |
| Final Exam | 25% | in exam period (June 12 to June 14) |
| Attendance | 5% | ongoing |

**Students who miss the midterm** for valid reasons will have to write a make-up midterm. If you miss the midterm for medical reasons you have to hand in an attending physician's statement covering the day of the midterm and issued, except for extraordinary circumstances, until one day after the midterm. Please inform me that you will not be able to write an exam for religious observance reasons at least one week before the exam. Students who miss the midterm for other valid reasons (e.g., family emergency) have to hand in supporting evidence (you can blacken any private information like medical information not necessary for the adjudication of the cause of absence) within one week of the midterm.

Students who miss the midterm without a valid reason, will receive a grade of 0 on the midterm. Please note that leisure trips, even if planned long in advance, do not constitute a valid reason for missing an exam.

Documented illness and religious observance are, other than under exceptional circumstances, **no valid reasons for late-handing in of group work**. As in real life, you will have to plan ahead your group work in a way that allows for individual members to be ill or unavailable close to submission date, and include sufficient time in reserve for such cases.

There is a limitation of one calendar week for queries on grading following the return of an assignment or examination. When a request for re-grading is received, the entire assignment or examination will be re-marked. The new grade may be higher, the same, or lower.

For **students missing the final**, please see under "Deferred Standing Agreements" at the end of this course outline.

**IV. COURSE INSTRUCTOR / CONTACT:**

Dr. Andreas Strebinger

strebing@yorku.ca

Office: ATK 257

**Meetings** with groups or individuals: Anytime after prior appointment by e-mail only.

I also offer skype meetings (skype name: andreas.strebinger). Please ensure that you have a stable and sufficiently powerful internet connection to support a conference call with several group members or screen-sharing and that there is no background noise. Using WIFI in a coffee shop is usually not adequate.

Please send me your **request for an appointment** at least 2 business days before the day for which you want to make an appointment. The breaks during classes as well as the 15 minutes immediately before and after class are suitable exclusively for short administrative questions of individual students on a first-come-first-serve basis. These times are not suitable for feedback to your group work. For questions regarding your group work, please schedule a separate face to face or skype appointment with me by email. Please reserve at least 20 minutes for any appointment regarding your group project. For the most popular time slots (1.5 hours to 30 minutes before the class and the time 15 minutes after class) please book well ahead of time.

For more complex administrative questions, please send me an email with the question, your official name (as in the university computer system) and your student number.

For efficient communication, I ask every student to regularly check his/her official YorkU email address. Please make sure that you properly receive all emails sent to this address. Contact helpdesk@yorku.ca should you incur technical issues with your YorkU email address or not receive general broadcasts I send to the class.

I normally reply to e-mails within 2 business days. Due to the very large number of emails I receive during terms, I unfortunately cannot reply to

* **e-mails which do not include basic info about yourself**, that is, the course number, your full official name (plus any alias you use), in case of group questions your group name and number, in case of administrative questions your student number.
* e-mails asking substantive or administrative **questions which have been answered** by the course outline and other material posted on the course website, previous email broadcasts or in classroom or online classes. Please check these sources and, if you missed a class, ask your peers for their notes.
* **last-minute e-mails** sent to me the night or on the weekend before the due date of an assignment. Please plan your assignment work in a way that you know for what questions you need my support well ahead of time and send me your questions at least 2 business days before the time you need the answer.
* **e-mails asking me to change the grade component weights for you, increase a grade on an assignment without an appropriate academic rationale or give you a make-up assignment**. **Under no circumstances will I ever increase an exam or assignment grade for non-academic reasons or give a make-up assignment.** Non-academic reasons include, for example, that you would need a certain grade to stay in the program, for a job application, as well as life problems like a separation, strict parents etc. "Academic reasons" means that you have to provide academic evidence (textbooks, scholarly journals etc.) that your exam answer or assignment work was correct and incorrectly graded as wrong by the instructor.

If your email does not fall in one of the above categories and I did not reply to you after 2 business days, please resend the e-mail, including the header of the first time you sent it such that I can see when you sent it and give it priority ranking.

**Marker: Melissa Abraham (**m.abraham295@gmail.com)

Note: The marker does not grade your group work. Any questions regarding your group work should therefore be directed towards the course director.

**V. EXPANDED COURSE DESCRIPTION:**

1. **Exams**

The **exams** normally consist of a mix of multiple-choice questions and short-answer or essay questions. As everything discussed in class is relevant for the exams, please get yourself high-quality notes for missed classes for 100% coverage of the course material relevant for the exams. The exams are closed-book closed-notes exams.

