

BUSI 5997 A: Social Impact Project Delivery

FALL 2026

Instructor	Emily Jones Joanisse, Asst. Professor, Teaching Stream, PhD Candidate, MBA, BCS (she/her)
Email Address	socialimpacthub@sprott.carleton.ca
Class Times	Scheduled based on team and client
Modality	Flipped Classroom (1-1.5 hours synchronous with the Instructor, and/or Team, and/or Client and 1.5-2 hours asynchronous for any recorded lectures, internal and external communication, planning and preparation time for project delivery activities)
Office Hours	By appointment (please book via this link)
Office Location	NI 5057
TA Name/Email	socialimpacthub@sprott.carleton.ca

Pre-Requisites & Preclusions:

Prerequisites: This course is open to students from any faculty at Carleton University who have achieved at least master's level standing. Enrollment is contingent upon successful completion of the application process.

Preclusions: Students cannot take this half-credit course more than twice.

Course Description/Instructor's Statement

Carleton Calendar Description (Find at https://calendar.carleton.ca/grad/courses/)

Project Based Service Learning

An experiential work environment in which students serve as consultants for a real-world client. Various types of projects are possible depending on the company and their goals/needs. Clients may be internal (Carleton, Sprott) or external (large firm, start-up, individual entrepreneur, not-for-profit).

Instructor's Description:

BUSI 5997: Social Impact Project Delivery Practicum offers students an immersive experience in managing and executing projects aimed at addressing sustainable development and social impact opportunities, via a Project-Based Service Learning (PBSL) approach. This course is designed for those interested in applying their business skills to create positive social impact. Through collaboration with nonprofit organizations, students will tackle real-world challenges by developing actionable strategies and delivering impactful solutions. The course focuses on practical skills such as project planning, client interaction, progress assessment, as well as research and analysis and project implementation, equipping students to effectively manage and drive projects that foster social change and enhance community well-being.

AACSB ACCREDITED

Course Learning Objectives:

1. Translate complex stakeholder needs into strategic, actionable project charters, plans and roadmaps and tasks as applicable.
2. Lead adaptive project strategies using advanced planning methodologies and resource optimization techniques.
3. Synthesize real-time performance metrics and stakeholder feedback into iterative project enhancements.
4. Demonstrate executive-level communication and influence in cross-functional and multicultural settings.
5. Design and implement innovative solutions to complex organizational and social impact challenges.
6. Conduct rigorous, data-driven research and impact assessments to inform evidence-based decision-making.
7. Critically assess team dynamics, leadership styles, and performance through reflective and peer-based evaluations.

Required/Optional Materials & Prices

Reading(s)/Textbook(s)/Etc:

1. Stable Internet connection with working laptop, and functioning webcam and mic to enable communication with clients/partners.
2. 37signals. (2022, September 15). *How Basecamp Works - A Quick Overview* [Video]. YouTube.
3. Community Engagement UCO. (2017, September 14). Service Learning Definition [Video]. YouTube.
4. EBLS. (2020, May 15). This is Experiential Learning [Video]. YouTube.
5. Basecamp by 37 Signals, understand and be able to explain the **key terms** - Kulakov, M. (2024, June 28). *Basecamp 3 Project Management: Learn Essentials to Enhance Your Team's Efficiency*. Everhour Blog.
6. *How to Create a Work Breakdown Structure*. (2019, October 1). Lucidchart.
7. *The 17 Goals | Sustainable Development*. (2015). United Nations | Department of Economic and Social Affairs
8. Yinuo. (2023, September 5). *Fast Facts – What is Sustainable Development?* United Nations Sustainable Development.
9. For any students participating in international travel, a valid passport is required with any necessary entry requirements for that country (e.g. Travel visa).

Additional links to content helpful in understanding each week's course material will be shared on Brightspace/Basecamp.

Grading Scheme

In keeping with the realities of working in non-profit and social impact sectors, your grade will be based on a combination of individual and group contributions, as detailed below:

Group Project Work (65%):

- **Forty-five percent (45%)** of your mark will come from the Customer Satisfaction (CSAT) score, collected via the CSAT feedback from clients between your two terms. This is based on customer satisfaction with your **ongoing communication** (e.g.

meeting notes, status updates, end of term slide deck and presentation, etc.), timeliness, punctuality, responsiveness and the **quality of your work products**, as communicated in the CSAT forms that will be sent to clients. Your team is required to take detailed meeting notes for each internal and external meeting, placing them in a central location as noted by the SSIH management team, using the format provided, and failure to do so may negatively impact your mark (**1%** per **occurrence missed**).

- **Twenty percent (20%)** of your mark will come from the public-facing report contributions. Each term, the Sprott Social Impact Hub will create a public-facing report which depicts the work and student learnings gained over the term/year, in terms of their work with our client partners. Full instructions will be provided on Brightspace regarding required contributions, but for an example of a previous report please check out the SSIH webpage, e.g. https://sprott.carleton.ca/wp-content/uploads/2025/04/Year-End-Sprott-Social-Impact-Hub-Impact-Report-F24-W25.pdf

Individual Contributions (35%):
Peer assessment and individual participation: Active participation in all aspects of the project is essential. Your contributions during internal team meetings, client meetings, and communications will be assessed. You are also expected to come prepared to discuss topics from your asynchronous work and to raise any questions or challenges - either individually or as a group - during meetings with the instructor (see the Office Hours section for booking details).
Students are expected to dedicate **5-12 hours per week** to project tasks throughout the academic year. Please note: timely logging of your hours is part of your participation mark. If you fail to log your hours for a two-week period (i.e., if the hours reporting deadline passes without entries or with less than 5 hours logged), you may lose **1%** of your final mark **per occurrence**.

