



# **BUSI 5108A**

## **Sustainable Business Development**

### ***Winter-2 2022 Course Outline***

**Class Schedule:** **Monday 11:35-2:25**  
**Classroom – Nicol 4030 (HyFlex mode)**  
Sujit Sur, Ph.D.

**Professor:**  
Office: Nicol 5105  
Email: [sujitsur@carleton.ca](mailto:sujitsur@carleton.ca)

Office Hours: Zoom appointment – email in advance

#### **Course Calendar Description**

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

#### **Course Description**

Sustainable business development is a cornerstone of sustainable development as well as societal benefits. Using a case study approach, this course will examine wide-ranging issues regarding businesses and sustainability. The course will examine corporate environmental and social challenges during time of increased uncertainty and ambiguity about appropriate societal and environmental issues. You will apply concepts of sustainable business strategies and best practices through the analysis of sustainable and unsustainable organizational strategies drawn from business literature.

#### **Course Learning Objectives**

1. To challenge students to explore broad, dynamic issues of business and environmental

- sustainability faced by organizations.
2. To understand the link between sustainable development and business sustainability.
  3. To develop an appreciation of the complexity, societal benefits, trade-offs and imperatives for sustainable business development.

**Required Reading Material**

There is no textbook, however weekly readings will be assigned in the form of a course pack. You also need to submit an end of term book report on “Net Positive: How Courageous Companies Thrive by Giving More Than They Take (HBP, 2021). The entire coursepack, including the book, readings and cases, is available at:

<https://hbsp.harvard.edu/coursepacks/912704>

or

<https://hbsp.harvard.edu/import/912704>

You are also encouraged to read and incorporate other professional publications related to sustainability from a range of sources.

**Some suggested web resources**

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

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/>

**Drop Course Policy**

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

**Grading Scheme**

<b>Individually earned grades:</b>	
Individual end of term book report	30%
Contribution to peer learning – professor assessment	10%
Peer assessment of contribution to the team	10%
<b>Team earned grades:</b>	
Team presentations/case reports (4)	50%
<b>Total</b>	<b>100%</b>



## **Criteria for Evaluation and Grading**

Grading rubrics for the team case reports and presentations will be provided in the first class. Team case reports are due at the beginning of class and need to be uploaded to Brightspace before class commences. The presenting teams also need to upload their powerpoint slides or other presentation material to Brightspace before class commences. Attendance, participation and contribution from all class members is essential for effective self and peer learning.

**Late Penalties** For any assignment that is late there is a 10% penalty for each calendar day (or part thereof) late.

## **Class Discussions and Contributions to Peer Learning**

### **Team Work**

The Spratt School of Business encourages group assignments in the school to develop and enhance interpersonal, communication, leadership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task.

You will be required to work on assignments and presentations in team of 3-4 students (depending on enrollment). You will self-select your team during first class, and self-govern within the teams thereafter to ensure the quality of deliverables, and resolve conflicts within the group. You will be asked to evaluate the individual contributions of the other team members for all reports and presentations, recognizing that to consider one team member as contributing significantly more, requires that another team member be identified as contributing less (details to be provided in class).

### **Policy for team presentations**

All team members must participate in the presentations. Anyone unable to attend due to illness or other circumstances beyond their control must contact me via email prior to the start of the class in which the presentation is scheduled. I may allow an alternative individual assignment when the absence is justified. Anyone missing the presentation would not obtain any grades for the work. The other team members must make the entire presentation as scheduled.

### Tentative Course Schedule:

<b>Date</b>	<b>Topic/Readings</b>	<b>Case</b>	<b>Deliverables</b>
Mar 07	<i>Introduction to course &amp; team formation</i>	The messy but essential pursuit of purpose (HBR Mar/Apr 2022)	Class discussion based team report
Mar 14	<i>Core principles of Net Positive</i> Readings: <ul style="list-style-type: none"> <li>• Successful Companies Live Up to This Ancient Greek Ideal</li> <li>• Guidelines for Doing an Impact Assessment</li> </ul>	Esquel Group: Fostering a Culture of Excellence	<i>Team presentation/ reports(s)</i>
Mar 21	<i>Thinking Big</i> Readings: <ul style="list-style-type: none"> <li>• "It Will Need to Be the Most Amazing Thing Humankind Has Ever Done"</li> <li>• Management system for sustainability</li> </ul>	Plenty: Transforming Food for the Future of Our Planet	<i>Team presentation/ reports(s)</i>
Mar 28	<i>Internal Culture</i> <ul style="list-style-type: none"> <li>• How to make sustainability every employee's responsibility</li> <li>• Becoming a Better Corporate Citizen</li> </ul>	A Holistic Intervention Towards Sustainable Livelihoods and Coastal Conservation	<i>Team presentation/ reports(s)</i>
Apr 04	<i>Challenges and Opportunities</i> Readings <ul style="list-style-type: none"> <li>• The Circular Business Model</li> <li>• Self-directed readings on: <ul style="list-style-type: none"> <li>○ Sustainable Business model canvas</li> <li>○ Design Thinking</li> </ul> </li> </ul>	Climeworks (A): A Visionary Business to Help Stop Climate Change	<i>Team presentation/ reports(s)</i>
Apr 11	<i>Class discussion (online) on the Net Positive book</i>		

Last day of exams	<b>End of Term book report (individual)</b>
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### MBA Learning Goals

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
<b>MB1 Leadership and Collaboration</b> <i>Graduates will be equipped for leadership and collaboration.</i>				✓
<b>MB2 Communication</b> <i>Graduates will be effective communicators</i>				✓
<b>MB3 Critical Thinking and Problem Solving</b> <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
<b>MB4 Functional Knowledge</b> <i>Graduates will have functional knowledge of all areas of business.</i>				✓
<b>MB5 Global Business</b> <i>Graduates will have an appreciation of the global environment of business.</i>				✓
<b>MB6 Ethical Reasoning</b> <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				✓

### IMPORTANT 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.

**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:

<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**

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](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. <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/>

### **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 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 email 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/>