

ENBUS 112: Operationalizing Sustainable Development in Business

PROFESSOR: Dr. Jennifer Lynes
OFFICE: EV3 – 4237
PHONE: 519-888-4567 x35487
EMAIL: jklynnes@uwaterloo.ca
OFFICE HOURS: Wednesdays, 1-2pm

LECTURE: **Wednesdays 2:30-4:20pm in STC 0040**

Graduate Teaching Assistants

Name	Email	Office hours
Sadaf Mollaei	smollaei@uwaterloo.ca	By appointment
Ahsan Rahim	marahim@uwaterloo.ca	By appointment
J. Matthew Judyn	matthew.judyn@uwaterloo.ca	By appointment

Assigned Teaching Assistants for Tutorials

Section	Day	Time	Room	TA
Section 101	Friday	10:30-11:20am	HH 119	Sadaf Mollaei smollaei@uwaterloo.ca
Section 102	Friday	9:30-10:20am	HH 119	Hannah Hill Hannah.Hill@edu.uwaterloo.ca
Section 103	Thursday	8:30-9:20am	HH 119	Aishwarya (Ash) Ramchandran a4ramchandran@edu.uwaterloo.ca
Section 104	Wednesday	8:30-9:20am	HH 119	Sean Ovas Swovas@edu.uwaterloo.ca
Section 105	Friday	10:30-11:20am	EV3 3406	Mike Wiegand michael.wiegand@edu.uwaterloo.ca
Section 106	Thursday	8:30-9:20am	RCH 209	Sean Ovas Swovas@edu.uwaterloo.ca

Please note that **students are only permitted to attend the tutorial for which they are enrolled.** Student enrollment can be checked on Quest. **Tutorials begin Wednesday January 9th, 2019.**

COURSE DESCRIPTION:

This course will explore organizational structures within business. Discussions will focus on factors that deter organizational change along with the means of overcoming these issues. A variety of guest speakers will demonstrate how the greening of industry has affected organizational structure in different business sectors. This course includes a review of business case studies where environmental management changes have resulted.

Prereq: ENBUS 102

LEARNING OUTCOMES:

Through a variety of case studies that span industries around the globe, the central objective of this course is explore how businesses are operationalizing sustainable development in response to some of today's most pressing social and environmental issues. More specifically, by the end of the course you should be able to:

- Understand the role of business in sustainable development;
- Articulate what motivates business to embrace sustainable development;
- Explain the value-add that sustainable development brings to business;
- Write effectively at a university level.

COURSE READINGS AND MATERIALS

1. The readings for this course can be purchased as a course pack directly through Ivey Publishing. You should all have received an email with the instructions as to how you can access the course pack. If not, please let us know.
2. Additional readings will be provided from time to time via links on LEARN.
3. The course syllabus is available on the course website (through the LEARN system). We will discuss it in our first class and more fully in tutorial.
4. If PowerPoint is used, presentations will be posted on LEARN immediately following lectures. (Please note that this does not provide ALL of the information that will be delivered in the lecture, but can help guide you through the material.)
5. We will also use the LEARN system to deliver information to students in the course. You are expected to check the course website regularly (at least every working day).

TIPS FOR SUCCESS:

1. Attend all sessions.
2. Come prepared for all sessions, and follow-up on all sessions.
3. Plan ahead: check when assignments are due and leave time to prepare.

COURSE ASSESSMENT:

Deliverables	Weighting	Type	Due date	Submission/Tools
Reflections	35%*	Individual	Must complete one reflection per module (4 modules in total)	Pebble Pad
Position Paper – Academic	20%	Individual	Week 8 – Friday, March 2 (11:59pm)	LEARN Dropbox (Turnitin)
Position Paper – Industry	15%	Individual	Week 12 – Friday April 5th (11:59pm)	LEARN Dropbox (Turnitin)
Case Study	15%	Group	Varies (depending on which one your group is assigned)	Tutorial
Participation	15%	Individual	Throughout the term (tutorials, online discussions, optional review quizzes)	Tutorial & LEARN

*The first case study reflection is worth 5%; the next three reflections are 10% each (collectively worth 35%)

PLEASE REFER TO SEE LAST PAGE OF COURSE SYLLABUS FOR WEEKLY SCHEDULE OF TOPICS AND ACTIVITIES

CREATING AN EFFECTIVE LEARNING ENVIRONMENT IN THE LECTURE HALL:

