SAULT COLLEGE OF APPLIED ARTS AND TECHNOLOGY

SAULT STE. MARIE, ONTARIO

COURSE OUTLINE

COURSE TITLE:	Business and the Environment
CODE NO. :	BUS236 **SEMESTER:** 3
PROGRAM:	Business
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DATE:	01/06/13 **PREVIOUS OUTLINE DATED:** 01/01/13
APPROVED:	"Colin Kirkwood" July 26/13
	_____ _____
	DEAN **DATE**
TOTAL CREDITS:	3
PREREQUISITE(S):	None
HOURS/WEEK:	16 weeks

I.   COURSE DESCRIPTION: This course aims to give students information in leading practices in environmental stewardship. Through examining driving forces and challenges students will study traditional strategies while incorporating green strategies. The process will include working through traditional strategies then, developing green strategies, implementing plans and identifying audits and utilizing measurement tools for industry and government requirements for environmental standards. Also, addressed are transformational methodologies that managers and project leaders can use to improve their organizational competencies, processes, technologies, and operations as a sustainable, green corporation.

II.   LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

Upon successful completion of this course, the student will demonstrate the ability to:

1.   Establish a strategy and transformation plan.

Potential Elements of the Performance:
- ✓ Define the phases of strategic management.
- ✓ Explain the benefits of strategic management.
- ✓ Research globalization and environmental sustainability as it challenges strategic management.
- ✓ Understand basic models of traditional strategic management.
- ✓ Identify common triggering events that act as stimuli for strategic change.
- ✓ Understand strategic decision-making models.
- ✓ Explain the importance of measurement in management.
- ✓ Describe the role and responsibilities of the board of directors in corporate governance
- ✓ Understand how the composition of a board can affect its operation
- ✓ Describe the impact of the Sarbanes-Oxley Act on corporate governance in the United States.
- ✓ Discuss trends in corporate governance.
- ✓ Explain how executive leadership is an important part of strategic management.
- ✓ Compare and contrast Friedman's traditional view with Caroll's contemporary view of social responsibility.
- ✓ Understand the relations between social responsibility and corporate performance
- ✓ Explain the concept of sustainability
- ✓ Conduct a stakeholder analysis
- ✓ Explain why people act unethically
- ✓ Describe views of ethics according to the utilitarian, individual

rights, and justice approaches.
- ✓ Identify how green strategies support operational improvements.
- ✓ Develop plans for a common culture and an environmental awareness in a corporation.

2. Scanning the environment.

    Potential Elements of the Performance:
    - ✓ Recognize aspects of an organization's environment that can influence its long-term decisions.
    - ✓ Identify the aspects of an organization's environment that are most strategically important
    - ✓ Conduct an industry analysis to understand the competitive forces that influence the intensity of rivalry within an industry.
    - ✓ Understand how industry maturity affects industry competitive forces.
    - ✓ Categorize international industries based on their pressures for coordination and local responsiveness
    - ✓ Construct strategic group maps to assess the competitive positions of firms in an industry
    - ✓ Identify key success factors and develop and industry matrix
    - ✓ Use publicly available information to conduct competitive analysis
    - ✓ Be able to conduct an EFAS table that summarizes external environmental factors.
    - ✓ Use VRIO framework and the value chain to assess an organization's competitive advantage and how it can be sustained.
    - ✓ Understand a company's business model and how it could be imitated
    - ✓ Assess a company's corporate culture and how it might affect a proposed strategy
    - ✓ Scan functional resources to determine their fit with a firm's strategy
    - ✓ Construct an IFAS table that summarizes internal factor

3. Study technology, innovations and solutions to create business, corporate, and functional strategies

    Potential Elements of the Performance:
    - ✓ Organize environmental and organizational information using SWOT analysis and a SFAS matrix.
    - ✓ Generate strategic options by using the TOWS matrix.
    - ✓ Understand the competitive and cooperative strategies available to corporation.
    - ✓ List the competitive tasks that would accompany strategies
    - ✓ Identify the basic types of strategic alliances.
    - ✓ Understand the three aspects of corporate strategy

