



Course Schedule

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

NOTE: * Discussion Board Individual Briefs include marks for participation. This does not have to occur every day, you are judged on the quality of your interaction. There are 3 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.

Module	Topic	Activities and Assignments	End/Due Date	Weight (%)
1	Week 1 - For a Successful Future, Learn from the Past (Thursday, September 6, 2018)	Complete the Knowledge, Skills, Attitudes (KSA) Pre-Survey and the Eco-literacy Questionnaire for the course	Thursday, September 6, 2018 at 11:55 PM	
		Post your 1-2 Page Bio on the discussion board**	Thursday, September 6, 2018 at 11:55 PM	
		Find your Group Project peers. Some people will not be in MEB, so engage with others!	Friday, September 7, 2018	
		Submit your Group Composition to the instructor	Monday, September 10, 2018 at 11:55 PM	
1	Week 2 - Stakeholder Engagement: The Theory, the stakeholders, and the Process (Sunday, September 16, 2018)	Week 2 Discussion Board #1: Guests are graduates of ENBUS 642; ask them about their experience with AA 1000	Sunday, September 16, 2018	
		Individual Assignment: Scope defined and submitted to the Instructor and TA for comment	Monday, September 17, 2018 at 11:55 PM	
1	Week 3 - The Art and Science of Collaboration (Sunday, September 23, 2018)	Discussion Board Brief #1 due*	Monday, September 24, 2018 at 11:55 PM	10%
		Group Project : Scope Definition and Gantt Chart submitted to the Instructor and TA for	Thursday, September 27, 2018 at 11:55 PM	

Fall 2018	ENBUS 642 Online approval**	University of Waterloo	
1	Week 4 - Partnership Practices - What's in the Toolbox? (Sunday, September 30, 2018)		
2	Week 5 - Planet, People, Purpose, Prosperity (Sunday, October 7, 2018)		
Fall Break - Study Days (Tuesday, October 9, 2018 and Wednesday, October 10, 2018)			
2	Week 6 - The Role, Responsibility and Accountability of Business and Disruptive Innovation (Sunday, October 14, 2018)	Individual Assignment Stakeholder Engagement Strategy and Plan due	Monday, October 15, 2018 at 11:55 PM 20%
2	Week 7 - Linking the Real Purpose of Business to Prosperity (Sunday, October 21, 2018)	The Guest Lecturer is online starting Sunday, October 21, 2018.	
2	Week 8 - What will the Future of Government look like? (Sunday, October 28, 2018)	Discussion Board Brief #2 due*	Monday, October 29, 2018 at 11:55 PM 10%
		Confirm presentation date with client and dry run date with the Instructor	Tuesday, October 30, 2018
3	Week 9 - Bringing It All Forward (Sunday, November 4, 2018)	The Guest Lecturer is online starting Sunday, November 5, 2018	
		Disruptive Innovation Festival starts	Tuesday, November 9, 2018
3	Week 10 - Social Media, the Math and the Mistakes (Sunday, November 11, 2018)	Discussion Board Brief #3 due*	Monday, November 12, 2018 at 11:55 PM 10%
		Dry run on presentation with the Instructor and the TA	Thursday, November 15, 2018
3	Week 11 - Nature as Measure, Model, and Muse (Sunday, November 18, 2018)	Disruptive Innovation Festival ends	Friday, November 23, 2018
3	Week 12 - The End of the Beginning (Sunday, November 25, 2018)	Group Presentation to client (it is optional to include the Instructor and TA)**	Monday, November 26, 2018
		Group Project Final Project and Report due**	Monday, December 3, 2018 at 11:55 PM 50%
		Complete the Knowledge, Skills, Attitudes (KSA) Post-Survey for the course	Monday, December 3, 2018 at 11:55 PM

Note: Weeks 1 and 12 are 'extended weeks'.

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.