For the exams, you need to know

* all slides and explanations presented by me in class and
* all case studies presented and discussed in class.
* Presentations of guest speakers, if any, and the discussions of such presentations, are also relevant for the exams covering the class of the guest speech
* any literature to be studied on your own (see under II. and VI.)

You will have to take **comprehensive notes** **during both online and classroom classes.** If you do not do so, you will very likely do poorly on the exams. Every student who misses a classroom class is expected to get him/herself the slides from the course website and comprehensive high-quality notes from a classmate.

There will be a Q&A forum on the course website where you can post questions on the material relevant for the exams. Questions have to be posted two business days before an exam to receive an answer before the exam.

The **final exam** covers **only the material not covered by the midterm**. That is, in the final you will not be asked any specific questions regarding the material which was relevant for the midterm. You will, however, have to be familiar with the terms and concepts you learned for the midterm to the extent they form the basis for concepts covered after the midterm.

Exams will always be scheduled for an official duration of **3 hours**. Depending on the number of chapters to be covered and the character of the questions, effective available exam time may be shorter (between 2 hours and 2:45 minutes). I still ask you to reserve the full three hours scheduled, as there may always be issues (e.g., classroom locked, no lights on) which require us to use up the full three hours.

1. **Group project: Group Report and Presentation**

Groups should comprise 5 to 7 members. The recommended group size is 6. All evaluations of group work will take the size of the group into account. **Group formation** takes place in the **second class of the course**. It is therefore **mandatory** **to be present in the second class**. If you cannot make it to the second class for justified reasons, please notify me at least 3 business days in advance, so that I can assign you to a group in the second class. Students not present in the second class and not notifying me of their absence run the risk of not getting a spot in a group and therefore receiving a grade of zero on the group-work components of the course grade.

Each group will do a brand audit for a **brand** selected by the group whose brand strategy is determined by a company or not-for-profit organization in Canada. This excludes in many cases subsidiaries of companies or organizations from outside of Canada. Please fill in the Group Project Proposal (GPP) Form available on the course website and submit for approval by the time and date specified in the course schedule (see "organization of the course").

In the **group presentation**, each group gives an overview of their group report and offers new analyses and their future strategy for the brand.

Report and presentation guidelines will be available online in time on the course website.

Group reports have to be handed in

* electronically on Moodle *and*
* as a hard copy at ATK 282 or, if the due date falls on a day with a classroom class or exam, in class.

Late handing-in of reports will lower the grade for a report by 20% of the grade component percentage for the report per day commenced. This means that you don’t get any points for a group report part handed in more than 4 days after due date and time.

**Peer Evaluation**

To ensure that each group performs effectively and can draw on the full effort and skill of all team members, each student will submit a confidential peer evaluation to me (strebing@yorku.ca) AND the marker’s email address (see above) pertaining to the contribution of each group member to the group work. The peer evaluation is due within 1 day after the presentation. For students who do not submit their peer evaluation in time, a rating of equal contribution of all group members will be assumed. Please do not submit your peer evaluation early (that is, before the group presentation). Peer evaluations, once submitted, cannot be changed or revoked by the student.

**Peer Evaluation: 0% contribution = 0% grade on all group-work components**

I will adjust an individual student's grades for group assignments to reflect a lack of contribution, on the basis of these evaluations. As the practical application through the group project is a crucial part of this 4000-level course and is given a correspondingly high weight in the grade breakdown, these adjustments can be severe (up to 45% of the total course grade). **In case that a group member did not, according to the rest of his/her group, contribute to the group work at all, this will very likely lead to a failure to pass the course.**

Very high peer evaluations will not lead to an increase of your individual mark on the group work. It will be taken into account should you be close to a higher mark on your overall course grade (together with other factors).

1. **Attendance and Classroom Etiquette**

**Attendance** will be taken at a randomly chose point in time of each classroom class. For each class you are present, you will receive 1 attendance points, up to a maximum of 5 points (=5% of the course grade). That means you can miss one classroom class (for any reason) and still receive the full 5%.

If I call your name in class at any time during class and you do not respond, you will lose the attendance point for this class, even if you were presented at the time attendance was taken. If you have to leave early or come late, please notify me in advance (by email, if you come late, or in person at the beginning of the class, if you have to leave early). I will then assign you the proportional amount of attendance points for this class.

