

# ENBUS 302 – Strategies for Environment and Business

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**Instructor:**

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**FORMAT:** The course will be delivered online asynchronously.

**OFFICE HOURS:** Tuesdays from 10:30am – 12:30pm. You can book an appointment time at: <https://outlook.office365.com/owa/calendar/OfficeHourswithProfWood@uofwaterloo.onmicrosoft.com/bookings/>. If Tuesdays or the time of day are not convenient for you, please contact your instructor by email to find an alternative time to meet.

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## CALENDAR DESCRIPTION AND PREREQUISITES

A review of the successes and failures of businesses which have attempted to adopt environmental priorities in their operations. Case studies will be reviewed to identify barriers to adopting environmental priorities and the processes which proved successful in overcoming these obstacles.

**Prerequisite:** Level at 2A.

## COURSE DESCRIPTION

This course focuses on managerial decisions and actions related to strategic management with emphasis on sustainable enterprises. Following a typical strategic management cycle, we review managerial decisions related to environmental scanning, strategy formulation, strategy implementation, and evaluation and control. We use recent business reports and case studies to apply these concepts. We will illustrate where relevant using the successes and failures of businesses which have attempted to adopt sustainability principles in their strategies and practices.

Recorded lectures will introduce basic concepts and processes of strategic management and relate these to how a company integrates sustainability into its corporate, business and functional strategies.

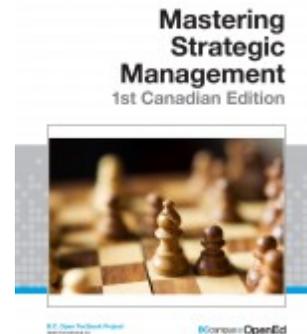
**LEARNING OBJECTIVES**

- Explore, assess, and understand the connections between fundamental strategic motivations of business and sustainability
- Challenge the traditional economic-based perspective to an alternative, more integrated approach to business
- Develop an understanding of how a competitive advantage, in an era where sustainability is increasingly important, can be achieved
- Understand the various strategic approaches to business sustainability

**COURSE TEXTBOOK**

Mandatory course textbook:

Edwards, J., Try, D., Ketchen, D. & Short, J. (2014). *Mastering Strategic Management – 1<sup>st</sup> Canadian Edition*. BC Campus OpenEd. Available on LEARN



**COURSE ASSESSMENT – SUMMARY AND DUE DATES**

<b>Deliverable:</b>	<b>Weighting:</b>	<b>Due:</b>
Quizzes (3 @ 5% each)	15%	By end of Week 4, 7 and 10
Strategy Project – Part #1	30%	February 28 <sup>th</sup> by 11pm
Strategy Project – Part #2	30%	March 21 <sup>st</sup> by 11pm
Strategy Project Presentation	25%	April 5 <sup>th</sup> by 11pm

## ASSIGNMENT DETAILS

**Quizzes (15%)** – There will be three quizzes (5% each) due by the end of Week 4 (by Feb 7), 7 (by Mar 7) and 10 (by Mar 28), respectively. The quizzes will cover material as follows: Quiz #1 (materials from Weeks 2-4); Quiz #2 (materials from Weeks 5-7); Quiz #3 (materials from Weeks 8-10). Quizzes will be administered through LEARN and will be accessible by the Monday before they are due. You will have one attempt and 60 minutes to complete each quiz.

**Strategy project (60%)** – You will develop a sustainability/environmental strategy for a firm, government agency, or not-for-profit organization. On a first-come, first-serve basis, you will identify the company you plan to research for your strategy project and post it to the Discussion Board on LEARN. Only one person can research a given company so be sure to check the other posts before posting your choice. The selection and post are due by **January 24<sup>th</sup>, 2021 by 11:00 pm.**

The project is comprised of two written parts, with Part I focusing on strategy scanning and formulation, and Part II focusing on strategy implementation and evaluation. Part I of the strategy report is due on **February 28<sup>th</sup>, 2021 by 11:00 pm**, while Part II is due on **March 21<sup>st</sup>, 2021 by 11:00 pm**. Both reports should be well organized, clearly written and neatly presented, with correct spelling and grammar. Each report is maximum of five pages (not including title page, appendices and reference list), following Times New Roman 12 point font with 1.0 spacing, 1" margin on all sides. Sources must be cited correctly using APA (American Psychological Association) 7<sup>th</sup> Edition. The rubrics for each part of the project are available for your review on LEARN.

