

Course Schedule

IMPORTANT: ALL TIMES EASTERN - Please see the [University Policies](#) section of your Syllabus for details

Module	Week	Activities and Assignments	Start Date	End/Due Date		
1	Week 1 : Basic Concepts of Strategic Management	Sign-up Wiki for Discussion Board Leadership	Wednesday, January 3, 2018			
		Sign-up Wiki for Group Projects	Wednesday, January 3, 2018	Monday, January 8, 2018 at 4:00 AM		
		CASE: Patagonia	Discussion Board Postings	Wednesday, January 3, 2018	Monday, January 15, 2018 at 4:00 AM	
		Complete Self-Assessment Quiz			Weekly	
		Begin reading from the Course Readings List		Wednesday, January 3, 2018	Weekly	
	Week 2 : Corporate Governance	Discussion Board Postings		Monday, January 8, 2018	Monday, January 15, 2018 at 4:00 AM	
		Complete Self-Assessment Quiz			Weekly	
		Continue Course Readings			Weekly	
	2	Week 3 : Environmental Scanning and Industry Analysis	CASE: Cascades	Discussion Board Postings	Monday, January 15, 2018	Monday, January 22, 2018 at 4:00 AM
			Groups for the Group Project (Created by the Instructor once the teams are determined)		Wednesday, January 3, 2018	Check after Monday, January 22, 2018 at 4:30

				PM
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
Week 4 : Strategy Formulation: Situation Analysis	Group project	Begin preparation	Monday, January 22, 2018	
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
Week 5 : Strategy Formulation: Corporate, Business and Function Strategies	Paul Klein http://www.impactcorp.com	Guest Expert Discussion Board Postings	Monday, January 29, 2018	Monday, February 5, 2018 4:00 AM
	CASE: A Natural Step Case Study: The Co-operators	No discussion board posting		Optional
	Group Project: Proposal Due			Monday, February 5, 2018 at 4:00 AM
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
	3 Week 6 : Pollution Prevention and Clean Technology	CASE: Nike Considered	Discussion Board Postings	Monday, February 5, 2018
Review Negotiation Assignment				
Groups for the Negotiation Assignment (Created by the Instructor)			Check after Monday, February 12, 2018 at 4:00 AM	
Complete Self-Assessment Quiz			Weekly	
Mid-Course Content Survey			Monday, February 12,	

				2018 at 4:00 AM
	Continue Course Readings			Weekly
Week 7 : Product Stewardship and Stakeholder Engagement	Negotiation Assignment using the CASE: Suncor	Discussion Board Postings (for Negotiation Assignment)	Monday, February 12, 2018 at 4:00 AM	Sunday, February 18, 2018 (opening statement); Thursday, March 1, 2018 at 4:00 AM (all discussion)
	Sabrina Dias http://www.sabrinadiasconsulting.com	Guest Expert Discussion Board Posting	Monday, February 12, 2018	Sunday, February 18, 2018 at 4:00 AM
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
Reading Week - Study Days (Sunday, February 18, 2018 to Saturday, February 24, 2018)				
Week 8 : Sustainability Society	Negotiation Assignment (continued)	Discussion Board Postings (for Negotiation Assignment)		Thursday, March 1, 2018 at 4:00 AM (all discussion)
	Negotiation Assignment	Reflection Report Due		Monday, March 5, 2018 at 4:00 AM
	CASE: Care Kenya	No Discussion Board Postings		optional
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
4 Week 9 : Strategy Implementation: Organizing for Action	CASE: Seventh Generation	Discussion Board Postings	Monday, March 5, 2018	Monday, March 12, 2018 at 4:00

				AM
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
Week 10 : Strategy Implementation: Staffing and Leading/Organizational Design–Co-ops	Individual Assignment	Submission Due		Monday, March 19, 2018 at 4:00 AM
	CASE: Mountain Equipment Coop	No Discussion Board Postings		
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
Week 11 : Strategy Implementation: Evaluation and Control/Organizational Design–SMEs	Dr. Sean Geobey	Guest Expert Discussion Board Postings	Monday, March 19, 2018	Monday, March 26, 2018 at 4:00 AM
	Group Project : Presentation Due			Monday, March 26, 2018 at 4:00 AM
	Complete Self-Assessment Quiz			Weekly
	Continue Course Readings			Weekly
Week 12 : Presentations	Group Project : Comment on Group Presentations through Discussion Boards		Monday, March 26, 2018	Monday, April 2, 2018 at 4:00 AM
	Group Project : Complete the Peer Evaluation spreadsheet		Monday, March 26, 2018	Monday, April 2, 2018 at 4:00 AM
	Course Content and Readings Survey			Monday, April 2, 2018 at 4:00 AM

Final Examination Arrangements and Schedule

There is no final examination for this course.

