



## **Leading Sustainability – MGMT 307**

### **Business Administration Program/Administrative Studies**

### **Course Outline**

**COURSE IMPLEMENTATION DATE:**  
**OUTLINE EFFECTIVE DATE:** September 2016  
**COURSE OUTLINE REVIEW DATE:** March 2021

---

#### **GENERAL COURSE DESCRIPTION:**

This practical course incorporates principles of leadership and change management with sustainability. This course highlights the essential role leader's play in the success of sustainability initiatives and presents specific leadership strategies that facilitate sustainability implementation. Examples of leadership strategies relevant to sustainability implementation include creating a vision, strategically aligning with corporate goals, communicating across the organization, changing corporate culture and mindset, and using reward systems and evaluation and control to ensure long term success.

MGMT 307 is relevant for anyone who is interested in managing change, implementing sustainable business practices and/or green initiatives in their organization, or who would like to further develop their leadership skills within the context of organizational change.

---

**Program Information:** This course can be used as an upper level elective in the BBA program.

---

**Delivery:** This course is delivered online.

**COTR Credits:** 3

**Hours for this course:** 45 hours

#### **Typical Structure of Instructional Hours:**

<b>Instructional Activity</b>	<b>Duration</b>
Lecture Hours	45
Seminars / Tutorials	
Laboratory / Studio Hours	
Practicum / Field Experience Hours	
Other Contact Hours	
<b>Total</b>	<b>45</b>

#### **Practicum Hours (if applicable):**

<b>Type of Practicum</b>	<b>Duration</b>
On-the-job Experience	N/A
Formal Work Experience	N/A
Other	N/A
<b>Total</b>	

**Course Outline Author or Contact:**

Tammy Kiss BA, BMgmt, MBA, PID

\_\_\_\_\_  
Signature**APPROVAL SIGNATURES:**

Department Head

Ildi Walkley

E-mail: [walkley@cotr.bc.ca](mailto:walkley@cotr.bc.ca)

Dean of Business and University Studies

Darrell Bethune

E-mail: [bethune@cotr.bc.ca](mailto:bethune@cotr.bc.ca)\_\_\_\_\_  
Department Head Signature\_\_\_\_\_  
Dean of Instruction Signature

EDCO

Valid from: September 2016 – March 2021

\_\_\_\_\_  
Education Council Approval Date**COURSE PREREQUISITES AND TRANSFER CREDIT:****Prerequisites:** MGMT 310**Corequisites:** MGMT 310 or equivalent if not already taken as a prerequisite.**Prerequisite course minimum grade**

Students require a minimum grade of "C-" in a prerequisite course to progress to the subsequent course. A grade of "D" grants credit. Students require a minimum grade of "C" for credit towards the BBA degree.

**Flexible Assessment (FA):**

Credit can be awarded for this course through FA

☒ Yes ☐ No

Learners may request formal recognition for flexible assessment at the College of the Rockies through one or more of the following processes: External Evaluation, Worksite Assessment, Demonstration, Standardized Test, Self-assessment, Interview, Products/Portfolio, Challenge Exam. Contact an Education Advisor for more information.

**Transfer Credit:** For transfer information within British Columbia, Alberta and other institutions, please visit <http://www.cotr.bc.ca/Transfer>.

Students should also contact an academic advisor at the institution where they want transfer credit.

**Prior Course Number:** N/A

## Textbooks and Required Resources:

Textbook selection varies by instructor and may change from year to year. At the Course Outline Effective Date, the following textbooks were in use:

Reading Package – Links to research articles and reading will be used to supplement the text.

## Recommended Readings

Doppelt, Bob (2010). *Leading Change Toward Sustainability: A Change-Management Guide for Business, Government, and Civil Society*, 2<sup>nd</sup> Edition. Greenleaf Publishing.

Weybrecht, Giselle (2010) *The Sustainable MBA: The Managers Guide to Green Business*, Wiley, Winchester, England.

Blackburn, William R. (2007). *The Sustainability Handbook: The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility*. Environmental Law Institute of Washington, DC.

Doppelt, Bob (2012), *From Me to We: The five Transformational Commitments Required to Rescue the Planet, your Organization, and Your Life*. Greenleaf Publishing Limited, Sheffield.

