



BUSI 5906B Sustainable Business Development

Fall-2 2014

Class Schedule:	Mondays	Classroom – DT 701
	Section B: 8:35-11:25	
Professor:	Carol-Ann Tetrault Sirsly, PhD, MBA, CPA, CA	
Office:	DT 1717	
Phone:	613-520-2600, ext. 1502	
Email:	ca_tetraultsirsly@carleton.ca	
	Emails are responded to rapidly; please no voice messages	
Office Hours:	Tuesdays 10-11 am or by appointment – email request in advance	

Course Description:

An integration of sustainable business strategies, this course will examine corporate perspectives on environmental and social issues, and the implications on stakeholder management strategies. Students will apply concepts of sustainable business development in analyzing successful and flawed organizational strategies drawn from current business literature.

Course Learning Objectives:

1. To develop an understanding of the issues of sustainability faced by organizations.
2. To integrate the various organizational functions to manage stakeholder expectations to achieve sustainable business development.
3. To develop an appreciation of the complexity, trade-offs and imperatives for sustainable business development.

Course Prerequisites: all MBA core courses, with the exception of STGY 5900.
The Sprott School of Business enforces all prerequisites.

Required Reading Material:

There is no textbook, however readings will be assigned as indicated on cuLearn . Case studies may also be assigned as indicated on cuLearn. Students are expected to read professional publications related to sustainability.

Newsletters and Publications:

Students are asked to subscribe to the following *free* business newsletters and to join NBS to which references will be made as applicable throughout the course:

Bain & Company - <http://www.bain.com/subscribe.aspx>

booz & co. – <http://www.strategy-business.com/registration/register>

Green Biz – <http://www.greenbiz.com>

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

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

Exam date: There is no final exam.

Drop Course Policy:

Students can drop a course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Students with medical reasons and supporting documentation may petition the School to have the ABS grade changed back to WDN.

Grading Scheme:**Individually earned grades:**

Individual reflection paper (2 for 20% each)	40%
Contribution to peer learning – professor assessment	10%
Group assessment of contribution to the group	5%

Group earned grades:

Group presentations (3 for 15% each)	45%
	100%

Criteria for Evaluation and Grading:

Paper copies of individual reflection papers are due at the beginning of class. If you are unable to attend class, it is your responsibility to ensure I receive this copy prior to the deadline. In addition, an electronic copy must be posted to the cuLearn within the same delay.

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

Late Penalties: For any assignment that is late there is a one letter grade level penalty for each calendar day (or part thereof) late. For example, an “A” becomes a “B” if within 24 hours late; and if more than 24 hours, but within 2 days late a “C”.

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 discussion. It is student contribution to peer learning that constitutes a contribution, including encouraging colleagues, building on earlier comments without repeating, listening attentively to speakers and being respectful of differences of opinion.

While attendance is a pre-requisite to participation, it is the quality, not the quantity, of remarks that earns the grades. *Meaningful* contribution requires that you teach your peers something useful that might otherwise have gone unnoticed. A discrete use of electronic devices for note-taking is permitted, however no distractions will be tolerated. Accordingly, should you engage in any non-course related use of the device in the classroom or breakout rooms you will forfeit this permission for the remainder of the course.

Groups:

You will be required to form groups of a maximum of 4 students (minimum of 3 students and dependent upon class size, *exceptionally* a group of 2 or 5 may be permitted or a student without a group may be assigned to a group, all at the professor's discretion). These groups will collectively carryout group assignments and presentations.

Students are responsible for selecting their group partners and the group is expected to *self-govern* to ensure the quality of all deliverables, independently resolving any conflicts within the group. It is strongly recommended that students seek diversified and complementary skill sets in their prospective group partners, ideally students from different academic concentrations with varied work experiences and backgrounds. Further information on effective group formation and processes will be discussed at the first class.

The group assignments provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. The resources at <http://sprott.carleton.ca/students/undergraduate/bcom/group-work-resources/> and <http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf> are recommended. You are particularly encouraged to maintain evidence of your contribution to the group performance, including estimated research time, working papers, etc. The keeping of a group log of meetings, commitments, decisions, etc. is also a valuable organizational tool. It is in each group member's best interest to ensure an equitable sharing of the research and work. You will be asked to evaluate the individual contributions of the other group members to all of the group presentations, recognizing that to consider one group member as contributing significantly more, requires that another group member be identified as contributing less (details to be provided in class).

Policy for Group Presentations:

All group members must participate in the presentations. Any student unable to do so because of illness or other circumstances beyond their control must contact the professor via email prior to the start of the class for which the presentation is scheduled.

The professor may allow an alternative individual assignment when the absence is supported by a medical certificate and or appropriate document(s) to support the reason for the inability to present. Any student missing the presentation would not obtain any grades for the group work. The other group members must make the entire presentation as scheduled.

Tentative Course Schedule¹:

	Date	Topic/Agenda*	Deliverables
1	Nov. 3 rd	Introduction, group survey of topics	
2	Nov. 10 th		<i>3 or 4 -Group presentations</i>
3	Nov. 17 th		<i>3 or 4 -Group presentations, individual reflection paper</i>
4	Nov. 24 th	Federal Sustainable Development Strategy (Guest-led experience)	<i>3 or 4 - Group presentations</i>
5	Dec. 1 st		<i>3 or 4 -Group presentations</i>
6	Dec. 8 th		<i>3 or 4 -Group presentations, individual reflection paper</i>

¹ Once topic choices are made, the groupings of presentations along themes will be scheduled. While every attempt will be made to keep to the schedule listed above, modifications may become necessary.

* To be determined based on student interests – see interest grid on cuLearn (copy follows as Appendix A).

Policy on Mobile Devices:

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the professor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with the professor.

IMPORTANT ADDITIONAL INFORMATION

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. If you have a group assignment you may find the resources at <http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf> useful. Some of the advice offered to B. Comm students may also be helpful (see <http://sprott.carleton.co/students/undergraduate/bcom/forms/>).

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.

Person with Disabilities

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to <http://www.carleton.ca/pmc/> for all PMC information.

Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete *a letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity and Plagiarism

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>

Important Dates and Deadlines can be found at:

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

Appendix A

Possible examples below	Sustainability Issue	Functional Area	Stakeholder Focus	Geographic Area
Sustainability Issue i.e. Climate change Corruption Social issues Recycle/reuse Waste/landfill Water use				
Functional Area i.e. Accounting/Finance HRM, Management SCM, Operations				
Stakeholder i.e. Employees Customers Environment Suppliers Community Government Media/NGOs				
Geography i.e. Canada/USA Mexico, South Am. Europe Africa Asia				

Select an issue

Select functional area(s) you want to focus on

Select stakeholder(s) you are primarily interested in

Delimit to geographic area(s) you are interested in

Select Company as example of Good strategy/implementation or policy/approach

Select Company as example of Bad strategy/implementation or policy/approach

Each group must select 3 different issues with at least 1 example of good and 1 example of bad strategy/implementation or policy/approach.

Groups present 3 weeks out of the next 5.