**Strategy Project Presentation (25%)** – You will present the highlights of your strategy project (Parts I and II) in the form of a recorded presentation (either narrated PowerPoint slides or recorded presentation). The purpose of this exercise is to expose you to the pressure of pitching your recommendations to a senior management team who has very little time and very specific interests. Their interests are to know what are the key issues, what do you recommend doing to address them, what are the implications for the business may be, etc. The presentation should last about ten minutes. The rubric for the presentation is viewable on LEARN.

## Course Policies

**Addressing Your Instructor:** When addressing your instructor either verbally or in writing, a good rule of thumb to follow is to use the title "Professor" followed by the last name. This holds for all instructors irrespective of whether they have their Ph.D. (where the title "Doctor" is warranted) or not.

**Course Materials:** All readings can be accessed through the LEARN system at the "Library e-reserves" section or by hyperlink. These are identified in this course schedule below.

**Late Submissions:** Submissions received up to 24 hours after the due date and time indicated above will have a 10 percent penalty applied to them (of the 100% available for that assignment). Submissions received 24-48 hours after the due date and time indicated above will have a 20 percent penalty applied to them (of the 100 available percent for that assignment). Students not handing in their submissions within TWO DAYS of the due date and time will receive a mark of zero on that assignment. Exceptions will be made in extraordinary circumstances (e.g., medical emergencies supported by documentation). Students anticipating that their assignment will be submitted late are encouraged to contact the course instructor at the earliest possible time to make arrangements.

**Digital Submissions: For written assignments, MS-WORD or PDF are preferred.** Any other format will not be graded. All assignments must be submitted through Dropbox on the course website. Your video submission can be made in a variety of formats (e.g., MP4).

**Contesting an Assignment Grade:** Upon receipt of your graded assignment (all of which will be graded by our graduate TAs) should you wish to contest the grading of your assignment (outside of simple errors in the addition of marks) the following protocol must be followed:

Submit an email to the course instructor detailing why your assignment warrants a review. Please be sure to provide specific examples and justification as to why you feel your grade should be reconsidered. Be sure to include a copy of your graded assignment in the email.

1. The instructor will then review the stated reasons and then decide whether the re-grading of the assignment is warranted.
2. Should the instructor deem that re-grading is warranted, the instructor will then ask the student whether they would like their assignment re-graded, recognizing that the student's grade could go up or stay the same depending on the instructors' assessment.
3. The student can choose to either have the instructor go ahead with re-grading the entire assignment or stick with their original grade.

**Mental Health:** The University of Waterloo, the Faculty of Environment and our Departments/Schools consider students' well-being to be extremely important. We recognize that throughout the term students may face health challenges - physical and / or emotional. **Please note that help is available.** Mental health is a serious issue for everyone and can affect your ability to do your best work. Counselling Services <http://www.uwaterloo.ca/counselling-services> is an inclusive, non-judgmental, and confidential

space for anyone to seek support. They offer confidential counselling for a variety of areas including anxiety, stress management, depression, grief, substance use, sexuality, relationship issues, and much more.

**Religious Observances:** Students need to inform the instructor at the beginning of term if special accommodation needs to be made for religious observances that are not otherwise accounted for in the scheduling of classes and assignments.

**Communications with Instructor and Teaching Assistants:** All communication with students must be through either the student's University of Waterloo email account or via Learn. If a student emails the instructor or TA from a personal account they will be requested to resend the email using their personal University of Waterloo email account.

