

COURSE CODE: BUAD 346

COURSE TITLE: Sustainable Management

Calendar Description

Formerly BUAD 339. This course explores sustainability theory and sustainable management practices for private-sector business. Environmental, social and economic concepts are integrated and applied across business disciplines. Sustainability models and evaluation frameworks are used to understand how sustainability can impact strategic thinking, operational decision-making, and performance reporting.

Prerequisite(s): A minimum of third year standing

Co-requisite(s): None

Prerequisite For: None

Substitutable Courses: None

Graduation Requirement: Elective for BBA degree

Transfer Credit: N/A

Special Notes: Students with credit for BUAD 339 Selected Topic - Environmentally Sustainable Enterprise cannot take BUAD 346 for additional credit.

Credits: 3

Hours per Week: 3

Originally Developed: November 2011

EDCO Approval: May 2018

CHAIR'S APPROVAL: 

Learning Outcomes

- Outcome Upon completion of this course students will be able to:
- 1 **Explain** sustainability issues in a business context.
 - 2 **Assess** business practices using the three pillars model of sustainability.
 - 3 **Evaluate** business sustainability reporting using contemporary reporting methods.
 - 4 **Describe** environmental economics and environmental valuation methods.
 - 5 **Explain** how human resources management builds capacity for sustainable management.
 - 6 **Recommend** sustainability initiatives throughout a firm's entire value chain.
 - 7 **Critique** a firm's sustainability strategy.
 - 8 **Compare** a firm's stakeholder engagement strategies to current sustainability guidelines.

Course Objectives

- Objectives This course will cover the following content:
See weekly course schedule below

Professors

Name	Phone Number	Office	Email
Natalia Hahn (Course Captain)			nhahn@okanagan.bc.ca

Evaluation Procedure

Learning Activities (4)	15 %
Midterm Exam	25 %
Final Summative Reflective Assignment	25 %
Team Project and Assessments	35 %
Total	100 %

Generative AI Tools (permitted with specific restrictions)

Students are permitted to use AI tools for formative work such as gathering information or brainstorming but may not use them for any assessed work or final submission.

Whenever generative AI tools are used, they must be appropriately cited (See [How to cite ChatGPT \(apa.org\)](#)).

Students can use AI tools to assist in proofreading, grammar checking, and language refinement for written assignments where the student has composed the first draft. Students should keep in mind that AI revisions are only suggestions and that they are ultimately responsible for the quality of their submissions. Students may be asked by their instructor how they interacted with AI tools and be prepared to explain and justify their process.

Required Materials

1. Chouinard, Y. (2016). *Let My People Go Surfing: The Education of a Reluctant Businessman--Including 10 More Years of Business Unusual*. Penguin.
Please purchase through OC bookstore or alternative.
2. Textbook excerpts available in Moodle including:
 - Selections from Molthan-Hall, P. ed. (2017). *The Business Student's Guide to Sustainable Management*. London: Routledge.
 - Selections from Kopnina, H., Blewitt, J. (2018). *Sustainable Business*. London: Routledge.
3. Additional resources not shown on the outline may be assigned including industry examples, excerpts from books, standards, webinars, podcasts, documentary films, articles from journals, news and business media. These will be available in Moodle.

Notes

Detailed information about assignments and how they are evaluated will be given in class, but some general notes about evaluation are provided below:

Evaluation overview:

4 Learning Activities (15%): These short assignments are intended to incentivize your active and thoughtful preparation/ participation. They will be assessed as fully meets expectations/full marks, partially meets expectations/half marks, does not submit/no marks.

- Initial reflection (no marks): **Due Sep 18**
- Discussion 1 (5%): **Due Sep 25**
- Discussion 2 (5%): **Due Oct 2**
- Discussion 3 (5%): **Due Oct 9**

Midterm Exam (25%): Nov 6

Short answer and paragraph responses covering content in Chouinard (2016), concepts from lectures and assigned supplementary material. 1-page double sided reference sheet allowed, 1 hour 20 min. in length.

Team Project and Assessment (35%):

- 2 min. project pitch in class (no marks): **Due Oct 30**
- Team Project (25%): **Due Dec 4**
- Peer/Self Assessment (10%): **Due Dec 6**

Student teams will investigate sustainable management within a specific organizational context, relating to the UN Sustainable Development Goals. There will be consideration to strategy, integration, human resources, reporting, and other management functions. Teams will make recommendations for sustainability improvements. Team composition, organizational details, and research, etc., will be discussed in class.

Team Work: This course consists of a significant amount of team work. Please understand that team work requires equal participation. Those team members who do not participate satisfactorily may be removed from the project(s) – in other words, assigned a pro-rated or 0 grade for that project.