The [Disruptive Innovation Festival \(DIF\)](#) is not a requirement of the course, **it's just a really good idea**. Check in with the site before the opening as they will post some of the speakers well in advance.

Assignments are generally due MONDAY nights. As soon as you review your other course work, and if you have a major deadline conflict, communicate with the Instructor **ASAP**.

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
<p>Instructor and TA</p> <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. You may also direct questions related to course content, assignments, or administrations to your TA.</p> <p>Questions of a personal nature can be directed to your instructor.</p> <p>Instructor: Lynn Johansson ljohnans@uwaterloo.ca</p> <p>SKYPE: lynnjohansson Skype calls are by appointment, and not for emergencies.</p> <p>TA: Joe Y. Battikh joe.battikh@uwaterloo.ca</p> <p>Your instructor checks 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>
<p>Technical Support, Centre for Extended Learning</p>	<p>learnhelp@uwaterloo.ca</p> <p>Include your full name, WatIAM user ID, student number, and course name and number.</p>

<ul style="list-style-type: none"> Technical problems with Waterloo LEARN 	<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>
<p>Learner Support Services, Centre for Extended Learning</p> <ul style="list-style-type: none"> General inquiries WatCards (Student ID Cards) Examination information 	<p>Student Resources</p> <p>extendedlearning@uwaterloo.ca +1 519-888-4002</p> <p>Include your full name, WatIAM user ID, student number, and course name and number.</p>

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





About the Course Author



Course Author — Lynn Johansson, B.E.S., (Hons), M.Sc., FRSA

Educational Background

B.E.S. (Hons.) (Man and Environment), University of Waterloo, 1977

M.Sc., Land Resource Science, Centre for Resources Development, University of Guelph, 1981

FRSA, Nominated as a Fellow of the (UK) Royal Society for the encouragement of the Arts, Manufacture and Commerce, 2001.

An Entrepreneur At Heart and In Hand

"Above all, finding the sweet spot, that balances the needs and wants of humans and living within the boundary conditions of the planet we depend upon, is going to be our greatest challenge. Quite simply, we have to do better with less."

Lynn Johansson 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. She is currently involved with writing a guidance standard on determining environmental costs and benefits. She has written several books, guides and has authored or co-authored over 60 articles.

She leads a collaborative learning process for large companies and multi-nationals that are intent on migrating to ISO 14001:2015 with the assistance of negotiators from Canada and the US. The Collaboration is now expanding to address how a robust, credible and reliable EMS can help users to address the growing interest in how an EMS can be used to tackle the SDGs, the opportunities outlined in Drawdown and the recommendations tabled in the TCFD.

Increasingly, her time is spent focused on the needs of small businesses, advising big companies and governments on supply chain approaches to greening to help small business, including NGOs such as WWF on designing engagement approaches for SMEs. She is currently writing a guide for small business on the de-carbonization of pension funds.

She is also the developer of the EnviroReady Report, an engagement activity provided by specially trained professional accountants to help organizations, especially SMEs, gain recognition of their environmental management system (captured as option 3 in the Introduction of ISO 14001:2015). She has also been driven to write a new standard for small business to help them formalize their businesses processes to green productivity, improve profitability and enhance prosperity.

She is also co-founder and CEO of goingforthegreen.net, a growing collaboration of small and medium-sized businesses interested in greening their productivity by doing better with less. Goingforthegreen.net works in tandem with GFTG TV, an online HD pay-per-view learning channel that is developing high end learning for small business on green productivity; Lynn is the producer.

She has led the development of a new APP to help companies with improving their determination of significance, which can benefit their management of risks and opportunities. The APP is hopefully to be commercially available in late 2018.

Lynn has also been researching how blockchain can be used to help eliminate inefficiencies in the supply chain, including better performance of environmental and financial elements.