Using the cell phone or laptop during the lectures for purposes unrelated to the course, working on unrelated things in any other way, reading books, wearing ear plugs/phones or falling asleep during class, even when only temporary, will lead to a full loss of the attendance point for this class without special notification given by the instructor.

If you cannot attend a class due to illness or religious observance, please hand in a doctor’s note in the next class or inform me in advance about the religious observance by email, respectively. As a "justified absence", this class will then count just as if you had attended it (that is, you can still miss one other class and get your full 5% attendance towards the overall grade).

Please do not bring any strong-smelling food to class or food which requires noisy munching. Please turn your cell phones, laptops and other devices to silent during class time.

**Attendance-Replacement Assignments (ARA)**

Students who are unable to attend a class can opt for an alternative path to attendance points by means of attendance-replacement assignments (ARA).

An ARA consists of a two-page summary of the content of a classroom class. The ARA must be typewritten in Arial 12pt, 1.5 line spacing, consistent and informative. At least one paragraph of the ARA has to summarize content which is not written on the slides for this class (that is, was orally discussed by the instructor or students). ARAs have to be handed in electronically to strebing@yorku.ca by the day of the final exam. If there are no recordings for a particular classroom class, please base the ARA on comprehensive notes taken by one of your peers.

For each classroom class (with exception of classes with exams or with student presentations only) for which you hand in an ARA, you will be credited 1% towards your overall course grade, up to a maximum of 5%.

**Participation**

While there is no formal bonus for participation (be it in class or online), participation is taken into account, among other things, in the decision whether or not to round up your grade, in case you are close to a higher overall course grade. If you contribute questions or statements in class or to the discussion forum on Moodle, this is counted as a participation.

**VI. ORGANIZATION OF THE COURSE:**

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|  | **Topics** | **To be prepared (in addition to the slides covered)** |
| 1ONLINE CLASS (April 30th, 2019) | Overview of the course**Introduction** What is a brand and what can be branded? Why to brand: benefits of brands to customers and companies; new challenges in brand management; the concept of brand equity | Course Outline |
| 2May 2, 11:30 am to 2:30 pm, HNE036 **(Mandatory Attendance)** | **Building Customer-Based Brand Equity (CBBE) (1)** Brand awareness and brand image as sources of CBBE; types and benefits of brand awareness; building associations in the customers’ minds**Group Formation** | Group Work Guidelines: Sections A and B |
| Monday, May 6, 1 pm | Send **group project proposal** **form** to strebing@yorku.ca Send the **group form** to strebing@yorku.ca and to the marker's email address (see under "instructor/contact")  |
| 3ONLINE CLASS (posted by May 7) | **Building Customer-Based Brand Equity (CBBE) (2)**: the CBBE pyramid | Group Work Guidelines, Section D, Guidelines for Interviews Template Consumer Interviews, Informed Consent Form and Student Researcher Confirmation Form |
| 4ONLINE CLASS (posted by May 9) | **Branding** **(1)**: Brand elements and integrated branding; Criteria for designing brand elements | Group Work Guidelines Section C (Presentation) |
| Monday, May 13 | If you want feedback to your **consumer questionnaire** which you adapted to your brand and product category based on the questionnaire template available on website: send consumer questionnaire draft to strebing@yorku.ca **by May 13** (recommended time to stay on track with your group work). **You should start with your interviews no later than May 16**, to allow enough time to do them, analyse them and include them into your report and presentation. |
| 5ONLINE CLASS (posted by May 14) | **Branding** **(2):** Criteria for designing brand elements (contd.); Special challenges in designing brand names and brand iconography; Selecting a brand name and frequent mistakes in branding;**Advanced Positioning (1)**Designing the future CBBE pyramid with brand core values; brand mantra; brand ecosystems | Group Work Guidelines: Section E |
| 6Thurs, May 16, 11:30 am to 2:30 pm, HNE 036 | Practice OpportunitiesAdvanced Positioning (2)Social Media and trends in brand management & positioning; Means-End Analysis;Outlook on Midterm  | Hand-in Hard Copy of Group Form and Group Project Proposal (in class)  |
| 7Tues, May 21st, 11:30 am to 2:30 pm, TBA | Midterm: **Relevant: Classes 1 to 6** |  |
| 8ONLINE CLASS (posted by May 23rd) | Brand Extensions 7 ways to extend a brand; advantages and disadvantages of brand extensions: when and how to use them, when not to use them; Types of customer benefits and brand extensionsBrand Controlling: Tracking brands; Social Media Monitoring; Measuring Company-Based Brand Equity |  |
| Mon, May 27, 1 pm | **Handing in of Group Report electronically on Moodle and in hard copy at ATK 282** |
| 9Tues, May 28, 11:30 am to 2:30 pm, HNE 036 | **Building relationships between the brand and the customer (1)**: Types of customer-brand relations; Brand Personality and its Effects; |  |
| 10Thurs, May 30th, 11:30 am to 2:30 pm, HNE 036 | **Building relationships between the brand and the customer (2)**: Brands and Self-Congruence; Consumer self in the social era; |  |
| 11Tues, June 4, 11:30 am to 2:30 pm, HNE 036 | Building relationships between the brand and the customer (3): Brand Touchpoints and Big Data; AI and Brand ManagementOn special request of a group: Group presentation |  |
| 12Thurs, June 6, 11:30 am to 2:30 pm HNE 036 | **Group Presentations** | Submission of peer evaluation per email to the marker (see above) and strebing@yorku.ca within 1 day after group presentation |
| Final: Q&A and PracticeCourse Evaluation |
| TBA (in exam period June 12 to 14) | **Final Exam**relevant: Classes 7 to 12 (except group presentations of other groups) and CIPO’s “A Guide to Trade-Marks” (to be read on your own) |  |