✓ Apply the directional strategies of growth, stability and retrenchment.
✓ Understand the differences between vertical and horizontal growth as well as concentric and conglomerate diversification.
✓ Identify strategic options to enter a foreign market.
✓ Apply portfolio analysis to guide decisions in companies with multiple products and businesses.
✓ Develop a parenting strategy for a multiple-business corporation.
✓ Identify a variety of functional strategies that can be used to achieve organizational goals and objectives.
✓ Understand what activities and functions are appropriate to outsource in order to gain or strengthen competitive advantage
✓ Construct corporate scenarios to evaluate strategic options
✓ Use stakeholder priority matrix to aid in strategic decision making
✓ Develop policies to implement corporate business, and functional strategies.
✓ Define challenges in measuring environmental standards.
✓ Analyze business considerations for technology solutions.
✓ Examine solutions for efficiency and maximizing resource management.

4.   Strategy implementation organizing for Action

Potential Elements of the Performance:
✓ Develop programs, budgets, and procedures to implement strategic change.
✓ Understand the importance of achieving synergy during strategic implementation
✓ List the stages of corporate development and the structures that characterizes each stage
✓ Identify the blocks to changing from one stage to another
✓ Construct matrix and network structures to support flexible and nimble organizational strategies
✓ Decide when and if programs such as reengineering, six sigma, and job redesign are appropriate methods of strategy implementation.
✓ Understand the centralization versus decentralization issue in multinational corporations.
✓ Understand the link between strategy and staffing decisions.
✓ Match the appropriate manager to the strategy
✓ Understand how to implement an effective downsizing program
✓ Discuss important issues in effectively staffing and directing international expansion
✓ Assess and manage the corporate culture's fit with a new strategy
✓ Decide when and if programs such as MBO and TQM are appropriate methods of strategic implementation

- ✓ Formulate action plans
- ✓ Discuss environmental intelligence that will integrate into traditional operations.
- ✓ Identify business opportunities in the green marketplace.
- ✓ Create a value-stream map.
- ✓ Apply the Green Sigma methodology to optimize carbon emissions goals.
- ✓ Benchmark environmental control best practices.
- ✓ Ensure green strategies are actionable with a proven approach.
- ✓ Make operational decisions and initiatives that improve the environment.
- ✓ Develop cost-effective transformation initiatives that meet or exceed regulatory requirements.
- ✓ Use leading practices for making a strategic vision actionable.
- ✓ Establish transformation roadmap and future-state blueprints.
- ✓ Manage transformation, measure performance, and sustain improvements.

III.   TOPICS:

1. Establish a Strategy and Transformation Plan
2. Scanning the Environment
3. Strategy Formulation
4. Implementation and Control

IV.   REQUIRED RESOURCES/TEXTS/MATERIALS:
Strategic Management and Business Policy Toward Global Sustainability
Thirteenth Edition
ISBN 0-13-215322-X

Suggested:
Better Green Business, Handbook for Environmentally Responsible and
Profitable Business Practices, Eric G. Olson, PhD., 0-13-701017-6

V.   EVALUATION PROCESS/GRADING SYSTEM:

Article Review   *10%*
Assignments   *20%*
Case Studies & Presentation   *25%*
Mid-Term   *20%*
Final   *25%*

Missed Tests

Students are expected to be present to write all tests with the class. If a student is unable to write a test because of illness or a legitimate emergency, that student must contact the professor prior to the class and provide an explanation, which is acceptable to the professor. Should the student fail to contact the professor, the student shall receive a **grade of zero** on the test.

Once the test has commenced, the student is considered absent and will not be given the privilege of writing the test until the end of the semester. The late student must see the professor at the end of the class time and provide a suitable explanation to the professor in order to qualify to write at the end of the semester.

Any student who has missed a test and meets the following criteria may write the missed test at the end of the semester.

In order to qualify to write the missed test, the student shall have:
  a) attended at least 80% of the classes.
  b) provided the professor an acceptable explanation for his/her absence.
  c) been granted permission by the professor.

NOTE: The missed test will be a comprehensive test.

Late assignments, project, reports, will be accepted at the discretion of the professor provided the student has attended 80% of the classes.

