Syllabus

Stakeholder Engagement, Collaborations and Partnerships
ENBUS 642

Course Description and Learning Objectives

SEED SCHOOL OF ENVIRONMENT ENTERPRISE & DEVELOPMENT

Course Description

Introduction: This course explores collaborative approaches between business and non-profits, government and other stakeholder organizations. By identifying how stakeholder engagement, collaboration and partnerships can formalize into industry associations, joint ventures, public-private partnerships, networks and business to non-profit collaborations, as well as informal interactions, the course illuminates how multi-stakeholder decisions are made within the context of relevant laws, policies and practices for corporate social responsibility and achievement of the global Sustainable Development Goals (SDGs).

Purpose: This course aims to enable the learner to critically analyze and pilot opportunities for leveraging collaboration, partnerships, and stakeholder engagements to advance sustainability and corporate social responsibility. The course also helps the learner to synthesize opportunities based on an understanding potential intervention points in their systems. These systems may be business to business, business to the public sector and business to stakeholders with non-financial relationships, or other combinations; they include both formal and informal relationships. The learner will review the basic principles underlying the approaches covered in the course, including transparency, trust, communication, integrity, and gain an understanding of how to identify and manage situations where these principles are undermined.

Design: This course is designed to enable the learner to apply a basic grounding in stakeholder engagement theory and business management techniques to real-life practice situations. Supported by short video introductions, quizzes and self-assessment tools, learners complete a guided review of selected materials on stakeholder engagement, collaborations and partnerships in relation to corporate social responsibility and sustainability in a series of short, clear modules. Through a specialised individual assignment to identify and analyse stakeholders, discussion forum postings and dialogue with experts and practitioners, and practical group assignment addressing actual experiences with organizational strategy and engagement; learners gain a practical understanding of partnership formation, structure, and processes, and pilot their knowledge in real-life assessments of organizations. With a variety of tools and techniques, learners are introduced to useful management science approaches to stakeholder engagement, including stakeholder identification and matrix development, quality and environmental management, the AA stakeholder engagement framework and duties such as free prior informed consent. Activating experiential learning opportunities, learners undertake a group project addressing actual needs of real organizations, learning to determine, pilot and apply a new strategy and apply innovative approaches

to business systems. Through selected readings and discussions, learners also gain an understanding of relevant policy, regulations and standards on stakeholder engagement and partnerships for corporate social responsibility and sustainability. At the beginning and end of the course, learner knowledge, skills, and attitude are recorded - not for marking, but to help the learner rate the value of their own learning and materials, and to identify specific areas where key advances in knowledge, skills or attitude can be achieved.

Course Learning Objectives

Upon successful completion of this course, learners should have strengthened their capacity to:

- apply systems thinking, tools and techniques to help entities accelerate the adoption of sustainability;
- leverage personal and professional motivations for driving sustainability in an organization;
- identify, map and evaluate key stakeholders to determine where resources are best applied and overlay these with places to intervene in a system to foster resilience and innovation;
- apply a selection of quality management tools and techniques to enhance stakeholder management and analysis, consensus building and collaboration;
- formulate a stakeholder engagement strategy and pathway to ensure its successful implementation;
- field objections from internal and external stakeholders and troubleshoot differences in stakeholder objectives, and to know where and when boundaries have been breached, and when to close a process;
- design a framework for a collaboration process, starting with an informal base and enhancing the degree of formality;
- analyze why these processes fail and recommend strategies and tactics to address the weaknesses, and gain value from failures;
- explain the value of partnerships as an approach to drive sustainability into public-private sector initiatives;
- develop the business case to support the adoption of one of the three approaches to enable decision makers to realize the value of a social license to operate;
- understand the tools in the governance toolbox and be able to apply these to engage governance entities for a sustainable future.