Key Professional Affiliations

President, E2 Management Corporation

Project Manager and Lead for the Collaboration

CEO and Founder, www.goingforthegreen.net and GFTG TV

Founder and Lead Developer, www.14000registry.com and the EnviroReady Report

Chair, Standards Mirror Committee (MC) to ISO Technical Committee 207

Past

Chair, Standards Mirror Committee (SMC) to ISO Technical Committee 207/SC1 on Environmental Management Systems

Canadian Lead Negotiator on ISO 14001; Working Group Expert, and Canadian Delegate to ISO TC 207/SC1/WG5, 2012 - 2015

Canadian Lead Negotiator on ISO 14004 as a Working Group Expert and Canadian Delegate to ISO TC 207/SC1/WG6, 2012 - 2015

Course TA — Joe Y. Battikh

Joe is a graduate of the first year that ENBUS 642 was offered. Stay tuned for more information.





Course Description and Objectives

Course Description

Calendar Outline: This course considers collaborative approaches between business and non-profits, government and other groups. These may formalize into industry associations, joint ventures, public-private partnerships, networks, business to non-profit collaborations, etc. Or they may involve informal interactions between organizations. The course discusses partnership formation, structure and processes. The course illuminates how multi-stakeholder decisions are made, and how policies and laws are created at the regional, national and international levels. In addition it considers collaborative strategic management, and structuring partnerships for implementation.

Explanation: The purpose of the course is to enable the learner to **critically analyze** the opportunity for leveraging collaboration, partnerships and stakeholder engagements to advance the sustainability in their business system. In addition, *the learner will develop a greater ability to synthesize opportunity based on an understanding of places to intervene in their system.* These systems may be business to business, business to public sector and business to stakeholders with non-financial relationships, or a combination thereof. They acknowledge formal and informal relationships. The learner will understand the importance of the basic principles underlying these three approaches covered in this course, including transparency, trust, communication, integrity and an understanding of how to identify and manage situations where these principles are undermined.

The design of the course is to enable the learner to **apply** a basic grounding in theory to real life situations. At the beginning of the course, and at the beginning of each week, learner knowledge, skills and attitude will be recorded. These statements will be repeated at the end of each week and the course. These are not for the purposes of marking; they are to help the learner rate the value of their own learning and the learning material, and to help the learner identify specific areas where learners need to improve their knowledge, skill or attitude. The results will be used to provide feedback to the instructor to provide additional learning support and identify where course improvement is needed. Learners are required to complete these self-assessment fields. In terms of tools and techniques, there will be a select number of management science approaches included, using quality and environmental management tools and techniques to help the learner determine an optimum path forwards in applying these approaches in their business systems. Policy development and the creation of laws and standards will be discussed within the context of identifying effective tools for enabling progress in sustainability.

Course Learning Objectives

Upon successful completion of this course, the learner will be able 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 (yours) and those that share your vision, or need to
- 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
 - 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



This online course was developed by Lynn Johansson, with instructional design and multimedia development support provided by the Centre for Extended Learning. Further media production was provided by Instructional Technologies and Multimedia Services; video presentations were produced by the course author and are available on a private YouTube channel.

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Stakeholder Engagement, Collaborations and Partnerships ENBUS 642



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 distance education students](#)
- [Graduate Students and Academic Integrity](#) website.

Additional Course References

Additional resources are not required readings but are provided if you wish to have a library of references that serve to support the core concepts being presented in this course. Most of these, not all, are available free of charge in electronic form on the Web.

Handbook on Green Productivity. Second Edition. 2006, The Asian Productivity Organization. Prepared by L. Johansson.

L. Johansson. Greening on the Go: A Pocket Guide to Green Productivity. 2005. The Asian Productivity Organization

The Balaton Group. A global network for collaboration on systems and sustainability -founded in 1982



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ENBUS 642



Grade Breakdown

The following table represents the grade breakdown of this course:

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

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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.

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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](#).

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.

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, unless otherwise stated. These web pages are owned or controlled by the University of Waterloo, Centre for Extended Learning. By accessing the web pages, 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.

