



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

# **BUSI5906A**

## **Crisis & Continuity: Business Resilience in a Pandemic**

### ***Spring-1 2020 Course Outline***

**Class Schedule:** Tuesday 6pm - 9 pm Eastern Daylight Time

**Instructors:** Gary Martin, Ph.D. and Ruth McKay, Ph.D.

**Office:** Online via Zoom video conference software

**Phone:** TBD

**Email:** [garymartin@carleton.ca](mailto:garymartin@carleton.ca)

**Office Hours:** Friday 1pm – 2pm Eastern Daylight Time via Zoom

#### **Course Calendar Description**

The world, and the business world, changed dramatically on March 11, 2020 when the World Health Organization declared COVID-19 a pandemic. This course will examine the trajectory of the COVID-19 crisis and global economic slowdown from the perspective of businesses struggling with and/or benefiting from the crisis. The course will use project-based experiential learning to explore real-world perseverance and real-time adaptation in various sectors as they evolved during the crisis.

#### **Course Description**

This course is the first of two complementary courses that will examine the impacts of and reactions to an unprecedented global socioeconomic crisis on businesses. The first course will explore the sequence of the slowdown from the corona virus and responses from businesses and governments around the world. The course will identify and explore major current issues in the slowdown. Topics of study may include: how businesses deal with

labour, how labour is managing and adapting; unique challenges for SMEs; unique challenges for large and global organizations, economic and other interventions by governments; closed borders and disrupted supply chains; and businesses deemed essential. The course will be driven by current events, guest presentations and group work: The course will link students with one or two businesses to work on real-time appropriate short-term responses to pandemic-related challenges. The course design reflects changes in teaching methods and the dramatically evolving business landscape during the pandemic.

Instructor Dr. Gary Martin has published extensively on business and resilience and teaches the MBA course on Sustainable Business Development. Co-Instructor Dr. Ruth McKay has co-authored two papers on SARS and organizational adaptation. She teaches HR, Sustainability and the Role of Business, and Knowledge Management. Together, Professors Martin and McKay have conducted research and published extensively on business sustainability, adaptation and resilience.

**Course Learning Objectives**

1. To develop an understanding of the global, national and local role of businesses in responses to a global socioeconomic crisis.
2. To use technology to link students with business leaders to learn about real-time and sector-specific responses to, and opportunities within, the crisis.
3. To challenge students to independently and interdependently explore dynamic adaptive responses to unique threats to and opportunities for businesses.

**Grading Scheme**

Grading rubrics will be provided in the first class. There is no final exam. The final course letter grade will be a weighted average the following components:

<b>Individually earned grades:</b>		
1.	Class Participation (Deliverables during each class and in-class quizzes and/or submissions)	30%
2.	Three commentaries (2 pages) on presentations and class discussion, 10% each (student choose 3 of the 5 sectors examined in the course)	30%
3.	Group project and presentation	30%
4.	Ongoing feedback on your experiences in the course via cuLearn	10%
	<b>Total</b>	<b>100%</b>



## **Submitting Assignments**

All assignments will be submitted via cuLearn, Carleton's learning management system.

## **Grading Components**

### **1. Deliverables During Class**

Each class will end with a short quiz on cuLearn on topics covered during the class. The quiz will reinforce main points covered during the class, and will be time-sensitive.

### **2. Weekly Commentaries**

This course consists of guest speakers, a group project with a business, class discussion, and online resources (see **Online Reading Resources**). Students will use resources at hand (the articles, the weekly lecture material, presentations, additional external research and in-class discussion) to write commentaries that will examine, within each sector, the adaptation approaches that are working, and those that are not.