Official Grades and Course Access

Official Grades and Academic Standings are available through [Quest](#).

Your access to this course will continue for the duration of the current term. You will not have access to this course once the next term begins.

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Contact Information

Announcements

Your instructor uses the **Announcements** widget on the **Course Home** page during the term to communicate new or changing information regarding due dates, instructor absence, etc., as needed. You are expected to read the announcements on a regular basis.

To ensure you are viewing the complete list of announcements, you may need to click **Show All Announcements**.

Discussions

A **General Discussion** topic* has also been made available to allow students to communicate with peers in the course. Your instructor may drop in at this discussion topic.

Contact Us

Who and Why	Contact Details
Instructor <ul style="list-style-type: none"> Course-related questions (e.g., course content, deadlines, assignments, etc.) Questions of a personal nature 	<p>Post your course-related questions to the Ask the Instructor discussion topic*. This allows other students to benefit from your question as well.</p> <p>Questions of a personal nature can be directed to your instructor.</p> <p>Instructor: Amelia Clarke amelia.clarke@uwaterloo.ca</p> <p>Instructor: Garrick Ng garrick.ng@uwaterloo.ca</p> <p>Your instructors check email and the Ask the Instructor discussion topic* frequently and will make every effort to reply to your questions within 24–48 hours, Monday to Friday.</p>
Technical Support, Centre for Extended Learning <ul style="list-style-type: none"> Technical problems with Waterloo LEARN 	<p>learnhelp@uwaterloo.ca</p> <p>Include your full name, WatIAM user ID, student number, and course name and number.</p> <p>Technical support is available during regular business hours, Monday to Friday, 8:30 AM to 4:30 PM (Eastern Time).</p> <p>LEARN Help Student Documentation</p>
Learner Support Services, Centre for Extended Learning <ul style="list-style-type: none"> General inquiries 	<p>Student Resources</p> <p>extendedlearning@uwaterloo.ca +1 519-888-4002</p>

- WatCards (Student ID Cards)
- Examination information

Include your full name, WatIAM user ID, student number, and course name and number.

*Discussion topics can be accessed by clicking **Connect** and then **Discussions** on the course navigation bar above.

ENBUS 640 Strategy for Sustainable Enterprises

Course Description and Objectives

Course Description

- This course looks at organizational strategy through the 'lens' of sustainability. It explores how corporations (and other types of organizations) are re-aligning and in some cases re-inventing their corporate strategies to move toward more sustainable business models. This includes initiatives undertaken within the firm, as well as initiatives pursued outside the firm (such as through partnerships). Several frameworks are offered for assessing the degree to which principles of sustainability are embraced within an organization's strategies. In addition, tools for formulating and implementing a sustainability strategic plan are presented. Case studies draw from different sectors and also different organizational types
- "This is the last core course in the MEB program."

Objectives

By the successful end of this course you should be able to:

- Understand the basic concepts of strategic management and related perspectives
- Know environmental scanning and strategy formulation procedures
- Understand strategy implementation and control procedures
- Identify and discuss appropriate business-level sustainability strategies
- Determine application of the course teachings to case studies

This online course was developed by Dr. Amelia Clarke, with instructional design and multimedia development support provided by the Centre for Extended Learning (CEL). Original Prentice Hall (2010) PDF slides created by: Ronald Heimler and J. David Hunger. Modified PDF slides created by: Amelia Clarke and David Wheeler. Adaptation of Prentice Hall PDF slides by: Amelia Clarke and CEL @ University of Waterloo. Further media production was provided by Sheridan Production House and the Faculty of Environment's Mapping, Analysis and Design (MAD).

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About the Course Author and Instructor

Course Author and Instructor — Dr. Amelia Clarke

Educational Background

Ph.D. Desautels Faculty of Management, McGill University, Quebec
M.E.S. Dalhousie University, Nova Scotia
B.Sc. Biology, Mount Allison University, New Brunswick

Employment Background

Dr. Amelia Clarke has been working on environment and sustainability issues since 1989, including as President of [Sierra Club Canada](#) (2003-2006). She is now a faculty member in the School of Environment, Enterprise and Development (SEED) at the University of Waterloo, where she is also Director of the Master of Environment and Business (MEB) program. Her main research focuses are related to strategies for sustainable development, and include a half-million dollar [team project](#) on structuring cross-sector social partnerships to more effectively achieve local sustainability goals and other desired partner outcomes. She also co-leads a research project on [Youth & Innovation](#). Dr. Clarke's work has been published in journal articles, book chapters and practitioner reports.