The following semester grades will be assigned to students:

Grade	Definition	*Grade Point Equivalent*
A+	90 – 100%	
A	80 – 89%	4.00
B	70 - 79%	3.00
C	60 - 69%	2.00
D	50 – 59%	1.00
F (Fail)	49% and below	0.00

CR (Credit)	Credit for diploma requirements has been awarded.
S	Satisfactory achievement in field /clinical placement or non-graded subject area.
U	Unsatisfactory achievement in field/clinical placement or non-graded subject area.
X	A temporary grade limited to situations with extenuating circumstances giving a student additional time to complete the requirements for a course.
NR	Grade not reported to Registrar's office.
W	Student has withdrawn from the course without academic penalty.

VI.   SPECIAL NOTES:

Attendance:
Sault College is committed to student success. There is a direct correlation between academic performance and class attendance; therefore, for the benefit of all its constituents, all students are encouraged to attend all of their scheduled learning and evaluation sessions. This implies arriving on time and remaining for the duration of the scheduled session. *It is the departmental policy that once the classroom door has been closed, the learning process has begun. Late arrivers will not be granted admission to the room.*

VII.   COURSE OUTLINE ADDENDUM:

1. Course Outline Amendments:
    The professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

2. Retention of Course Outlines:
    It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

3. Prior Learning Assessment:
    Students who wish to apply for advance credit transfer (advanced standing) should obtain an Application for Advance Credit from the program coordinator (or the course coordinator regarding a general education transfer request) or academic assistant. Students will be required to provide an unofficial transcript and course outline related to the course in question. Please refer to the Student Academic Calendar of Events for the deadline date by which application must be made for advance standing.

    Credit for prior learning will also be given upon successful completion of a challenge exam or portfolio.

    Substitute course information is available in the Registrar's office.

4. Accessibility Services:
    If you are a student with a disability (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your professor and/or the Accessibility Services office. Visit Room E1101 or call Extension 2703 so that support services can be arranged for you.

5. Communication:
    The College considers **Desire2Learn (D2L)** as the primary channel of communication for each course. Regularly checking this software platform is critical as it will keep you directly connected with faculty and current course information. Success in this course may be directly related to your willingness to take advantage of this Learning Management System (LMS) communication tool.

6. Plagiarism:
    Students should refer to the definition of "academic dishonesty" in *Student Code of Conduct*. Students who engage in academic dishonesty will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course/program, as may be decided by the professor/dean. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

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7. Tuition Default:
    Students who have defaulted on the payment of tuition (tuition has not been paid in full,
    payments were not deferred or payment plan not honoured) as of the first week of November
    will be removed from placement and clinical activities due to liability issues. This may result
    in loss of mandatory hours or incomplete course work. Sault College will not be responsible
    for incomplete hours or outcomes that are not achieved or any other academic requirement
    not met as of the result of tuition default. Students are encouraged to communicate with
    Financial Services with regard to the status of their tuition prior to this deadline to ensure that
    their financial status does not interfere with academic progress.

8. Student Portal:
    The Sault College portal allows you to view all your student information in one place.
    mysaultcollege gives you personalized access to online resources seven days a week from
    your home or school computer. Single log-in access allows you to see your personal and
    financial information, timetable, grades, records of achievement, unofficial transcript, and
    outstanding obligations, in addition to announcements, news, academic calendar of events,
    class cancellations, your learning management system (LMS), and much more. Go to
    https://my.saultcollege.ca.

9. Electronic Devices in the Classroom:
    Students who wish to use electronic devices in the classroom will seek permission of the
    faculty member before proceeding to record instruction. With the exception of issues related
    to accommodations of disability, the decision to approve or refuse the request is the
    responsibility of the faculty member. Recorded classroom instruction will be used only for
    personal use and will not be used for any other purpose. Recorded classroom instruction
    will be destroyed at the end of the course. To ensure this, the student is required to return
    all copies of recorded material to the faculty member by the last day of class in the semester.
    Where the use of an electronic device has been approved, the student agrees that materials
    recorded are for his/her use only, are not for distribution, and are the sole property of the
    College.