Students will choose **3 of the 5 sectors** that will be covered in the course. Commentaries will consist of minimum 2 pages on a specific sector each week. Students will discuss if and how a firm or firms in that sector stayed operational or not during the pandemic. The commentary will reflect critically on the success or lack of success of the chosen sector or firm's efforts. Commentaries will resemble policy briefs, and students will be rewarded for critical thinking and creativity in how they approach the task. **Bonus marks will be assigned for commentaries that use both web articles and speakers' presentations.**

### **3. Group Project & Presentations**

The course will use a software platform to link students directly to a firm that is persevering through the pandemic. Student groups will collaborate with that firm's representative(s) on a course-long project of interest to the particular business. The final class will consist of 20-minute presentations of solutions by student groups to the participating business representatives as a video recording or in real time. Specifics of the exercise to be discussed during the course. Students will also submit a report for the company.

### **4. Feedback on the Course**

A chat group will be set up on CULearn. Marks are allotted for discussions in this chat group and for feedback on the course.

## Course Schedule (tentative at April 16 2020)

Class Date	Topic/Agenda by Sector & Speaker	Deliverables
May 5 <sup>th</sup>	<p><b>Introduction to course</b>; instructors; expectations and deliverables; software for the course; intro to the group project(s)</p> <p><b>Introductory Sector: Insurance &amp; Entertainment</b> Guest speaker and corporate partner for the group project(s) Colette Mendenhall of Assurart <a href="http://assurart.scassurance.com/members/colette-mendenhall/">http://assurart.scassurance.com/members/colette-mendenhall/</a></p>	<p>Students will choose 3 of 5 sectors/topics for their Weekly Commentaries.</p> <p>½ hour group breakouts to work on Assurart/group project</p> <p>Quiz at end of class on topics covered in class</p> <p>2-page Weekly Commentary on Insurance (due Friday May 8<sup>th</sup> midnight Eastern Daylight Time)</p>
May 12 <sup>th</sup>	<p><b>Sector: Finance</b> Speaker: 7:30 pm – CONFIRMED - the Right Honourable Paul Martin, 21<sup>st</sup> Prime Minister of Canada and ex federal Finance Minister, on the economics of this pandemic. Mandatory Reading: <a href="https://www.cbc.ca/news/canada/nova-scotia/closures-equipment-shortages-and-insights-from-canada-s-polio-invasion-1.5517204">https://www.cbc.ca/news/canada/nova-scotia/closures-equipment-shortages-and-insights-from-canada-s-polio-invasion-1.5517204</a></p>	<p>½ hour group project breakouts</p> <p>Quiz at end of class</p> <p>2-page Weekly Commentary on Finance (due Friday May 15<sup>th</sup> midnight EDT)</p>
May 19 <sup>th</sup>	<p><b>Sector: Supply Chains and Transportation</b> Speaker - Andrew Manitoulin Transport <a href="https://manitoulintransport.com/">https://manitoulintransport.com/</a></p>	<p>½ hour group project breakouts</p> <p>Quiz at end of class</p> <p>Weekly Commentary on Supply Chains and Transportation (due Friday May 22<sup>nd</sup> midnight EDT)</p>
May 26 <sup>th</sup>	<p><b>Sector: Energy sector</b> Speaker -Mitchell Beer <a href="https://theenergymix.com/">https://theenergymix.com/</a></p>	<p>½ hour group project breakouts</p> <p>Quiz at end of class</p> <p>Weekly Commentary on Energy (due Friday May 29<sup>th</sup> midnight EDT)</p>
June 2 <sup>st</sup>	<p><b>Sector: Agriculture and Food</b> Speaker - Bill George – Ontario Fruit &amp; Veggie Growers Association <a href="https://www.ofvga.org/bio/bill-george">https://www.ofvga.org/bio/bill-george</a></p>	<p>½ hour group project breakouts</p> <p>Quiz at end of class</p> <p>Weekly Commentary on Agriculture and Food (due Friday June 5<sup>th</sup> midnight EDT)</p>
June 9 <sup>th</sup>	<p><b>Final group presentations</b> with Colette from Assurart</p>	<p>Presentations evaluated by the course business partners and final report</p> <p>Wrap up and final quiz</p>

