



## MGMT-307 – Leading Sustainability

### Business

**Effective Term & Year:** Fall 2022

**Course Outline Review Date:** 2025-03-01

**Program Area:** Business Management

#### Description:

This course incorporates principles of leadership and change management with sustainability. The course highlights the essential role leaders play in the success of sustainability initiatives and presents specific leadership strategies that facilitate sustainability implementation. MGMT 307 is relevant for anyone who is interested in managing change, implementing sustainable business practices and/or green initiatives in their organization, or who would like to further develop their leadership skills within the context of organizational change.

#### Program Information:

This course can be used as an upper level elective in the BBA program.

**Delivery Methods:** Online

**Credit Type:** College of the Rockies Credits

**Credits:** 3

**Course type/s:** Business Management

#### Instructional Activity and Hours:

Activity	Hours
Classroom, Directed Studies or Online Instruction	45
Seminar/Tutorials	
Laboratory/Studio	
Practicum/Field Experience	

Co-op/Work Experience	
Other	
<b>Total</b>	<b>45</b>

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**Course Requisites:**

- Completed or concurrently enrolled in:
  - **MGMT310** – Sustainability Theory and Metrics (3)

**Flexible Assessment:** Yes

In some cases students may be able to apply for recognition of prior learning outside the classroom. This flexible assessment process provides equivalent course credit. It is a rigorous process that may include external evaluation, worksite assessment, demonstration, standardized test, self-assessment, interview, products/portfolio, and challenge exam, or other measures as appropriate. Tuition fees apply. Contact an education advisor for more information.

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**Course Transfer Credit:**

For information about receiving transfer credit for courses taken at either British Columbia or Alberta institutions, please see <https://www.bctransferguide.ca/> or <https://transferalberta.alberta.ca> . For more transfer credit information, please visit <https://www.cotr.bc.ca/Transfer>

All requests for course transfer credit from institutions in British Columbia or elsewhere should go to the College of the Rockies Enrolment Services office.

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**Textbook Resources:**

There is no textbook for MGMT 307. Course readings will be identified by the instructor within the course and will include research papers, interest articles, excerpts from sustainability texts and other related sustainability resources.

*Please see the instructor's syllabus or check COTR's online text calculator <https://textbook.cotr.bc.ca/> for a complete list of the currently required textbooks.*

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**Learning Outcomes:**

Upon the successful completion of this course, students will be able to:

- define sustainability, explain how it may be measured, and identify some of the success factors and some of the challenges with implementing sustainability initiatives;
  - show the strategic importance of sustainability to an organization;
  - distinguish and compare leadership traits and qualities relevant to 'green' organizations;
  - apply the best practices of transformational leadership to the implementation of sustainability initiatives;
  - integrate and apply strategic leadership practices into change management simulations and cases;
  - compare the success/failure of strategic leadership practices across cultures;
  - identify strategies for developing sustainability leaders;
  - review and apply the change management process to organizational sustainability;
  - consider the influence of the learning organization in the change management process and apply to sustainability initiatives;
  - devise strategies for overcoming resistance to change in sustainability implementation;
  - analyze and evaluate the key role of change agents, transition teams and Human Resources in sustainability implementation; and
  - synthesize concepts of strategic leadership and change management and construct a plan for a sustainability initiative.
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## **Course Topics:**

### **Sustainability**

- Review of definitions of sustainability, how sustainability is measured, and the challenges of sustainability measurement
- Organizational sustainability initiatives, implementing sustainability – individual and organizational challenges, best practices for sustainability

### **Leadership**

- Identification of who leaders are and what leaders do, leadership theories
- Transformational leadership
- Strategic leadership and its components, role of strategic leadership in the development of sustainable business and business practices and role of followers
- Sustainability leadership – challenges, best practices for implementation
- Strategies for leadership development

### **Change Management**

- Theories of change management, best practices and challenges of change management
- Change management process
- Resistance to change, change agents, gaining stakeholder commitment
- Implementation of change through learning organizations
- Action research approach
- Best practices for sustainability change management

See instructor's syllabus for the detailed outline of weekly readings, activities and assignments.

## Evaluation and Assessments

### Assessment Type: Online

Assessment Type	% of Total Grade
Online Participation	15
Individual Assignments	35
Team Assignment	25
Final Project	25
Total	100

### Grade Scheme

A+	A	A-	B+	B	B-	C+	C	C-	D	F
>=90	89-85	84-80	79-76	75-72	71-68	67-64	63-60	59-55	54-50	<50

**Evaluation Notes:** Certificate and diploma students are required to maintain a minimum course grade of C- (55%) in all program courses. BBA students are required to maintain a minimum course grade of C (60%) and an average course grade of C+ in all program courses that contribute to the BBA.

### Exam Attendance:

Students must attend all scheduled exams at the appointed time and place. Instructors may approve an alternate exam to accommodate an illness or personal crisis. Department heads will consider other written requests. Any student who misses a scheduled exam without prior approval will receive a "0" on the exam.

### Academic Policies:

College of the Rockies policies related to courses can be found at <https://cotr.bc.ca/about-us/college-policies/> and include the following:

- Policy 2.4.3 Students with Documented Disabilities
- Policy 2.4.4 Student Conduct (plagiarism, other cheating, behavioral misconduct)
- Policy 2.5.8 Academic Performance
- Policy 2.5.3 Grade Appeal
- Policy 2.4.9 Student Concerns Re Faculty

**Course Changes:**

The College of the Rockies updates course outlines regularly to meet changing educational, employment and marketing needs. The instructor will notify students in writing of any updates to this outline during the semester. The instructor reserves the right to revise, add or delete material while meeting the learning outcomes of this course outline.