

COURSE INFORMATION

Course title:	Ethics, Sustainability, and Managing Change		
Course code:	BA 503	Credits:	5.0
Session, term, period:	2019 WT1	Class location:	Henry Angus Penthouse
Section(s):	302	Class times:	8:00am-5:00pm
Course duration:	Nov 30-Dec 7, 2019	Pre-requisites:	n/a
Division:	Interdisciplinary	Co-requisites:	n/a
Program:	PMBA		

INSTRUCTOR INFORMATION

Instructor:	Justin Bull	Instructor:	Marja Harmer
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COURSE DESCRIPTION

Professional residency courses are intensive, integrated 5-credit courses delivered over 8 days. The purpose of these courses is to integrate key learnings in multiple business topics, along with communication skills and professional development activities that support this learning. This course will provide a graduate-level foundation in ethics, sustainability, and managing change, and will enable students to understand the connections between these essential business topics, and apply their learning immediately to their professional practice. Students will enhance their communication skills and achieve specific professional development goals.

COURSE FORMAT

This course is a blend of classroom learning, team and individual projects, and case preparation.

LEARNING OBJECTIVES

By the end of this course, students will be able to:

1. *Understand the importance of creativity in business leadership and how it is fostered in an organization.*
2. *Define the grand challenges that confront a globalized economy and understand the role the private sector can play in meeting these challenges.*
3. *Anticipate ethical, sustainability, and social responsibility opportunities and challenges you will face in business, and weigh various management responses to them.*
4. *Understand the challenge of balancing values-based and economic decision processes.*
5. *Understand how values serve to protect against decision errors and biases.*

6. *Appreciate the history and contemporary challenges of indigenous peoples in Canada, and the role the private sector can play in promoting economic reconciliation.*
7. *Understand how decision biases operate in a high-stakes organizational context and apply strategies to avoid and control these biases.*
8. *Describe how the private sector can leverage relationships with suppliers, vendors, and civil society to promote more responsible business.*
9. *Identify tools for achieving sustainability goals by leading culture.*
10. *Recognize the importance of proactive engagement with an organization's stakeholders.*
11. *Weigh the trade-offs that often exist between stakeholder interests.*
12. *Learn and apply a seven-stage process for maximizing commitment and minimizing resistance to organizational change.*

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Assignments	30%
Final Presentation	50%
Class participation	20%
Total	100%

Details of Assessments

1. **Decision-Making Assignment (10%)**
Due by 11:59pm, November 29, 2019
2. **Creativity/Innovation Assignment (10%)**
Due by 6:00pm, December 2, 2019
3. **Final Presentation (50%)**
Due by 1:00pm, December 7, 2019
4. **Reflection Paper (10%)**
Due by 11:59pm, December 14, 2019
5. **Participation (20%)**

LEARNING MATERIALS

The required readings are listed in the schedule below and are provided via the Canvas course site. There is no required textbook. You will need to complete all of the readings and the following simulation in advance:

ExperiencePoint Simulation: ExperiencePoint is a web-based case. You will be given web access to the simulation to complete the pre-work. You will receive your user name, password, and instructions regarding the simulation from ExperiencePoint.

Before coming to class, you will need to set aside at least two hours in order to individually complete the following:

- Sign on to the ExperiencePoint website
- Read the materials pertaining to the Global Tech Simulation, in particular the change model
- Interview the Global Tech employees, bring notes to class.
- Read through and understand all of the tactics

Do NOT implement any tactics before the class. We will do that in class. If you have a problem with any of the technology while completing your pre-work, contact the ExperiencePoint at support@experiencepoint.com or call them toll free at 1-866-369-9888 (press #2 for technical support).

After you complete the simulation in class, you may replay it as many times as you like to improve your score and your understanding of change. You will have access to the simulation for one month after the end of class.

Activity Fees: A course fee will be levied to cover case materials and online tools. Please submit a payment via the [Class and Lab Fees website](#). Note that your final grade for Residency will not be released unless you have paid the course fee.

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero.

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](#) at <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a "W" or an "F" standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research

shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline. Audio or video recording of classes are not permitted without the prior approval of the Instructor.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the xwməθkwəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

(Subject to change with class consultation)

Class	Date	Topic	Readings or Activities	Assessments due
Day 1	Saturday, November 30, 2019	The Case for Creativity: Individuals and Organizations	Required Reading Course Blog – Access via Canvas	Decision-Making Assignment (submit on Canvas by 11:59pm, Fri, Nov 29)
Day 2	Sunday, December 1, 2019	The Case for Creativity: Individuals and Organizations		
		The Infinite and The Inevitable: Grand Challenges the Role of Business		
		Stranded Assets & Case Introduction		
Day 3	Monday, December 2, 2019	A Framework for Values-based Decision Making	Optional Readings “The Hidden Traps in Decision Making” (Hammond, Keeney & Raiffa, 2006) “How to Make Values Count in Everyday Decisions.” (Urbany, Reynolds & Phillips, 2008)	Innovation/Creativity Assignment (Submit on Canvas by 6:00pm, Mon, Dec 2)
		Sustainability and Social Responsibility: Context and Concepts	Required Reading “Corporate Sustainability at a Crossroads: Progress Toward Our Common Future in Uncertain Times” (Kiron, Unruh, Kruschwitz, Reeves, Rubel & Meyer Zum Felde, 2017)	
Day 4	Tuesday, December 3, 2019	Pink Slime Warriors		
		Identifying and Overcoming Decision Biases	Required Reading Case: Mount Everest – 1996 “What You Don’t Know about Making Decisions” (Garvin & Roberto, 2001)	
Day 5	Wednesday, December 4, 2019	Business Ethics: A Global Perspective	Required Reading “Ethical Decision Making: A Global Perspective.” (Wicks, 2013)	
		A Tale of Two Pipelines		

Day 6	Thursday, December 5, 2019	The Future is a Customer		
		Corporate Culture and Sustainability	Required Reading "An Introduction to the Competing Values Framework" (Cameron, n.d.)	
		Stakeholder Engagement	Required Reading "Managing for Stakeholders and the Purpose of a Business." (Freeman & Parmar, 2018)	
Day 7	Friday, December 6, 2019	Leading Organizational Change	Activities <ul style="list-style-type: none"> • Sign on to the ExperiencePoint website • Read the materials pertaining to the Global Tech Simulation, in particular the change model • Interview the Global Tech employees, bring notes to class. • Read through and understand all of the tactics 	
Day 8	Saturday, December 7, 2019	Presentation Practice Rounds (morning) & Final Presentations (afternoon)		Final Presentation (Submit materials and decision brief on Canvas by 1:00pm, Sat, Dec 7)