



## Sustainable Business: A One-Planet Approach

MGMT 5302-110 (CRN 10280)  
Spring semester 2019/16 week online  
14 January – 10 May

This course meets online. The TAMUCT Canvas Learning Management System <https://tamuct.instructure.com> will be used for you to access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links. Online learning requires students to be very self-disciplined. I have the privilege to facilitate your access to the relevant course information and it is your responsibility to study and learn.

**Instructor:** Anne Sluhan, PhD

**Office:** Founder's Hall 323b

**Office phone:** +1.254.501.5849

**Email:** Kindly message me via Canvas for course-related queries. For other issues email [asluhan@tamuct.edu](mailto:asluhan@tamuct.edu)

*When messaging me in Canvas, please include "MGMT 5302" in the subject line.*

**Office Hours:** Mondays/Wednesdays 11.00 – 14.00 and by appointment.

### **Student-instructor interaction:**

I check emails regularly on weekdays and will endeavor to respond within 24 hours. Students with questions are encouraged to reach out during my office hours or make an appointment.

### **911 Cellular: Emergency Warning System for Texas A&M University-Central Texas**

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911Cellular through their myCT email account.

In an effort to enhance personal safety on the Texas A&M University – Central Texas (TAMUCT) campus, the TAMUCT Police Department has introduced Warrior Shield by 911 Cellular. [Warrior Shield](https://www.tamuct.edu/police/911cellular.html) [<https://www.tamuct.edu/police/911cellular.html>] can be downloaded and installed on your mobile device from Google Play or Apple Store.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [<https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management>] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

## **COURSE INFORMATION**

Broad overview of the definitions, theory, and leadership practices associated with strategizing, collaborating, innovating, organizing and managing the changes necessary to adopt a triple bottom line approach (people, planet, profit) for sustainable effectiveness into the organization's business functions: marketing, finance, operations, etc. This is a foundational course for the One Planet Masters program and is intended to provide a base level of sustainability literacy needed for successful completion of the associated graduate courses.

Prerequisites: None

### **TEXTBOOK**

Jeanrenaud S., Jeanrenaud J., Gosling (2017). Sustainable Business: A One Planet Approach, John Wiley & Sons Ltd. ISBN 9781118522424.

## **OBJECTIVES**

Student Learning Outcomes (SLOs): Upon successful completion of this course, students should be able to

1. Describe the environmental, social, and economic challenges facing business and society.
2. Identify the concepts, principles, processes, practices, and issues in the business functions that are necessary in leading a one-planet sustainable organization.
3. Demonstrate through written and oral presentations the competitive challenges of one-planet sustainability in a variety of industries and situations in the current and future global market.
4. Demonstrate how core values, socially responsible management, and ethical principles are critical to leading and managing a successful one-planet sustainable organization.
5. Describe the data and metrics used to measure one-planet sustainability.
6. Identify the risks and opportunities associated with collaboration between stakeholders.
7. Demonstrate how sustainability challenges can be turned into strategic competitive advantage.
8. Create one-planet sustainable strategic performance objectives that satisfy multiple stakeholder groups.
9. Describe the influence that investors and customers have on the strategic direction of a firm.
10. Identify the value of sustainability-oriented innovation as an imperative for leading a one-planet firm.
11. Demonstrate system thinking, analytical methodologies, and system-wide improvement techniques for developing breakthrough and incremental improvement in cross-organizational supply chains.
12. Describe market opportunities for sustainable products and services.
13. Identify the financial and accounting tools and techniques used in the context of one-planet sustainability.

## **COURSE REQUIREMENTS:**

Students will demonstrate proficiency of learning outcomes through online discussions, exams, case studies, article reviews, and completion of a team term paper.

### Discussion forum questions (20% of course evaluation)

There will be a total of 10 discussion topics. In each designated forum you must post at least one main message that answers the question(s) raised. You will also comment on at least two posts from your fellow learners, providing substantive feedback. In total, you are required to post a total of three messages per discussion topic in order to receive credit for each forum: one opening point of 150 to 200 words and two counterpoints of 100 to 200 words each.

Be succinct and not repetitive with what others have written. Brevity and originality improve dialogue. Quality postings are more than "Good job!" or "I agree with you!". If you agree with a classmate, explain your reasoning. If you disagree with a classmate, provide reasons to support your position.

