

# ENBUS 302 – Strategies for Environment and Business

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**Instructor:**

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## SCHEDULE

**Lectures:** Thursdays 2:30 – 4:20pm, STC - 0050

**Office hours:** Thursdays 9:30 - 11:00 am (or by appointment)

Tutorials:

**101** - Tu 3:30-4:20pm (HH 345); TA: Sammy Linton

**102** - Tu 3:30-4:20pm (AL 209); TA: Darlene Coyle

**103** - Tu 2:30-3:20pm (AL 209); TA: Darlene Coyle

**104** - Tu 2:30-3:20pm (HH 345); TA: Sammy Linton

**105** - Tu 8:30-9:20am (AL 210); TA: Aida Mollaei

**106** - We 12:30-1:20pm (AL 210); TA: Aida Mollaei

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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:** ENBUS/ENVS 202; Environment and Business students only.

## 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.

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. Periodically, guest lecturers will be invited to discuss specific issues and activities will be used to reinforce specific frameworks.

Tutorial sessions will provide opportunities for students to put some of the content from the lectures into practice. During tutorials, students will work in their assigned teams to develop a team-based strategy research project. Student teams will present their project findings at the end of the course.

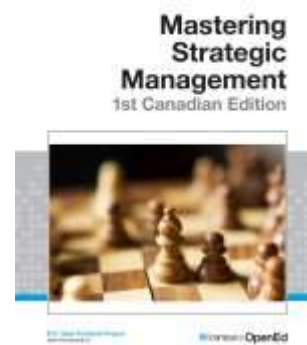
### LEARNING OBJECTIVES

- 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

Deliverable:	Weighting:	Due:
Tutorial Participation	9%	Weekly attendance (1%) beginning Jan. 15 – Mar. 20
Midterm Test	15%	February 14 <sup>th</sup> (In Class)
*Team Project - Part #1	15%	February 28 <sup>th</sup> , 11am
*Team Project Presentations	10%	March 28 <sup>th</sup> or April 4 <sup>th</sup> (In Class)
Presentation Evaluation	5%	April 4 <sup>th</sup> by 11pm
*Team Project - Part #2	15%	April 6 <sup>th</sup> , 11am
Self- and Peer-Evaluation	1%	April 7 <sup>th</sup> by 11pm
Final Exam	30%	TBD

\*Group component = 40% of overall grade

## ASSIGNMENT DETAILS

**Tutorial Participation (9%)** - Tutorial participation is based on attendance in all nine scheduled tutorials (January 15<sup>th</sup> – March 20<sup>th</sup>), weighted at 1% per week (and no tutorial during Reading Week). ***Arriving late to tutorials, leaving early and/or missing tutorials may affect your final grade.***

**Midterm test (15%)** – There will be a midterm test in-class on February 14. The test will cover material from the lectures and course readings from Weeks 1 – 5 inclusive. Details regarding the format will be discussed in class and posted to LEARN. If a student is unable to write the midterm test, it is the responsibility of the student to let the instructor know that they will be absent BEFORE the midterm test is scheduled to begin. Failure to do so may result in a grade of zero.

If the student's absence is for legitimate reasons (e.g., medical illness with supporting documentation), the weight of the midterm may be shifted to the final exam.

**Strategy team – written project (30%)** – In tutorials, students will work in their project teams to develop an environmental or business strategy for a firm, government agency, or not-for-profit organization (one group per organization). Teams will consist of five to six students (depending on tutorial enrollment). Teams will be assigned randomly from the

individuals in your tutorial section. All team members must participate equally in the preparation of the presentation and written reports. Group members are expected to act professionally, provide constructive feedback to group members, be on time and participate in group meetings, and complete their work on time.

As a group, you may choose to use one of your co-op employers. However, the team must demonstrate that sufficient financial and other information for chosen firm is available publicly. The organization must be approved (on a first come, first served basis) by the instructor via LEARN by **January 21<sup>st</sup>, 2019 by 6:00 pm**. Your group contract is due by **January 28<sup>th</sup>, 2019 by 6:00 pm**.

This team project is comprised of two 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 will be due on **February 28<sup>th</sup>, 2019 by 11:00 am** and Part II of the strategy report will be due on **April 6<sup>th</sup>, 2019 by 11:00 am**. 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) 6<sup>th</sup> Edition. Additional details regarding the strategy project will be discussed in class and posted to LEARN.

**Team presentation (10%)** – Teams will present the highlights of their strategy (including team project Part 1 and 2) to other members of the class during the lectures in weeks 11 and 12. Teams will be randomly assigned a presentation slot, which will be announced in LEARN. The presentation will last about ten minutes, including time for a couple of questions. Additional details regarding the presentation and grading rubric will be discussed in class and posted to LEARN. 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, etc.

A PowerPoint presentation is mandatory. Using more than eight slides is discouraged. You are encouraged to have ‘backup slides’ to help you answer potential questions that senior management might have. Your PowerPoint files must be submitted by **March 24, 2019 at 11:00 pm**, regardless of which day you are presenting on. It is the decision of the group as to how many team members (and who) actually make the presentation. ***If the team's PowerPoint presentation is not uploaded by the specified time, all team members will face a 20% late penalty.***

**Presentation Evaluation (5%)** – Presentation evaluation is based on providing individual constructive feedback to your classmates in another group. Your group will be assigned to evaluate **one** group's presentations. This is worth 5% and is due in LEARN on Apr. 4<sup>th</sup> at 11:00 pm.

