



**Sustainability Theory and Metrics – MGMT 310**  
Bachelor of Business Administration (Sustainable Business Practices)  
Business Administration Program

**Course Outline**

**COURSE IMPLEMENTATION DATE:** September 2010  
**OUTLINE EFFECTIVE DATE:** September 2022  
**COURSE OUTLINE REVIEW DATE:** April 2027

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**GENERAL COURSE DESCRIPTION:**

In this course, students develop a theoretical foundation for understanding and assessing sustainability in business practices. Students examine the theoretical framework, core concepts and the business case for sustainability. Activities and readings explore regional and global trends affecting sustainability, such as climate change and increasing stress on global ecosystems, sustainable community development, turbulent markets, disruptive technologies, and the impact of disparity between rich and poor. Sustainability measurement and reporting systems are compared and evaluated.

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**Program Information:** This course is required for the Bachelor of Business Administration (Sustainable Business Practices) and the post-degree certificate and diploma programs in sustainable business programs and post-degree programs. It is an elective course for other programs or tourism management.

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**Delivery:** This course is delivered face-to-face, online or in a blended format.

**COTR Credits:** 3

**Hours for this course:** 45 hours

**Typical Structure of Instructional Hours:**

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

**Practicum Hours (if applicable):**

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

**Course Outline Author or Contact:**

Greg McCallum, MA, TCM

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Signature**APPROVAL SIGNATURES:**

Department Head  
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Department Head Signature

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Valid from: September 2022 – April 2027

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Education Council Approval Date**COURSE PREREQUISITES AND TRANSFER CREDIT:**

**Prerequisites:** A minimum grade of C in ACCT 261 and ENGL 100. MKTG 281 and MGMT 204 or 216 may be taken previously or concurrently.

Either Computer Science 12, Foundations of Math 12, Pre-Calculus 12, Geometry 12, Statistics 12, Calculus 12, MATH 090, or equivalent.

Students may also fulfill the math requirements by successfully completing the College of the Rockies Business Management Diploma with a least a 65% average or are admitted into the Post-Degree Diploma in Sustainable Business Practices program.

**Progression:** Students require a minimum grade of 60% for credit towards the BBA and post-degree certificate and diploma.

**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:

### Required:

Blackburn, W.R. (2015). *The sustainability handbook, 2<sup>nd</sup> Edition: The complete management guide to achieving social, economic and environmental responsibility*. Washington: Environmental Law Institute.

### Reading Package (Required):

Research and case studies will be used to supplement the texts. Reading package resources will be selected from current sources and will vary from year to year to maintain currency; however, the following are included for examples.

*Global Reporting Initiatives, G3 Guidelines.*

<http://www.globareporting.org/ReportingFramework/G3Guidelines/>

*The Environmental Health and Safety Outline (EHSO) Guide to the International Standard for Environmental Management Systems.*

<http://www.ehso.com/iso14000.php>

### Recommended Reading:

Doppelt, B. (2012). *From me to we: The five transformational commitments required to rescue the planet, your organization, and your life*. Sheffield: Greenleaf Publishing.

Doppelt, B. (2003). Overcoming the seven sustainability blunders. *The Systems Thinker*.

<http://www.pegasus.com/levpoints/7blunders.html>

Wirtenberg, J., Russell, W.G., & Lipsky, D. (2008). *The sustainable enterprise fieldbook: When it all comes together*. Sheffield: Greenleaf.

Hawken, P. (2005). *The ecology of commerce*. New York: Collins.

Please see the instructor's syllabus or check COTR's online text calculator

<http://go.cotr.bc.ca/tuition/tCalc.asp> for a complete list of the currently required textbooks.

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## LEARNING OUTCOMES:

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

- describe the emergence of sustainability as a cross-cutting theme, referring to the United Nations 17 Sustainable Development Goals and other trends, such as globalization, urbanization, consumption of resources, environmental degradation, and consumer and investor concerns;
- compare several sustainability frameworks such as Triple Bottom Line, The Natural Step and Five Capitals, and explain how they attempt to reconcile stakeholder demands for responsible and transparent management and a return on investment;

- use existing definitions and frameworks of sustainability, develop a statement of Corporate Social Responsibility and compose organizational goals consistent with this statement;
- describe the qualities of successful sustainability strategies that integrate sustainability across business functions and design effective practices consistent with these qualities;
- prepare and present a proposal justifying a sustainability initiative;
- evaluate and contrast several existing sustainability measurement systems such as Global Reporting Initiative, International Integrated Reporting Council and International Organization for Standardization, and summarize how organizations are reporting their sustainability status;
- explain the limitations of current quantitative and qualitative tools for assessing sustainability and research alternative tools for assessing effectiveness of implementing a sustainability program;
- recommend appropriate metrics for sustainability for a variety of organizations, industries and strategies;
- compare approaches to sustainability in indigenous communities, government, non-government and non-profit organizations;
- critique a published sustainability report; and
- apply your understanding of the theoretical framework, core concepts and applications of sustainable business practices to critically examine current trends and issues.

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#### **COURSE TOPICS:**

- The Context and Scope of Sustainability: examining trends behind the shift to sustainability, defining what is meant by sustainability, setting goals consistent with definition and strategy
- Sustainability Frameworks: models of sustainability, such as Triple Bottom Line, The Natural Step, Five Capitals
- The Business Case for Sustainability: effective strategies, key elements of an operating system for sustainability, engaging stakeholders
- Metrics: the evolution of sustainability reporting; underlying principles and reporting protocols of standard evaluation systems including Global Reporting Initiative, Canada's Sustainability Reporting Program and Initiatives, Scoreboard, the Green House Gas Protocol, the Dow Jones Sustainability Indexes and International Organization for Standardization, etc.; selecting optimal indicators
- Other Approaches to Sustainability: non-profit, non-government and government organizations; other sustainability indicators and metrics
- Future Initiatives: assessing progress – have good intentions resulted in change and innovation?

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

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## EVALUATION AND ASSESSMENT (Face-to-Face, Online or in a Blended Delivery):

Assignments	% Of Total Grade
Discussions	10%
Assignments and Case Studies	40%
Essay and Critique	30%
Final Exam	<u>20%</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.

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### 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.

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### 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

Certificate and diploma students are required to maintain a minimum course grade of C- (55%) in all program courses. BBA students are required to maintain a minimum course grade of C (60%) and an average course grade of C+ in all program courses that contribute to the BBA.

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### 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.

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### 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 will endeavour to provide notice of changes to students as soon as possible. The instructor reserves the right to add or delete material from courses.