Each post to the forum should be a 1-2 well-written paragraph(s) per question. Do not use any attachments. I recommend typing your posts in a word document (this allows you to proofread) and then cut and paste your questions/responses directly in a forum message. Be sure to restate the question you are answering. Effective messages get to the point, are clearly stated, and are limited to one screen. Once again proofread and ensure you spell correctly use appropriate grammar. Messages should relate to the relevant subject matter. They should provide information, opinions, or questions about entrepreneurship concepts. Online discussions work best when interaction occurs. Reply messages should explore, explain, or expand on a concept. If a classmate replies or objects to a discussion, the message has served its purpose. A focused message that induces replies from fellow students moves the discussion forward and enhances learning. Relating the subject matter to personal experience is acceptable as long as the focus remains academic in nature. It is important that you are prompt with your postings and responses. Otherwise your comments will seem out of context. Your postings/insights on the discussion topic should:

- a. Apply course concepts,
- b. Articulate an analysis clearly,
- c. Integrate your colleagues' contributions, leading discussion to a deeper level of understanding, and
- d. Use references if you cite another author, your textbook, or any ideas that are not originally your own.

### Exams (30% of course evaluation)

There will be three (3) exams in this course. Exams will consist of multiple choice, short answer, essays.

- Exam 1 covers chapters 1-5 (SLOs 1-7)
- Exam 2 covers chapters 6-10 (SLOs 2, 3, 8-10)
- Exam 3 covers chapters 11-15 (SLOs 2, 3, 11-13)

### Case Studies (10% of course evaluation)

There will be ten (10) short case studies in this course. As a group, these ten case studies support all 13 SLOs listed above. Students should team up into groups of 2 and present **one case** online to the class for discussion.

*Once you agree on case teams, message your instructor via Canvas including your names and top 3 case preferences. Assignments will be made on a first-come, first-served basis aiming to meet all preferences (when possible).*

This case presentation will be uploaded for all participants to watch/hear and must be open for commentary/questions/discussion. All other classmates will then submit questions and commentary to further the case discussion. All submissions – both case presentation and participation—figure into final grades. After addressing the issues raised by colleagues, the authors will then submit a written presentation of the case incorporating the feedback they received. Each written presentation of the case study should be two pages in length, single spaced (three pages including the cover sheet). *Details for how to write up a case analysis will be uploaded to Canvas.*

### Article summaries: Review of literature (20% of course evaluation)

As graduate students, it is important for you to develop your skills to find, read, comprehend, and apply state-of-the-art research on a specific topic. In this course, you will review recent literature on a sustainability topic of your

choosing. Each student will complete five written article summaries as s/he prepares for the team term paper submission and presentation. As a group, these five article summaries support all 13 SLOs listed on page 1 of this syllabus. Articles must be **original research** published in **peer-reviewed journals**. *For inspiration, an indicative list of articles will be published on Canvas.*

Each written article summary should be two pages using the following outline:

- I. Title
- II. Citation (APA format)
- III. Purpose
- IV. Constructs / Variables Investigated
- V. Methodology
- VI. Results
- VII. Implications
- VIII. Suggestions for Further Research

### **Team Term Paper (20% of course evaluation)**

Your team term paper (3-4 students) assignment is to choose a topic of your interest within sustainability and analyze it in a data-driven manner. For example, you could study a company and conduct a firm-level analysis. In this case, your team could assess various functional areas within the case firm, (e.g. finance, operations, marketing, etc.) and document the issues associated with one-planet sustainability for those functional areas and recommended a course of action for the future. The most exciting topics of study stem from the collective resources of your team. Therefore, your team should from the first meeting begin working formulating your research question. *By deadline, send name of team members and a preliminary draft of a research question to instructor via Canvas.*

The finished report should be 20+ pages. The bibliography and citations should be in APA format. In addition to the 20+ pages, the report should have a cover sheet, table of contents, works cited, and an appendix, if needed, with appropriate exhibits at the end. The number of SLOs supported by the term paper—and the degree to which they are supported—will naturally vary by topic chosen, but nevertheless most of the SLOs listed on page 1 of this syllabus will be supported as a matter of course. *A list of previous research questions will be published on Canvas for inspiration.*

### GRADING CRITERIA

Assessment	% of final grade	Maximum points
Introductory discussion forum participation: Student profile	2	20
Discussion forum participation (20 points x 9 topics)	18	180
Case study – 1x as presenter/author	5.5	55
Case study - 9 x as discussant (5 points each case)	4.5	45
Exam 1	10	100
Exam 2	10	100
Exam 3	10	100
Article summaries (5 articles @ 40 points each)	20	200
Team term paper	20	200
<u>Total possible</u>	<u>100</u>	<u>1000</u>

Course grades are assigned as follows:

