



**Managing Sustainable Operations – MGMT 410**  
Bachelor of Business Administration  
(Sustainable Business Practices) Program

**Course Outline**

**COURSE IMPLEMENTATION DATE:** September 2010  
**OUTLINE EFFECTIVE DATE:** January 2019  
**COURSE OUTLINE REVIEW DATE:** September 2024

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**GENERAL COURSE DESCRIPTION:**

This course develops students' ability to strategically implement sustainable business practices within the value chain of a business and to strategically implement more sustainable business practices. Building on the theory and metrics of sustainability, this course examines how implementation works at the level of operations management. Students review existing practices and consider new challenges that operations managers face when integrating sustainability within their organizations and traditional ways of doing business. Case studies help students analyze how businesses face challenges to be more accountable for the environment and resource consequences of their products, services, and processes; and to integrate environmental, safety, and health concerns with leaner, greener operations, green-product design, and closed-loop supply chains. Case studies also help us explore how new tools of operations management reporting are being applied. An overarching theme in this course is developing leadership to guide change initiatives and future challenges in sustainable operations management.

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**Program Information:** This course is a required course for the Bachelor in Business Administration (Sustainable Business Practices). It is also a required course in the Post Degree Diploma program in Sustainable Business Practices.

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**Delivery:** This course is delivered in an online, face-to-face, or 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>	<b>45</b>

**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>	<b>N/A</b>

**Course Outline Author or Contact:**

Greg McCallum, MA, TCM

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Signature

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**APPROVAL SIGNATURES:**

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Department Head Signature

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Dean Signature

EDCO

Valid from: January 2019 – September 2024

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Education Council Approval Date

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**COURSE PREREQUISITES AND TRANSFER CREDIT:**

**Prerequisites:** A minimum grade of C (60%) in MGMT 310

**Corequisites:** None

**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.

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## 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 texts:

Doppelt, Bob (2010). *Leading Change Toward Sustainability*, 2<sup>nd</sup> edition. Greenleaf Publishing Limited, 2010

*Reading package – available on the Moodle site*

### Recommended Reading:

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

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

- appreciate the value of strong, effective leadership in change initiatives;
  - understand key principles in operations management;
  - select appropriate operations management models for sustainability initiatives;
  - analyze case studies involving new environmentally – or sustainability-friendly products or services;
  - evaluate case studies from the perspective of the value chain;
  - examine human resource factors which enable employees/members to engage in sustainability activities;
  - evaluate how well organizations have managed product life-cycle, production process management or supply chains to enhance sustainability;
  - contrast successful versus failed sustainability initiatives, considering marketing, operations, leadership and strategy;
  - synthesize business processes for sustainability, addressing risk, quality control, reporting, and innovation;
  - use research and other data to recommend improvements to products and/or processes, metrics and performance; and
  - identify and promote leadership qualities which are essential for implementing a sustainability initiative in business.
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## **COURSE TOPICS:**

### **Leading the change initiative for sustainable operations: the Big Picture**

- The importance of vision in achieving real change towards sustainability
- Working as an agent of change
- Developing leadership through operations management

### **Overview of Operations Management**

- Review of systematic frameworks for operations management
- Coverage of key operations management principles and issues
- Selection of operations management models
- Overview of the value chain model: origins, evolution, globalization
- Role of sustainability in integrated supply chain management

### **Strategic Planning in Operations Management**

- Integrating business processes for sustainability through leadership (vision, performance management) to ensure that effective, principled decisions are made
- Promoting management-level commitment to sustainability
- Minimizing risk and maximizing opportunity
- Quality control: approaches and measures
- Reporting: transparency and accountability
- Analysis of balance between quality, efficiency, and productivity
- Innovation (integrated and long term approaches)

### **Sustainability and Operations Management: Principles and Best Practices**

- Research and development of sustainable products and services
- 3P's (profit, people, planet) in product and process design
- Internal and external process improvements related to sustainability
  
- Production process management
  - Procurement and green supply chain management (lean vs green)
  - Operations, inventory models, off-shoring
  - Materials management planning, distribution, integration
  - Industrial ecology and eco-efficiency
  
- Marketing
  - Creating competitive advantage by embedding sustainability in the supply chain
  - Distribution and logistics
  - Packaging
  - Service to customers
  
- Human Resources
  - Engaging employees in sustainability learning and innovation
  - Job evaluation and job redesign
  - Incentive systems
  - Outsourcing
  
- Disposal – obsolescence, recycling, hazardous materials

### Implementing Leadership in Sustainable Business Operations

- Leadership skills for change: communicating and advocating, initiating, integrating and evaluating sustainability in the organization
- Managing stakeholder relationships
- Connecting managerial policy and operational implementation of sustainability initiatives
- Implementing strategies for the future of sustainability in the business
- Celebrating the vision of embedded sustainability within the business organization

*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 Blended Delivery):

Assignments	% Of Total Grade
<b>Case Studies:</b> Analyze selected case studies, detailing how sustainability has been integrated into operations management in terms of the value chain, strategy, production, marketing, and human resources. Discuss the role of leadership in the outcome of the case.	35%
<b>Essay:</b> Research and report on a current issue in operations management with a focus on sustainability, incorporating history and evolution of the issue; current environmental, financial and societal influences; leadership and potential trends and impacts.	25%
<b>Product or Service Adaptation:</b> Create or adapt a product or a service for a business or organization, demonstrating at least some of the following aspects: internal and external process improvements related to sustainability, green product and process development, developing lean and green operations, closed loop supply chains.	<u>40%</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

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