Please see the instructor's syllabus or check COTR's online text calculator [http://www.cotr.bc.ca/bookstore/cotr\\_web.asp?IDNumber=164](http://www.cotr.bc.ca/bookstore/cotr_web.asp?IDNumber=164) for a complete list of the currently required textbooks.

---

## LEARNING OUTCOMES:

Upon the successful completion of this course, students should be able to

- define sustainability, explain how it may be measured, and identify some of the success factors and some of the challenges with implementing sustainability initiatives;
  - show the strategic importance of sustainability to an organization;
  - distinguish and compare leadership traits and qualities relevant to 'green' organizations;
  - apply the best practices of transformational leadership to the implementation of sustainability initiatives;
  - integrate and apply strategic leadership practices into change management simulations and cases;
  - compare the success/failure of strategic leadership practices across cultures;
  - review and apply the change management process to organizational sustainability;
  - consider the influence of the learning organization in the change management process and apply to sustainability initiatives;
  - devise strategies for overcoming resistance to change in sustainability implementation;
  - analyze and evaluate the key role of change agents, transition teams and Human Resources in sustainability implementation; and
  - synthesize concepts of strategic leadership and change management and construct a plan for a sustainability initiative.
-

## **COURSE TOPICS:**

This course is divided into 4 Modules. Within each module, there will be a series of units addressing the main topic.

### **Module 1 - Sustainability Overview**

#### **Units 1-3**

- Review of definitions of sustainability, how sustainability is measured, and the challenges of sustainability measurement
- Organizational sustainability initiatives, implementing sustainability - individual and organizational challenges, best practices for sustainability

### **Module 2 - Strategic Leadership**

#### **Units 4-7**

- Identification of who leaders are and what leaders do, leadership theories
- Transformational leadership
- Strategic leadership and its components, role of strategic leadership in the development of sustainable business and business practices and role of followers
- Sustainability leadership - challenges, best practices
- Leadership and corporate social responsibility
- Leadership challenges in implementing sustainability
- Development of strategic leadership in sustainability

### **Module 3 - Organizational Change**

#### **Units 8-10**

- Theories of change management, best practices and challenges of change management
- Change management process
- Resistance to change, change agents, gaining stakeholder commitment
- Implementation of change through learning organizations
- Action research approach
- Best practices for sustainability change management

### **Module 4 - Applying Strategic Leadership to Sustainability**

#### **Units 11-14**

- Concepts of change management and strategic leadership are combined with the process of sustainability implementation.
- Lessons learned/best practices for implementing sustainability.

*See instructor's syllabus for the detailed outline of weekly readings, activities and assignments.*

---

## EVALUATION AND ASSESSMENT (Online Delivery):

Assignments	% Of Total Grade
Online Participation	10%
Term Paper	25%
Case Analysis	20%
Reflective Journal	15%
Final Project	<u>30%</u>
Total	100%

*Please see the instructor's syllabus for specific classroom policies related to this course, such as details of evaluation, penalties for late assignments and use of electronic aids.*

---

### EXAM POLICY:

Students must attend all required scheduled exams that make up a final grade at the appointed time and place.

Individual instructors may accommodate for illness or personal crisis. Additional accommodation will not be made unless a written request is sent to and approved by the appropriate Department Head prior to the scheduled exam.

Any student who misses a scheduled exam without approval will be given a grade of "0" for the exam.

---

### COURSE GRADE:

Course grades are assigned as follows:

Grade	A+	A	A-	B+	B	B-	C+	C	C-	D	F
Mark (Percent)	≥ 90	89-85	84-80	79-76	75-72	71-68	67-64	63-60	59-55	54-50	< 50

A grade of "D" grants credit, but may not be sufficient as a prerequisite for sequential courses.

---

### ACADEMIC POLICIES:

See [www.cotr.bc.ca/policies](http://www.cotr.bc.ca/policies) for general college policies related to course activities, including grade appeals, cheating and plagiarism.

---

### COURSE CHANGES:

Information contained in course outlines is correct at the time of publication. Content of the courses is revised on an ongoing basis to ensure relevance to changing educational, employment and marketing needs. The instructor endeavours to provide notice of changes to students as soon as possible. The instructor reserves the right to add or delete material from courses.