1. We will start 'on time', so please arrive on time. If you arrive late, please enter through the rear doors of the lecture hall.
2. We will get you out of the classroom in good time – please wait until class concludes before preparing for your departure.
 - a. Please do not disturb your classmates' abilities to learn.
 - b. Please do not talk in class.
 - c. Please turn off cellphones, etc.
3. Our time together is valuable. We will, however, work to make the lectures informative, relevant and interesting. Throughout term, we will welcome suggestions as to how the learning environment can be improved. Please speak to us directly, or make comments to your teaching assistant, who can pass on information – anonymously, if you prefer – the instructor.

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 PhD (where the title "Doctor" is warranted) or not.

POLICY ON LATE SUBMISSIONS

Submissions received up to 24 hours after the due date and time indicated above will have a 10 per cent 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 per cent penalty applied to them (of the 100 available per cent 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.

NOTE ON DIGITAL SUBMISSIONS

Only digital submissions in MS-WORD will be accepted. Any other format will not be graded. All three assignments as well as the essay answer must be submitted through the respective Dropbox on the course website.

PROTOCOL FOR CONTESTING GRADED ASSIGNMENTS

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:

1. 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.
2. The instructor will then review the stated reasons and then decide whether re-grading of the assignment is warranted.
3. 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 down depending on the instructors' assessment.
4. The student can choose to either have the instructor go ahead with re-grading the entire assignment or stick with their original grade.

ELECTRONIC COMMUNICATIONS

- Electronic communication with TAs and Course Instructors must be sent through your official UWaterloo email account. The instructor will not respond to any requests or messages sent via personal email accounts or social media.
- The instructor will try to reply to inquiries from students within two business days. Please ensure that you include a meaningful email subject and be sure to include your name. Queries made near the due dates of assignments or tests may not be answered.
- Make sure you consult the course outline/syllabus, LEARN and other course materials before submitting inquiries through LEARN.
- Laptop use in-class
 - Laptops, smart phones and tablets are permitted in class for course-related purposes only. Anybody found accessing the internet for other purposes (e.g. checking email, chatting, social media, non-course sites, playing on-line games, etc.), or using laptops off-line for non-course purposes (e.g., games, movies, music), will be asked to leave the class.
- Devices should be silent in-class.

TURNITIN

Text matching software (Turnitin®) will be used to screen assignments in this course. This is being done to verify that use of all materials and sources in assignments is documented. To better understand the meaning of 'similarity' in Turnitin, see https://guides.turnitin.com/01_Manuals_and_Guides/Student/Classic_Student_User_Guide/17_Similarity_Check#Viewing_an_Originality_Report. Students will be given an option if they do not want to have their assignment screened by Turnitin®. In the first week of the term, details will be provided about arrangements and alternatives for the use of Turnitin® in this course.

University Policies

INTELLECTUAL PROPERTY

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).

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.

The University's guiding principles on academic integrity can be found here:

<http://uwaterloo.ca/academicintegrity>. ENV students are strongly encouraged to review the material provided by the university's Academic Integrity office specifically for students: <http://uwaterloo.ca/academicintegrity/Students/index.html>.

Students are also expected to know what constitutes academic integrity, to avoid committing academic offenses, and to take responsibility for their actions. Students who are unsure whether an action constitutes an offense, or who need help in learning how to avoid offenses (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. Students may also complete the following

tutorial: <https://uwaterloo.ca/library/get-assignment-and-research-help/academic-integrity/academic-integrity-tutorial>

When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline:

<https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-71>.

Students who believe that they have been wrongfully or unjustly penalized have the right to grieve; refer to Policy #70, Student Grievance: <https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-70>.

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.

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.

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. See Policy 70 - Student Petitions and Grievances, Section 4, www.adm.uwaterloo.ca/infosec/Policies/policy70.htm. When in doubt please contact your Undergraduate Advisor for details.

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) www.adm.uwaterloo.ca/infosec/Policies/policy72.htm

UNCLAIMED ASSIGNMENTS

Unclaimed assignments will be retained for until one month after term grades become official in Quest. After that time, they will be destroyed in compliance with UW's confidential shredding procedures.

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 LECTURES

- 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.