## Online Reading Resources

Corporate Knights - <https://www.corporateknights.com/>

Strategy+Business – <https://www.strategy-business.com/energy-and-sustainability>

The Economist - <https://www.economist.com/>

Green Biz – <http://www.greenbiz.com>

McKinsey Quarterly - <https://www.mckinseyquarterly.com/register.aspx>

Network for Business Sustainability - <http://nbs.net/members/signup>

Global Data - <https://www.globaldata.com/category/energy/>

Smart Prosperity - <https://institute.smartprosperity.ca/>

World Economic Forum <https://www.weforum.org/>

Dragons of Inaction <https://www.dragonsofinaction.com/>

(Canadian) Network for Business Sustainability <https://nbs.net/>

Government of Canada:

- Health Canada <https://www.canada.ca/en/public-health/services/diseases/coronavirus-disease-covid-19.html>
- Finance <https://www.canada.ca/en/department-finance/economic-response-plan.html>
- Resources for business  
<https://www.canada.ca/en/services/business/maintaingrowimprovebusiness/resources-for-canadian-businesses.html>
- Industry Canada <https://www.ic.gc.ca/eic/site/sd-dd.nsf/eng/home>
- Procurement <https://buyandsell.gc.ca/calling-all-suppliers-help-canada-combat-covid-19>

## Late Penalties

Late work is unprofessional and will be penalized. Instructors and students together will determine a policy for penalizing late work during the first class.

## Class Discussions and Contributions to Peer Learning

Students are encouraged to actively participate in all classes by being adequately prepared. Regular attendance, participation and contribution from all class members is essential for effective self and peer learning. Marks will be assigned for in-class work as well as out-of-class work.

## **IMPORTANT ADDITIONAL INFORMATION**

### **Sharing of Course Material**

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

### **Academic Integrity and Plagiarism**

I will conduct random electronic checks for plagiarism in BUSI5906.

Violations of academic integrity are a serious academic offence. Violations of academic integrity include 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; all of which weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others.

The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another." Using, summarizing or copying directly from another person's work, without identifying the name of the original thinker, is considered a form of cheating called "plagiarism". Plagiarism has serious consequences and can result in course / assignment failure and /or academic suspension.

When using, and/or summarizing the ideas and words of another, be it from a web site, a written text, lecture or discussion group, you must identify the source. Should you choose to use the exact words of another, you must acknowledge these words as such by enclosing them within quotation marks. However, be aware that it is not acceptable to copy large chunks from a source, even if you reference it correctly.

Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism see <http://www1.carleton.ca/studentaffairs/academic-integrity/>

The photocopying of substantial portions of a textbook (e.g. more than 1 chapter or 15% of the total page count) without the publisher's permission is another misuse of intellectual

property, and is also a violation of Canadian copyright law. Access Canada's web site provides guidelines on legitimate copying. You may also find helpful information at: <http://www.library.carleton.ca/campus-copying>

### **Drop Course Policy**

The deadline for academic withdrawal is the last day of classes (each term).

### **Deferred Deadlines:**

Students unable to meet a course deadline due to illness or other circumstances beyond their control must contact instructor(s) in writing to request a deferred deadline. Permission may be granted when the circumstance is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred deadlines will not be granted for students who have made travel arrangements that conflict with the course schedule.

### **Group work**

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/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.

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
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

### **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:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### **Requests for Academic Accommodation**

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

#### **Pregnancy obligation**

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 obligation**

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>

#### **Academic Accommodations for 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](mailto: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. [carleton.ca/pmc](http://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/>

#### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the



classroom experience. Reasonable accommodation must 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: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **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: [carleton.ca/csas](https://carleton.ca/csas)

### **Important Information:**

- Students must always retain a hard 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 may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

**Important Dates and Deadlines** can be found at:

<http://sprott.carleton.co/students/mba/dates-deadlines/>