Dr. Clarke holds a PhD in Management (Strategy) from McGill University. She sits on the editorial board of the Academy of Management Learning and Education (AMLE) journal, and was a Co-Organizer of the 2016 Cross-Sector Social Interactions conference. She is involved in the Canadian Business Ethics Research Network (CBERN), is a past Chair of the Social Responsibility Division of the Administrative Science Association of Canada (ASAC) and has also served on numerous advisory committees, including the Canadian Advisory Committee to the U.N. Habitat's World Urban Forum III (2006); and the Canadian delegation during the U.N. World Summit on Sustainable Development negotiations (2002). In 1996, she founded the Sierra Youth Coalition (SYC), and is proud of having launched SYC's sustainable campus program, and of her efforts to help influence the creation of 10 new protected areas.

Course Instructor — Garrick Ng



Educational Background

Garrick is a graduate-level instructor at several leading Canadian universities and a mentor in the start-up and social entrepreneurship community. He holds an MBA in Business & Sustainability from the Schulich School of Business, where he is a returning lecturer on the topic of management practices for sustainability. Garrick also holds a Bachelor of Commerce from the University of British Columbia.

Employment Background

Garrick craves finding ways to collaborate with strategy, sustainability and storytelling experts to create a more liveable world. He has worked to advance sustainable business in areas as diverse as consumer packaged goods, green buildings, water, cleantech and social enterprise. Through this journey, Garrick has come to appreciate the power of storytelling for catalyzing the kind of dialogue needed to truly shift mindsets and help diverse influencers come up with better solutions. Today, he dedicates his time to initiatives that connect content creators with overlooked and under-told stories that give audiences a front-row seat to change at its best.

LinkedIn: <https://ca.linkedin.com/in/garrickng>

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Materials and Resources

Textbook

Hunger, J. D., and Wheelen, T.L. (2011). Essentials of Strategic Management. Fifth Edition. New Jersey: Pearson Education, Inc.

Note, this textbook is available in two different options:

- Hard copy – through the Waterloo Bookstore or through an online bookstore.
- Electronic book rental for 180 days – through [Vitalsource](#).

This text is a basic Strategic Management textbook. If you have taken a business Strategic Management course previously, and still have your textbook, then I recommend the book rental option. It will have essentially the same content as any Strategic Management textbook, but this one provides "the short version."

For textbook ordering information, please contact the [Waterloo Bookstore](#).

For your convenience, you can compile a list of required and optional course materials through [BookLook](#) using your Quest userID and password. If you are having difficulties ordering online and wish to call the Waterloo Bookstore, their phone number is +1 519-888-4673 or toll-free at +1 866-330-7933. Please be aware that textbook orders **CANNOT** be taken over the phone.

Course Reserves

Course Reserves can be accessed using the **Library Resources** widget on the **Course Home** page.

Resources

- [Library services for co-op students on work term and distance education students](#)
- [Academic Integrity for Graduate Students](#)

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Grade Breakdown

The following table represents the grade breakdown of this course.

Activities and Assignments	Weight (%)
Discussion Board Participation (four weeks - 5 pts each) Choose 4 out of 6	20 %
Discussion Board Leadership (one week - 10 pts)	10 %
Individual Assignments – Case Studies (two cases - 10 pts each)	20 %
Negotiation Assignment (including reflection document)	20 %
Group Project	30 %

Discussion Board Participation

- Five of the weeks have "weekly" discussion boards. You need to choose at least four of these to participate in (not including the week you are a lead, if you choose a weekly discussion for your lead role).
- Weeks 1, 2, 3, 6, and 9 have the weekly discussion boards.
- See separate instructions on discussion board expectations.

Discussion Board Leadership

- Sign up for one discussion board to lead (three people / week max).
- See separate instructions on discussion lead expectations.

Discussion Board Guest Expert Participation

- Optional

Individual Assignment

- Assignment is due in week 10, though preparation begins as of week 4.
- See separate instructions on the assignment for each case option.

Negotiation Assignment

- The negotiation occurs in weeks 7 and 8, and the reflection document is due in week 8.
- See separate instructions on the negotiation assignment.

Group Project

- 10 pts for the proposal, 15 pts for the presentation, 5 pts for comments on other team's presentations.

- The teams and topics must be finalized by week 3, the proposal is due in week 5, the presentation is due in week 11 and the comments are due in week 12.
- See separate instructions on the group assignments.