THE WRITING CENTRE

The Writing Centre works across all faculties to help students clarify their ideas, develop their voices, and communicate in the style appropriate to their disciplines. Writing Centre staff offer one-on-one support in planning assignments, using and documenting 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 drop in at the Library for quick questions or feedback. To book a 50-minute appointment and to see drop-in hours, visit www.uwaterloo.ca/writing-centre. 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. Please bring hard copies of your assignment instructions and any notes or drafts to your appointment.

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	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	
Below 50	Fail	

COURSESCHEDULE

Week	Lecture	Topic	Case Study	Tutorial Topic	Notes	Due Dates
Introductory Module						
1	January 9	Introduction	Ethical Ocean's Ethical Dilemma	Introductions & Review of ENBUS 102 concepts	Start thinking about which case study you would like to sign up for (re: the group assignment)	
2	January 16	Eco- & Ecto-Tourism	Space Tourism*	Forming groups; case study sign-up & discussing group facilitation strategies	Sign up for group/case study in your tutorial	Complete trial Pebble Pad worksheet by Tuesday January 15 th at 11:59pm
Module 1 – 'Big Picture' sustainability						
3	January 23	E-waste trade ethics	The burning truth behind e-waste in Africa*	Space tourism	Complete ONE reflection from your choice of the following Module 1 case studies:	Space tourism reflection due Monday Jan 28 at 10:00am. Submit through Pebble Pad
4	January 30	Sustainable procurement	Scandinavian Airlines Green Engine Decision	E-waste	<ul style="list-style-type: none"> E-waste OR SAS Green Engines Weighting = 5% (refer to due dates in next column)	E-waste reflection due Monday Feb 4 th at 10:00am. Submit through Pebble Pad
Module 2 – Walking the Talk on Sustainability						
5	February 6	Leadership & Strategy	The Volkswagen Emissions Scandal	SAS Green Engines	Complete ONE reflection from your choice of the following Module 2 case studies:	SAS Green Engines reflection due Monday Feb 11 th at 10:00am. Submit through Pebble Pad
6	February 13	Virtual Sustainability	Alibaba Group: Technology, Strategy and Sustainability	VW Emissions Scandal	<ul style="list-style-type: none"> VW Scandal OR Alibaba Weighting = 10% (refer to due dates in next column)	VW Emissions Scandal reflection due FRIDAY Feb 15th at 11:59pm. Submit through Pebble Pad.

READING WEEK FEB 18-22						
Week	Lecture Date	Topic	Case Study	Tutorial Topic	Notes	Due Dates
Module 3 – Sustainability in the Supply Chain						
7	February 27	Product Design	The venture Freitag: From recycled bags to sustainable fashion	Alibaba	Complete ONE reflection from your choice of the following Module 3 case studies: <ul style="list-style-type: none"> • Freitag, OR • Transcend Coffee OR • Amped Up 	Alibaba reflection due Monday Feb 25 th at 10:00am. Submit through Pebble Pad
8	March 6	Consumer-driven Fair Trade	Transcend Coffee: Local Sustainability Challenges in a Global Industry	Freitag		Freitag reflection due Monday March 4th at 10:00am. Submit through Pebble Pad Academic Paper due Friday March 2 at 11:59pm
9	March 13	Complexities in the Music Industry	Amped up*	Transcend Coffee		Transcend Coffee reflection due Monday March 11 th at 10:00am. Submit through Pebble Pad
Module 4 – Sustainability Strategies						
10	March 20	Transparency in Mining	The Challenges of Transparency: Communicating the Pebble Mine Project to the Public	Amped Up	Complete ONE reflection from your choice of the following Module 4 case studies: <ul style="list-style-type: none"> • Pebble Mine, OR • Seventh Generation OR • YU Ranch 	Amped Up reflection due Monday March 18th at 10:00am. Submit through Pebble Pad
11	March 27	Mergers and Acquisitions	Seventh Generation and Unilever: Would an Acquisition Affect Sustainability?	Pebble Mine		Pebble Mine reflection due Monday March 25 th at 10:00am. Submit through Pebble Pad
12	April 3	Producer-driven Sustainable Agriculture	YU Ranch: Growing a Sustainable Business (this case study is not a tutorial topic)	Seventh Generation		Seventh Generation reflection due Monday April 1st at 10:00am. Submit through Pebble Pad
						Weighting = 10% (refer to due dates in next column)

*cases not included in the coursepack