Online classes will be pre-recorded and available by the day indicated above. For each online class, there may be multiple partial recordings. Oftentimes there will be one recording for the substantive matters to be covered in an online class (and relevant for the exams) and one recording for current administrative issues or briefs for the group project.

If our classroom is equipped with Lecture Capture/Camtasia software, I will attempt to also record all classroom classes and post them on the course website. However, due to multiple technical issues in the past, I can unfortunately not guarantee that the recording will work or yield sufficient audio and video quality. So please do not rely on the existence of recordings for the classroom classes.

All recordings are confidential, copyrighted, and not supposed to be passed on to anybody not enrolled in the courses, posted anywhere else, or used for other purposes than for studying for the class. Failure to comply with these restrictions may be prosecuted to the full extent of the law.

**VII. COURSE LEARNING OBJECTIVES:**

In this course, students learn to successfully position, brand and manage one individual product or product line of a company. Course topics include, e.g.,

* objects and trends in brand management,
* advanced brand positioning and how the rules of brand positioning have changed in the era of Social Media, Big Data, and AI;
* using brand elements (brand name and logo, typography etc.) to convey this positioning,
* managing customer experience and their psychological relationship with the brand,
* when and how to use brand extensions, and
* brand controlling, that is, monitoring the success of the brand in psychological and monetary terms, including Social Media Analytics and methods of measuring Brand Equity.

|  |  |
| --- | --- |
| **What this course is not ….** | **What it is …** |
| … another advertising/communication class | … a course on the theory and practice of branding, brand strategy development, and brand controlling |
| … mainly about fun or fancy brands | … about (types of) brands which many of you will actually have to deal with in your professional career |
| … mainly about consumer psychology | … about how to make an in-depth understanding of consumer psychology useful in strategy develop |
| … all about artistic creativity | … mostly about strategic creativity |
| … an “I can study everything from the textbook” course | … a course where you have to listen carefully to classes (online and classroom) and take comprehensive notes on what we discuss with the slides |
| … all about personal opinion and intuition | … based on facts and findings of latest high-quality research |
| …a ”do everything last minute at the end of the term” course  | … a course requiring continuous learning and work on the group project |
| … an easy class | … a highly demanding (time, effort) and intellectually challenging class |
| … an “I can do every marketing class without the prerequisites” course | … a course where you will really need to know the fundamentals of STP, PESTLE, SWOT and have had some practice in it. The prerequisites will be checked in the course of the term.  |

**VIII. ADDITIONAL INFORMATION / NOTES:**

**Deferred Exams:** Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a “Doctor’s Note” will not be accepted.

DSA Form: <http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf>

Attending Physician's Statement form: <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

In order to apply for deferred standing, students must register at

<http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>

Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a “Doctor’s Note” will not be accepted.

**Academic Honesty**: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**Grading Scheme and Feedback Policy:** The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for ‘full year’ courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.* For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

**In-Class Tests and Exams - the 20% Rule**: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend and courses offered in the compressed summer terms, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

**Reappraisals**: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

**Accommodation Procedures:** LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

**Religious Accommodation**: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit:
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

**Academic Accommodation for Students with Disabilities (Senate Policy)**

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at <http://www.yorku.ca/dshub/>

York’s disabilities offices and the Registrar’s Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.