### **Recording lecture**

Use of recording devices during lectures is only allowed with explicit permission of the instructor of the course. If allowed, video recordings may only include images of the instructor and not fellow classmates. Posting of videos or links to the video to any website, including but not limited to social media sites such as: facebook, twitter, etc., is strictly prohibited.

**Intellectual Property:** For further information on IP related to teaching, please see [https://uwaterloo.ca/legal-and-immigration-services/sites/ca.legal-and-immigration-services/files/uploads/files/volume\\_1\\_issue\\_3\\_winter\\_2018.pdf](https://uwaterloo.ca/legal-and-immigration-services/sites/ca.legal-and-immigration-services/files/uploads/files/volume_1_issue_3_winter_2018.pdf) and the Guidelines for Faculty, Staff and Students Entering Relationships with External Organizations Offering Access to Course Materials, <https://uwaterloo.ca/secretariat/faculty-staff-and-students-entering-relationships-external>. The following text is recommended:

Students should be aware that this course contains the intellectual property of their instructor, TA, and/or the University of Waterloo. Intellectual property includes items such as:

- Lecture content, spoken and written (and any audio/video recording thereof);
- Lecture handouts, presentations, and other materials prepared for the course (e.g., PowerPoint slides);
- Questions or solution sets from various types of assessments (e.g., assignments, quizzes, tests, final exams); and
- Work protected by copyright (e.g., any work authored by the instructor or TA or used by the instructor or TA with permission of the copyright owner).

Course materials and the intellectual property contained therein, are used to enhance a student's educational experience. However, sharing this intellectual property without the intellectual property owner's permission is a violation of intellectual property rights. For this reason, it is necessary to ask the instructor, TA and/or the University of Waterloo for permission before uploading and sharing the intellectual property of others online (e.g., to an online repository).

Permission from an instructor, TA or the University is also necessary before sharing the intellectual property of others from completed courses with students taking the same/similar courses in subsequent terms/years. In many cases, instructors might be happy to allow distribution of certain materials. However, doing so without expressed permission is considered a violation of intellectual property rights.

Please alert the instructor if you become aware of intellectual property belonging to others (past or present) circulating, either through the student body or online. The intellectual property rights owner deserves to know (and may have already given their consent).

## University Academic Policies

**Academic integrity:** In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility. [Check [the Office of Academic Integrity](#) for more information.]

**Grievance:** A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70, Student Petitions and Grievances, Section 4](#). When in doubt, please be certain to contact the department's administrative assistant who will provide further assistance.

**Discipline:** A student is expected to know what constitutes academic integrity to avoid committing an academic offence, and to take responsibility for his/her actions. [Check [the Office of Academic Integrity](#) for more information.] A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course instructor, academic advisor, or the undergraduate associate dean. For information on categories of offences and types of penalties, students should refer to [Policy 71, Student Discipline](#). For typical penalties, check [Guidelines for the Assessment of Penalties](#).

**Appeals:** A decision made or penalty imposed under [Policy 70, Student Petitions and Grievances](#) (other than a petition) or [Policy 71, Student Discipline](#) may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72, Student Appeals](#).

**Note for students with disabilities:** [AccessAbility Services](#), located in Needles Hall, Room 1401, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with AccessAbility Services at the beginning of each academic term.

**Turnitin.com:** Text matching software (Turnitin®) may be used to screen assignments in this course. Turnitin® is used to verify that all materials and sources in assignments are documented. Students' submissions are stored on a U.S. server, therefore students must be given an alternative (e.g., scaffolded assignment or annotated bibliography), if they are concerned about their privacy and/or security. Students will be given due notice, in the first week of the term and/or at the time assignment details are provided, about arrangements and alternatives for the use of Turnitin in this course.

It is the responsibility of the student to notify the instructor if they, in the first week of term or at the time assignment details are provided, wish to submit alternate assignment.

**Writing and Communication Centre:** The Writing and Communication Centre (WCC) works with students as they develop their ideas, draft, and revise. Writing and communication specialists offer one-on-one support in planning assignments, synthesizing and citing research, organizing papers and reports, designing presentations and e-portfolios, and revising for clarity and coherence.