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Course and Department Policies

Course Policies

This course *requires* regular access to the Waterloo LEARN course site. Your instructor will use this site for communicating important information concerning course matters, returning graded assignments, etc. A reliable internet connection and regular checking of the course site (at least twice a week) is therefore *mandatory*.

Late Policy

All assignments are due on the date and time indicated. Late assignments (without penalty) are permitted only when specifically allowed by the instructor. Late assignments will be penalized by 20% for the first week it is late and by 50% if submitted prior to the end of the course. Permission may be obtained in advance for late assignments (with no penalty), but this must occur by email at least 3 days PRIOR to the assignment deadline.

Department Policy

Citation Style

Please note that all Master of Environment and Business courses use the 6th edition of the American Psychological Association (APA) style guide.

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University Policies

Submission Times

Please be aware that the University of Waterloo is located in the **Eastern Time Zone** (GMT or UTC-5 during standard time and UTC-4 during daylight saving time) and, as such, the time that your activities and/or assignments are due is based on this zone. If you are outside the Eastern Time Zone and require assistance with converting your time, please try the [Ontario, Canada Time Converter](#).

Accommodation Due to Illness

If your instructor has provided specific procedures for you to follow if you miss assignment due dates, term tests, or a final examination, adhere to those instructions. Otherwise:

Missed Assignments/Tests/Quizzes

Contact the instructor as soon as you realize there will be a problem, and preferably within 48 hours, but no more than 72 hours, have a medical practitioner complete a [Verification of Illness Form](#).

Email a scanned copy of the Verification of Illness Form to your instructor. In your email to the instructor, provide your name, student ID number, and exactly what course activity you missed.

Further information regarding Management of Requests for Accommodation Due to Illness can be found on the [Accommodation due to illness](#) page.

Missed Final Examinations

If this course has a final exam and if you are unable to write a final examination due to illness, seek medical treatment and have a medical practitioner complete a [Verification of Illness Form](#). Email a scanned copy to the Centre for Extended Learning (CEL) at extendedlearning@uwaterloo.ca within 48 hours of your missed exam. Make sure you include your name, student ID number, and the exam(s) missed. You will be **REQUIRED** to hand in the original completed form before you write the make-up examination.

After your completed Verification of Illness Form has been received and processed, you will be emailed your alternate exam date and time. This can take up to 2 business days. If you are within **150 km** of Waterloo you should be prepared to write in Waterloo on the additional CEL [exam dates](#). If you live outside the 150 km radius, CEL will work with you to make suitable arrangements.

Further information about [Examination Accommodation Due to Illness](#) regulations is available in the Undergraduate Calendar.

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. **If you have not already completed the online tutorial regarding academic integrity you should do so as soon as possible.** Undergraduate students should see the [Academic Integrity Tutorial](#) and graduate students should see the [Graduate Students and Academic Integrity](#) website.

Proper citations are part of academic integrity. Citations in CEL course materials usually follow CEL style, which is based on APA style. Your course may follow a different style. If you are uncertain which style to use for an assignment, please

confirm with your instructor or TA.

For further information on academic integrity, please visit the [Office of Academic Integrity](#).

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. 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](#).

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.

Final Grades

In accordance with [Policy 46 - Information Management](#), Appendix A - Access to and Release of Student Information, the Centre for Extended Learning does not release final examination grades or final course grades to students. Students must go to [Quest](#) to see all final grades. Any grades posted in Waterloo LEARN are unofficial.

AccessAbility Services

[AccessAbility Services](#), located in Needles Hall, 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 accommodation to lessen the impact of your disability, please register with AccessAbility Services at the beginning of each academic term and for each course.

Accessibility Statement

The Centre for Extended Learning strives to meet the needs of all our online learners. Our ongoing efforts to become aligned with the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) are guided by University of Waterloo accessibility [Legislation](#) and policy and the [World Wide Web Consortium's \(W3C\) Web Content Accessibility Guidelines \(WCAG\) 2.0](#). The majority of our online courses are currently delivered via the Desire2Learn Learning Environment. Learn more about [Desire2Learn's Accessibility Standards Compliance](#).

Use of Computing and Network Resources

Please see the [Guidelines on Use of Waterloo Computing and Network Resources](#).

Copyright Information

UWaterloo's Web Pages

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If there are any questions about this notice, please contact the University of Waterloo, Centre for Extended Learning, Waterloo, Ontario, Canada, N2L 3G1 or extendedlearning@uwaterloo.ca.

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