MGMT-310 – Sustainability Theory and Metrics

Business

Effective Term & Year: Fall 2022
Course Outline Review Date: 2027-04-01

Program Area: Business Management

Description:

In this course, students develop a theoretical foundation for understanding and assessing sustainability in business practices. Students examine the theoretical framework, core concepts and the business case for sustainability. Activities and readings explore regional and global trends affecting sustainability, such as climate change and increasing stress on global ecosystems, sustainable community development, turbulent markets, disruptive technologies, and the impact of disparity between rich and poor. Sustainability measurement and reporting systems are compared and evaluated.

Program Information:

This course is required for the Bachelor of Business Administration (Sustainable Business Practices) and the post-degree certificate and diploma programs in sustainable business programs and post-degree programs. It is an elective course for other programs or tourism management.

Delivery Methods: On-campus (Face-to-Face), Online, Hybrid – On-campus (Face-to-Face) and 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	
Total	45

Course Requisites:

- Complete all of the following
  - Completed at least 1 of the following:
    - MATH090 – Mathematics – Provincial Level
    - CS 12 – Computer Science 12
    - FOM 12 – Foundations of Mathematics 12
    - PREC 12 – Pre-Calculus 12
    - GEO 12 – Geometry 12
    - STAT 12 – Statistics 12
    - CALC 12 – Calculus 12
  - Earned a minimum grade of C (60%) in each of the following:
    - ACCT261 – Introductory Financial Accounting 1 (3)
    - ENGL100 – English Composition (3)
  - Completed or concurrently enrolled in:
    - MKTG281 – Principles of Marketing (3)
  - Completed or concurrently enrolled in at least 1 of the following:
    - MGMT204 – Principles of Management (3)
    - MGMT216 – Organizational Behaviour (3)
  - Students may also fulfill the math requirements by successfully completing the College of the Rockies Business Management Diploma with a least a 65% average or are admitted into the Post-Degree Diploma in Sustainable Business Practices program.

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.

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 Columba or elsewhere should go to the College of the Rockies Enrolment Services office.

Textbook Resources:

Textbook selection varies by instructor and may change from year to year. At the Course Outline Effective Date the following textbooks were in use:

Required:

Blackburn, W.R. (2015). *The sustainability handbook, 2nd Edition: The complete management guide to achieving social, economic and environmental responsibility.* Washington: Environmental Law Institute.

Reading Package (Required):

Research and case studies will be used to supplement the texts. Reading package resources will be selected from current sources and will vary from year to year to maintain currency; however, the following are included for examples.

Global Reporting Initiatives, G3 Guidelines.

http://www.globaireporting.org/ReportingFramework/G3Guidelines/

The Environmental Health and Safety Outline (EHSO) Guide to the International Standard for Environmental Management Systems.

http://www.ehso.com/iso14000.php

Recommended Reading:

Doppelt, B. (2012). *From me to we: The five transformational commitments required to rescue the planet, your organization, and your life.* Sheffield: Greenleaf Publishing.

Doppelt, B. (2003). Overcoming the seven sustainability blunders. *The Systems Thinker.*

http://www.pegasuscom.com/levpoints/7blunders.html

Wirtenberg, J., Russell, W.G., & Lipsky, D. (2008). *The sustainable enterprise fieldbook: When it all comes together.* Sheffield: Greenleaf.

Hawken, P. (2005). *The ecology of commerce.* New York: Collins.

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.

Learning Outcomes:

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

- describe the emergence of sustainability as a cross-cutting theme, referring to the United Nations Millennium Goals and other trends, such as globalization, urbanization, consumption of resources, environmental degradation, and consumer and investor concerns;
- compare several sustainability frameworks such as Triple Bottom Line, The Natural Step and Five Capitals, and explain how they attempt to reconcile stakeholder demands for responsible and transparent management and a return on investment;
- use existing definitions and frameworks of sustainability, develop a statement of Corporate Social Responsibility and compose organizational goals consistent with this statement;
- describe the qualities of successful sustainability strategies that integrate sustainability across business functions and design effective practices consistent with these qualities;
- prepare and present a proposal justifying a sustainability initiative;
- evaluate and contrast several existing sustainability measurement systems such as Global Reporting Initiative, International Integrated Reporting Council and International Organization for Standardization, and summarize how organizations are reporting their sustainability status;
- explain the limitations of current quantitative and qualitative tools for assessing sustainability and research alternative tools for assessing effectiveness of implementing a sustainability program;
- recommend appropriate metrics for sustainability for a variety of organizations, industries and strategies;
- compare approaches to sustainability in government, non-government and non-profit organizations;
- critique a published sustainability report; and
- apply your understanding of the theoretical framework, core concepts and applications of sustainable business practices to critically examine current trends and issues.

Course Topics:

- The Context and Scope of Sustainability: examining trends behind the shift to sustainability, defining what is meant by sustainability, setting goals consistent with definition and strategy
- Sustainability Frameworks: models of sustainability, such as Triple Bottom Line, The Natural Step, Five Capitals
- The Business Case for Sustainability: effective strategies, key elements of an operating system for sustainability, engaging stakeholders
- Metrics: the evolution of sustainability reporting; underlying principles and reporting protocols of standard evaluation systems including Global Reporting Initiative, Canada's Sustainability Reporting Program and Initiatives, Scoreboard, the Green House Gas Protocol, the Dow Jones Sustainability Indexes and International Organization for Standardization, etc.; selecting optimal indicators
- Other Approaches to Sustainability: non-profit, non-government and government organizations; other sustainability indicators and metrics
- Future Initiatives: assessing progress – have good intentions resulted in change and innovation?

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

Evaluation and Assessments

Assessment Type: On-Campus (face-to-face) and Online, or Hybrid

Assessment Type	% of Total Grade
Discussions	10%
Assignments and Case Studies	40%
Essay and Critique	30%
Final Exam	20%
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

No pass requirements available.

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 2.4.8 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.