- **Twenty-five percent (25%)** of your mark will be based on your **peer assessment** value, which will be calculated each term at least once based on a peer assessment form and adjusted by the Instructor and SSIH management team if necessary to contribute to your final mark based also on your interactions with the Instructor and SSIH management team.

- **Ten percent (10%)** of your mark will come from your **Individual reflection:** At the mid-term, you will be asked to submit a 1.5 page reflection on lessons learned over the semester based on the project you were working on. At the end of the course, you will revise this reflection and submit a 3-page final reflection on lessons learned (double spaced, 11-pt font).

- *Note that there will also be opportunities to gain up to **5% in bonus marks** over the year, opportunities will be announced as they arise.*

Important Dates to Note*

- Week of Sept 9th, first week of classes term 1
- Week of Nov 2nd mid-term reflection due
- Week of Dec 7th, end of term deliverables due

*dates are subject to change

University Academic Calendar: https://calendar.carleton.ca/academicyear/

Policies & Accommodations

https://students.carleton.ca/course-outline/
https://carleton.ca/pmc/current-students/academic-accommodations/

Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Additional Information on Deliverables and Grading

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

Customer Satisfaction Score	45%
Peer Evaluation & Individual Participation	25%
Public-facing SSIH Report(s)	20%
Individual Assessment	10%
Total:	**100%**

Late Assignments:
Assignments submitted past the due date will receive a penalty of 5% per day. Assignments that are not submitted after 10 days past the due date will receive a grade of 0. Exceptions to this include verifiable illness and emergencies, only when communicated directly to me within three (3) business day following the due date.

Preparation and Participation:

This course is delivered in a **blended format**, combining online learning with periodic in-person sessions. Active preparation and participation are essential for meeting the course learning objectives, which emphasize applied learning, strategic thinking, and leadership in social impact projects. Meeting attendance is mandatory.

Contribution to Program Learning Goals (MBA):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration				✓

Graduates will be equipped for leadership and collaboration.				
MB2 Communication *Graduates will be effective communicators*				✓
MB3 Critical Thinking and Problem Solving *Graduates will be skilled in critical thinking and problem solving.*				✓
MB4 Functional Knowledge *Graduates will have functional knowledge of all areas of business.*				✓
MB5 Global Business *Graduates will have an appreciation of the global environment of business.*			✓	
MB6 Ethical Reasoning *Graduates will be skilled in ethical reasoning and decision-making.*				✓

COURSE SCHEDULE

Course Schedule (Key Dates for Fall 2026)

Week	Dates	Activities/Deliverables
F1	Sep 8-11	Prep, Basecamp onboarding, Project/Team Kick-off, Charter, Weekly team meeting times selected, Bi-Weekly Client meeting times selected, internal/external meeting notes posted
F2–F3	Sep 14-25	Project Charter development/review, client sign-off, internal/external meeting notes posted
F4	Sep 28-Oct 2	Initial research, SDG methodology intro, internal/external meeting notes posted
F5–F6	Oct 5–16	Ongoing research/project tasks; status reports, internal/external meeting notes posted
F7	Oct 19-23	Status report, scope refinement, internal/external meeting notes posted

Week	Dates	Activities/Deliverables
Reading Week	Oct 26-30	No client meetings, project work continues, internal meeting notes posted if applicable
F8–F9	Nov 2–13	Status reporting, client feedback, ongoing projects, mid-term reflection due, internal/external meeting notes posted
F10	Nov 16-20	Status report, client presentations, internal/external meeting notes posted
F11–F12	Nov 23–Dec 4	Progress reports, final deliverables preparation, internal/external meeting notes posted
F13	Dec 7-11	All end-of-term deliverables including interim report, term presentation to client, peer evaluation, reflection – due, internal/external meeting notes posted

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for your final mark. The procedure is as follows: Each student will be provided with a form with which to rank all members of the group, including themselves, based on different aspects of project work / deliverables. To ensure

that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:
https://calendar.carleton.ca/grad/gradregulations/

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**
  Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

- **Religious Obligations**
  Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

- **Students with Disabilities**
  If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring

accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. https://carleton.ca/pmc/

- **Survivors of Sexual Violence**
  As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: https://carleton.ca/sexual-violence-support/

- **Student Activities**
  Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf

For more information on academic accommodation, please contact the departmental administrator or visit: https://students.carleton.ca/course-outline/

Academic Integrity:

Violations of academic integrity—presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: https://carleton.ca/registrar/academic-integrity/

AI Use:

This is an AI-forward course. Students are expected to use generative-AI tools (e.g., ChatGPT, Claude, Copilot) as thought partners and assistants to enhance the quality of their work. Assignments will be graded assuming students had full access to AI support. Use these tools responsibly. That is, verify outputs, apply your own judgment, and cite AI use when relevant. The goal is not to outwit AI but to elevate your learning through it. You can access resources related to citing Generative AI on the MacOdrum Library website. Additional resources are also available on Carleton's Artificial Intelligence Hub.

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and

skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: https://carleton.ca/csas/

Other Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton cmail account. If you do not have or have yet to activate this account, you can do so by visiting https://carleton.ca/its/get-started/new-students-2/