Percentage	Grade
90-100%	A
80-89%	B
70-79%	C
60-69%	D
0 - 59%	F

Course Schedule\*

Week	Dates	Topic	Deadlines
1	14-18 Jan	Introduction	Discussion forum submission 1: Student profile
2	21-25 Jan	Ch 1 Challenging Ch 2 Changing	<i>Case team formation due: send mssg via Canvas. Who is working together? Which case would your team like to present? (include top 3 preferences)</i>
3	28 Jan – 1 Feb	Ch 3 Leading	Case Study 1: Interface: Getting the Social into the Product pp.27-28 Discussion forum submission 2
4	4-8 Feb	Ch 4 Valuing	Case Study 2: China and the circular economy pp.72-73 <i>Team term paper formation due: send mssg via Canvas. Send names of team members and preliminary research question.</i> Discussion forum submission 3
5	11-15 Feb	Ch 5 Collaborating	Exam 1 Case Study 3: Globally Responsible Leadership Initiative pp.99-100
6	18-22 Feb	Ch 6 Strategizing	Case Study 4: Mark's and Spencer Plan A pp.141-142 Article review 1
7	25 Feb-1 Mar	Ch 7 Organizing	Case Study 5: Green and Black's pp.161-162 Discussion forum submission 4
8	4-8 Mar	Ch 8 Investing	Case Study 6: Bayerische Motoren Werke AG pp.197-198 Article review 2 Discussion forum submission 5
	11-15 Mar	Spring break	University open
9	18-22 Mar	Ch 9 Innovating	Exam 2 Case Study 7: Cadbury Brothers pp. 214-215 Discussion forum submission 6
10	25-29 Mar	Ch 10 Operating	Case Study 8: Tetra Pak Creating the Triple Bottom Line pp.281-282 Article review 3 Discussion forum submission 7
11	1-5 Apr	Ch 11 Marketing	Case Study 9: Loftex: Certification and Measurement in Energy Efficient Operations pp.286-288 Article review 4 Discussion forum submission 8
12	8-12 Apr	Ch 12 Accounting	Case Study 10: Mobility Car Sharing p.306 Article review 5 Discussion forum submission 9
13	15-19 Apr	Ch 13 Entrepreneurship	Discussion forum submission 10
14	22-26 Apr	Ch 14 Transitioning	
15	29 Apr-3 May	Ch 15 Conclusion	Exam 3
16	6 – 10 May	Course evaluation	Team term paper submission

\*Modifications might be made to this outline depending on the pace of the class

### **Important University Dates:**

14 January	Classes begin
14 January	Add, Drop, and Late Registration Begins for 16- and First 8-Week.
30 January	Last day to drop 16-week classes with no record
5 April	Deadline to drop a 16-week course with a Q or withdraw with a W
10 May	Spring term ends
11 May	Commencement Ceremony at Bell County Expo Center 19.00

### **TECHNOLOGY REQUIREMENTS AND SUPPORT**

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal. Username: Your MyCT email address. Password: Your MyCT password

#### **Canvas Support**

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request via "Report a Problem," or call the Canvas support line: 1-844-757-0953. For course content-related issues, contact your instructor.

#### **Other Technology Support**

For log-in problems, students should contact Help Desk Central. 24 hours a day, 7 days a week:  
Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu) Phone: (254) 519-5466 [Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]  
Please let the support technician know you are an A&M-Central Texas student.

### **UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**

#### **Drop Policy**

If you discover that you need to drop this class, you must complete a [Drop Request Form](#).

Professors may not drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

#### **Academic Integrity**

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic

misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](#). If you know of potential honor violations by other students, you may [submit a report](#).

### **Academic Accommodations**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such. For more information please visit our [Access & Inclusion](#) web page [<https://www.tamuct.edu/student-affairs/access-inclusion.html>].

### *Important information for Pregnant and/or Parenting Students.*

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](#) web page [<https://www.tamuct.edu/student-affairs/index.html>]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](#), please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

### **Tutoring**

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at [deeadra.albertgreen@tamuct.edu](mailto:deeadra.albertgreen@tamuct.edu).

Chat live with a tutor 24/7 for almost any subject from on your computer. Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

### **University Writing Center**

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University-Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru

Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WCOOnline](#). In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the UWC and/or need any assistance with scheduling.

### **University Library**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

### **Copyright Notice**

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Copyright. 2019 by Anne Sluhan, PhD at Texas A&M University-Central Texas, (COBA); 1001 Leadership Place, Killeen, TX 76549; +1.254.501.5849; [asluhan@tamuct.edu](mailto:asluhan@tamuct.edu)