You can make multiple appointments throughout the term, or you can drop in at the Library for quick questions or feedback. To book a 25- or 50-minute appointment and to see drop-in hours, visit [uwaterloo.ca/wcc](http://uwaterloo.ca/wcc). Group appointments for team-based projects, presentations, and papers are also available.

**Please note** that communication specialists guide you to see your work as readers would. They can teach you revising skills and strategies, but will not change or correct your work for you.

## Grading Expectations

**SEED grading expectations.** Consistent with SEED policy, assessments are designed to provide fair evaluation of undergraduate performance and avoid grade compression.

Grade (%)	Qualitative description	Expected distribution
90+	Exceptional – in the sense that grades above 90 should be the exception and granted only where the student performance clearly exceeds the course expectations and shows full mastery of the subject matter of the course	10-20%
85 -90	Outstanding – demonstrates excellence and an insightful grasp of the subject matter. Marks here should be awarded to students that clearly exceed the expected performance in the course relative to other students.	
80-85	Excellent – demonstrates a strong grasp of subject matter in all or most areas of the course and ability to produce work of consistently high quality	60-80%
75-80	Very good – demonstrates strong grasp of subject matter across most areas of course and good or satisfactory knowledge in others, as well as ability to produce work above expected level.	
70-75	Good – demonstrates good knowledge of fundamental concepts and satisfactory understanding of more advanced ideas within course. Has ability to produce work at required level.	
65-70	Satisfactory – demonstrates basic understanding of fundamental concepts within course, but lacks advanced understanding of application. Inconsistent quality of work, but overall at required level.	10-20%
60-65	Minimally satisfactory – student achieves minimum expectations in most areas, and produces work that rarely exceeds minimal requirements	
50-60	Marginal performance – student demonstrates superficial grasp of subject matter in many areas of the course.	
Below 50	Fail	

## COURSE SCHEDULE

Week	Lecture Topic	Chapters	Deliverable
<b>Week 1</b> Jan. 11	<b>Welcome and Introduction to the Course</b>	-	-
<b>Week 2</b> Jan. 18	<b>Mastering Strategy: Art &amp; Science</b>	1	<b>Sign-up for Strategy Project (Post by Jan 24<sup>th</sup> on LEARN)</b>
<b>Week 3</b> Jan. 25	<b>Leading Strategically</b>	2	-
<b>Week 4</b> Feb 1	<b>Evaluating the External Environment</b>	3	<b>Quiz #1 – Due by Feb 7 at 11 pm</b>
<b>Week 5</b> Feb.8	<b>Managing Firm Resources</b>	4	-
Feb. 15-19	<i>~Reading Week~</i>		
<b>Week 6</b> Feb. 22	<b>Selecting Business-Level Strategies</b>	5	<b>Strategy Project – Part #1 Due by Feb 28 at 11 pm</b>
<b>Week 7</b> Mar. 1	<b>Supporting the Business-Level Strategy: Competitive and Cooperative Moves</b>	6	<b>Quiz #2 – Due by Mar 7 at 11 pm</b>
<b>Week 8</b> Mar. 8	<b>Competing in International Markets</b>	7	-
<b>Week 9</b> Mar. 15	<b>Selecting Corporate-Level Strategies</b>	8	<b>Strategy Project – Part #2 Due by Mar 21 at 11 pm</b>
<b>Week 10</b> Mar. 22	<b>Crafting Organizational Structure and Corporate Culture</b>	9	<b>Quiz #3 – Due by Mar 28 at 11 pm</b>
<b>Week 11</b> Mar. 29	<b>Sustainability Accounting and Corporate Performance</b>	10.1 & 10.2	-
<b>Week 12</b> Apr. 5	<b>Wrap up And Highlights Reel</b>	-	<b>Strategy Project Presentation Due by Apr 5 at 11 pm.</b>