Final Summative Reflective Assignment (25%): Due Dec 9

Cumulative, requires demonstration of learning outcomes citing course reading/activity. Details will be discussed in class.

Submission Policy: All deliverables must be submitted via the appropriate Moodle dropbox on or before the due date unless an extension is approved in advance. In cases where deadlines cannot be met, it is the responsibility of the student to contact the professor in advance with reasoning and supporting information. Late assignments and term work may be accepted up until 3 days past the deadline (unless otherwise stated); however these will receive late-mark deductions (5% per day).

Written Communication:

Sources must be cited in APA style. See Okanagan College's guide for more information and examples:

[http://www.okanagan.bc.ca/Assets/Departments+\(Administration\)/Library/PDFs/apa.pdf](http://www.okanagan.bc.ca/Assets/Departments+(Administration)/Library/PDFs/apa.pdf)

Class Preparation: Students are expected to read the chapters/assigned readings, and complete the assigned materials, questions, and exercises prior to class.

Timetable: Professors may progress more quickly or slowly through the assigned chapters depending on complexity, discussion, current issues, and use of guest speakers.

Please note: the course timetable is a living document, and that details and timelines are approximate and subject to change. Always check the course Moodle page and announcement forum for updates.

Communication/Office Hours/Support: Each week, all required documents and resources will be uploaded and available on the course Moodle page. All announcements, changes to classes, etc., will be posted on the Moodle announcement forum. For all other communication, please email Nhahn@okanagan.bc.ca. Office hours are to be booked via email. It is advised to ask questions in advance of an assignment's due date, as I am happy to support.

Please let me know if you have accommodations arranged through accessibility services. Many students take advantage of the services provided by the following:

Learning Centre

https://www.okanagan.bc.ca/Student_Services/students/learning-centres/Kelowna.html

Aboriginal Services

https://www.okanagan.bc.ca/Student_Services/students/aboriginal.html

Counselling Services

https://www.okanagan.bc.ca/Student_Services/students/counselling.html

International Education

https://www.okanagan.bc.ca/Programs/Areas_of_Study/International_Education/Student_Support.html

Library

https://www.okanagan.bc.ca/Student_Services/students/library/help.html

Course Schedule

(Subject to change at the discretion of the professor)

Date		Topic	Textbook
2024/25 Week of:		Wednesday, September 4th, First day of class Friday, September 13th, Last day to register for Fall 2024 Friday, October 25th, Last day to withdraw from class without academic penalty Friday, December 6th, Last day of class	
Sep 4	1	Intro to course, schedule and assignments Introductions	
Sep 11	2	Sustainable development in a business context Introduction to the Patagonia Case	Ch 5 PRME, the UN Global Compact and the Sustainable Development Goals in <i>The Business Student's Guide to Sustainable Management</i>
Sep 18	3	Patagonia Case: Part 1 Sustainable Management Initial Reflection Due (Sep 18)	Chouinard: History
Sep 25	4	Patagonia Case Part 2 Discussion 1 Due (Sep 25)	Chouinard: Design Production Distribution Marketing
Oct 2	5	Patagonia Case: Part 3 Sustainable Management Discussion 2 Due (Oct 2)	Chouinard: Financial HR Management Environmental
Oct 9	6	Conceptualizing the 3 Pillars: Values, Assumptions and Systems Discussion 3 Due (Oct 9)	Chouinard: Turn Around and Take a Step Forward Ch 16 Systems thinking and sustainable management in <i>The Business Student's Guide to Sustainable Management</i>
Oct 16	7	Reporting, stakeholder engagement, certification	Ch 6 Sustainability Reporting in <i>The Business Student's Guide to Sustainable Management</i>
Oct 23	8	Environmental Economics, Circular Economy, Sustainable Finance, Sustainable Management	Ch 8 Environmental Economics in <i>The Business Student's Guide to Sustainable Management</i> Ch 12 Towards a Circular Economy in <i>Sustainable Business</i>
Oct 30	9	Strategic Change 2 min. Team Project Pitch (Oct 30)	Ch 17 Developing sustainably responsible strategies in <i>The Business Student's Guide to Sustainable Management</i>
Nov 6	10	Midterm Exam (Nov 6)	
Nov 13	11	No Class – Field Trip Time and Professor Check In	
Nov 20	12	Applying sustainable management concepts	
Nov 27	13	Applying sustainable management concepts	
Dec 4	14	Applying sustainable management concepts Team Project Due (Dec 4) Peer/Self Assessment Due (Dec 6)	
Dec 10-20 (final exam period)	15	Final Reflection Assignment Due (Dec 9)	

Skills Across the Business Curriculum

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

Student Conduct and Academic Honesty

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

What are the Students’ Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.