Course Schedule

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> **IMPORTANT:** **ALL TIMES EASTERN** - Please see the University Policies section of your Syllabus for details

Module	Topic	Activities and Assignments	End/Due Date	Weight (%)
1	Week 1 – Introduction	Complete the Knowledge, Skills, Attitudes (KSA) Pre-Survey	Friday, September 10, 2021 at 11:55 PM	
		Post your Bio on the discussion board**	Friday, September 10, 2021 at 11:55 PM	
		Find your Group Project peers. Some people will not be in MEB, so engage with others!	Friday, September 10, 2021	
1	Week 2 – Stakeholder Engagement: The Theory, the Stakeholders, and the Process	(Optional) Attend introductory class meeting	Tuesday, September 14, 2021 at 5 PM ET	
		Submit your Group Composition to the instructor	Friday, September 17, 2021 at 11:55 PM	
1	Week 3 – Collaborations: The Relationships and the Boundaries	Individual Assignment: Scope Definition	Friday, September 24, 2021 at 11:55 PM	
1	Week 4 – Partnerships: The Principles and the Practices	The Guest Lecturer is online	Monday, September 27, 2021 – Sunday, October 3, 2021	
2	Week 5 – A Review of Design and Friction Factors	Discussion Board Brief #1 due*	Monday, October 4, 2021 at 11:55 PM	**10%**
		Group Project: Scope Definition	Friday, October 8, 2021 at 11:55 PM	
Reading Week (Saturday, October 9, 2021 to Sunday, October 17, 2021)				
2	Week 6 – The Role, Responsibility and Accountability of Business and Disruptive Innovation	Individual Assignment Stakeholder identification and mapping due	Friday, October 22, 2021 at 11:55 PM	**30%**
2	Week 7 – The Business of Stakeholder Engagement			
2	Week 8 – Engagement with Government	Confirm Group Project presentation date with client and dry run date with the Instructor	Monday, November 01, 2021	

Module	Topic	Activities and Assignments	End/Due Date	Weight (%)
3	Week 9 – Importance of Social Media	The Guest Lecturer is online	Monday November 8, 2021 – Sunday November 14, 2021	
3	Week 10 – Dry Run of Presentations	Discussion Board Brief #2 due*	Monday, November 15, 2021 at 11:55 PM	10%
		Dry run of Group presentation with the Instructor and the TA	Friday, November 19, 2021	
3	Week 11 – Final Presentations	Group presentation to client (it is optional to include the Instructor and TA)**	Friday, November 26, 2021	
3	Week 12 – Conclusion and Future Direction	Group Project Final Project and Report due**	Friday, December 3, 2021 at 11:55 PM	50%
		Complete the Knowledge, Skills, Attitudes (KSA) Post-Survey for the course	Friday, December 3, 2021 at 11:55 PM	

NOTES: * There are 2 discussion board sessions, each with a guest expert. Plan to make the most of the chance to learn from these exchanges. Each discussion board brief is worth 10%. ** Considered in your group project mark.

Learners are encouraged to submit individual stakeholder engagement strategies and plans, and those for your groups, ahead of the due dates. Dates in the Course Schedule are last dates for submissions. As you review your other course work, and if you have a major deadline conflict, communicate with the TA, cc'ing the Instructor, ASAP to arrange for flexibility.

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.

Contact Information

Announcements

Your instructors use 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 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 and TA Course-related questions (e.g., course content, deadlines, assignments, etc.)	**Post your course-related questions** to the Ask the Instructor discussion topic*. This allows other students to benefit from your question as well. You may also direct questions related to course content, assignments, or administrations to your TA. **Questions of a personal nature** can be directed to your instructor. Instructor: Prof Marie-Claire Cordonier Segger marie-claire.cordoniersegger@uwaterloo.ca TA: Nesma Hassan n25hassan@uwaterloo.ca Your TA and Instructor 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.
Technical Support, Centre for Extended Learning Technical problems with Waterloo LEARN	learnhelp@uwaterloo.ca Include your full name, WatIAM user ID, student number, and course name and number. Technical support is available during regular business hours, Monday to Friday, 8:30 AM to 4:30 PM (Eastern Time). LEARN Help Student Documentation
Learner Support Services, Centre for Extended Learning General inquiries WatCards (Student ID Cards)	Student Resources extendedlearning@uwaterloo.ca +1 519-888-4002 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.