**Self- and Peer-Evaluations (1% Bonus) – Due April 7<sup>th</sup> by 11pm.** Each group member's grade will be calculated based on the aggregate grade of the three team components listed above, then multiplied by an adjustment factor based on peer evaluations (using PEAR). The factor adjustment for each group member (which must be substantiated with comments in PEAR) can range from 0.8 to 1.2 and will be generated based on anonymous evaluation of oneself and their group members' performance. Importantly, the factor score assigned by individuals to their group members must sum to the integer of the number of group members (e.g., 5 group members = 5 points to be allocated across all members). The average of the factor scores for each student will be multiplied against the group grade to calculate one's individual group evaluation grade.

Each student will receive 1% for completing the peer evaluations by the due date of April 7<sup>th</sup> at 11pm.

**Final Exam (30%) - TBD.** The final exam will be scheduled during the University's exam period and will cover all material from the course. The thrust of the exam will be in applying the tools and frameworks from the course to a real case study. More information as to the format and expectations will be discussed in class and posted on LEARN.

## **COURSE POLICIES**

### **GRADING AND LATE POLICY**

All assignments must be submitted electronically in MS-Word via the appropriate Dropbox on LEARN. By submitting an assignment to LEARN, you are agreeing to the following:

- You have properly referenced and footnoted all ideas, words or other intellectual property from other sources used in the completion of this assignment.
- You have included a proper bibliography, which includes acknowledgement of all sources used to complete this assignment.
- The assignment was completed by your own efforts and you did not collaborate with any other person for ideas or answers (with the exception of the group project)
- This is the first time you have submitted this assignment or essay (either partially or entirely) for academic evaluation.

Assignments should be handed in by due date through LEARN, unless otherwise noted. If a student encounters a problem with LEARN, it is her/his responsibility to 1) email the instructor before the submission deadline to make them aware of the situation.

- Grading will be based on the clarity, content and organization of the submission.
- Late submissions will be penalized 20% per day unless you have made arrangements with the instructor in advance of the deadline. **Failure to make a submission or a submission that is more than three days late will receive a grade of zero.** An assessment of lateness will be based on the time stamp produced through LEARN.
- Plagiarism, copying, cheating in any form or any other academic offence will be forwarded onto the Associate Dean, Undergraduate Studies.

### 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 three business days. Please ensure that you include the course number (ENBUS 302) and a meaningful subject title. 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. If your inquiry is relevant for the whole class, please post it to the 'Ask the Instructor or TAs' discussion board on LEARN.
- Please silence your phones.

## **TURNITIN**

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 the alternate assignment.

## **UNIVERSITY ACADEMIC 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](http://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](http://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.

## 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.

## COURSE SCHEDULE

Week	Topics	Course Activities	Chapters	Deliverable
Week 1	Understanding Strategy and Performance		1	
Jan. 10	Course Overview Mastering Strategy: Art & Science	Go over syllabus Lecture & activity		
Week 2	Understanding Strategy and Performance (Continued)		2	
Jan. 15/16	Tutorial	Meet team and discuss team project companies		<b>Submit team names and proposed company (Jan 21)</b>
Jan. 17	Introduction to Case Analysis Leading Strategically	Lecture & activity		
Week 3	Environmental and Internal Scanning		3	
Jan. 22/23	Tutorial	Finalize team contracts		<b>Team contracts due (Jan 28)</b>
Jan. 24	Evaluating the External Environment	Lecture & activity		
Week 4	Environmental and Internal Scanning (Continued)		4	
Jan. 29/30	Tutorial	Team project in progress		
Jan 31	Managing Firm Resources	Lecture & activity		
Week 5	Strategy Formulation		5	
Feb. 5/6	Tutorial	Team project in progress		
Feb.7	Selecting Business-Level Strategies	Lecture & activity		

Week	Topics	Course Activities	Chapters	Deliverable
Week 6	Strategy Formulation (Continued)		6	
Feb. 12/13	Tutorial	Team project in progress		
Feb. 14	Supporting the Business-Level Strategy: Competitive and Cooperative Moves	Lecture & activity		<b>Midterm – In Class (Feb 14)</b>
Feb. 18-22	Reading Week	No classes, tutorials, or office hours		
Week 7	Strategy Formulation (Continued)		7	
Feb. 26/27	Tutorial	Team project in progress		
Feb 28	Competing in International Markets	Lecture & activity		<b>Team project part I due (Feb 28)</b>
Week 8	Strategy Formulation (Continued)		8	
Mar. 5/6	Tutorial	Team project in progress		
Mar. 7	Selecting Corporate-Level Strategies	Lecture & activity		
Week 9	Strategy Implementation		9	
Mar. 12/13	Tutorial	Team project in progress		
Mar. 14	Crafting Organizational Structure and Corporate Culture	Lecture & activity		
Week 10	Strategy Evaluation		10	
Mar. 19/20	Tutorial	Team project in progress		
Mar. 21	Sustainability Accounting and Corporate Performance	Lecture & activity		<b>Team presentations due in Dropbox (Mar 24)</b>

Week	Topics	Course Activities	Chapters	Deliverable
Week 11	Final Presentations		None	
Mar. 28	Group A presentations	Strategy Team Projects		Group presentations
Week 12	Final Presentations (Continued)		None	
Apr. 4	Group B Presentations Course Wrap-up	Strategy Team Projects Course Evaluations Closing Activity		Group presentations
Apr. 4				Participation - Group Evaluations Due
Apr. 6				Team project part II due
Apr. 7				Self- and Peer-evaluation due

## 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	