About the Course Instructor, TA, and Author

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Course Instructor — Professor Marie-Claire C. Segger, DPhil (Oxon), MEM (Yale), BCL&LLB (McGill), BA Hons, JFR, FRSA

Professor Marie-Claire Cordonier-Segger DPhil (Oxon) MEM (Yale) BCL/LLB (McGill) BA Hons (UVic/Carl) is Full Professor of Law, School of Environment, Enterprise and Development, U-Waterloo; Senior Fellow, Balsillie School of International Affairs; and International Advisor, Interdisciplinary Centre on Climate Change (IC3). She is also Leverhulme Trust Visiting Professorship, University of Cambridge; Senior Director, Centre for International Sustainable Development Law (CISDL); Executive Secretary, United Nations Framework Convention on Climate Change (UNFCCC) Climate Law & Governance Initiative; and Chair, Convention Biological Diversity (CBD) Biodiversity Law & Governance Initiative. Former General Counsel to several UN treaties and Senior Legal Expert to the International Development Law Organization, she chairs international commissions, serves on corporate boards and assists countries, companies and the UN to engage stakeholders for the global Sustainable Development Goals. She has published over 20 books and 120 papers on law and governance of climate change, biodiversity, natural resources, investment, trade and the green economy, among other sustainable development questions; edits a series of volumes for Cambridge University Press; serves on editorial boards of four law journals, and speaks five languages. She is laureate of the international Justitia Regnorum Fundamentum Award, HE Justice CG Weeramantry International Justice Award and other honours, and enjoys reading, art, museums, hiking, canoeing and learning about cultural and natural heritage.

Course TA — Nesma Hassan, PMP®, MDP, BA Hons

Nesma Hassan PMP®, MDP, BA Hons is a PhD student in Sustainability Management at the School of Environment, Enterprise, and Development (SEED) and the University of Waterloo. She is also a consultant at the Institute for Ecological Civilization. Nesma has served in several leadership positions including CSR Programs Manager of a company in Saudi Arabia. She has 8+ years of experience in project management and stakeholder engagement and management across sectors (private, public and civil society) and in different capacities (business development, project management and program development). She has worked on projects across 5 continents and 10+ countries in different industries ranging from development to business to construction.

Course Developer — Lynn Johannson, B.E.S., (Hons), M.Sc., FRSA

Lynn Johannson has thirty years of work experience in the field of sustainability, specifically focused on helping organizations on the interface between better management of their business and the environment. She has worked for governments, Fortune 500 companies, SMEs, NGOs, academic institutions and start-up organizations. She has coached at all levels of an enterprise, from CEOs and Boards of Directors to the employees that make it happen on the shop floor. She has worked on four continents, with a recent foray into a fifth. She led Canada's negotiations on ISO 14001:2015 (and the companion guidance standard, ISO 14004: 2016 and related environmental management system standards.

Materials and Resources

Textbook

No required textbook for this course.

Course Reserves

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

Reference Materials

Materials needed in this course are either provided by the Professor or publicly available online.

Resources

- Library services for Co-op students on work term and Extended Learning
- students Graduate Students and Academic Integrity website.

Grade Breakdown

The following table represents the grade breakdown of this course:

Discussion Posting Assignments (10 % for each one)	20 %
Individual - Stakeholder Mapping Assignment	30 %
Group – Stakeholder Engagement Strategy Project	50 %

Course and Department 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 may 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.

Citation Style

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

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.

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.

Turnitin® at Waterloo

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

All rights, including copyright, images, slides, audio, and video components, of the content of this course are owned by the course author and the University of Waterloo, unless otherwise stated. By accessing this course, you agree that you may only download the content for your own personal, non-commercial use. You are not permitted to copy, broadcast, download, store (in any medium), transmit, show or play in public, adapt, or change in any way the content of these web pages for any other purpose whatsoever without the prior written permission of the course author and the University of Waterloo, Centre for Extended Learning.

Other Sources

Respect the copyright of others and abide by all copyright notices and regulations when using the computing facilities provided for your course of study by the University of Waterloo. No material on the Internet or World Wide Web may be reproduced or distributed in any material form or in any medium, without permission from copyright holders or their assignees. To support your course of study, the University of Waterloo has provided hypertext links to relevant websites, resources, and services on the web. These resources must be used in accordance with any registration requirements or conditions which may be specified. You must be aware that in providing such hypertext links, the University of Waterloo has not authorized any acts (including reproduction or distribution) which, if undertaken without permission of copyright owners or their assignees, may be infringement of copyright. Permission for such acts can only be granted by copyright owners or their assignees.

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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