

Achieving Sustainable Growth using a Triple Bottom Line Approach
Paris, 7-11 July 2014
20 contact hours / 3 ECTS credits

COURSE BACKGROUND

Globalization, environmental disasters and social hardship caused by companies have changed society's expectations with respect to the way businesses should operate. Milton Friedman's view that "the one and only social responsibility of business is to increase profits" is no longer shared by the majority of people and an increasing number of organizations. In the current information society, citizens expect companies to give equal attention to performance along the interrelated dimensions of profits, people and the planet – a triple bottom line (TBL) reporting that should support sustainability goals. Interest in triple bottom line accounting has been growing across for-profit, non-profit and government sectors at multiple levels.

COURSE DESCRIPTION

Achieving sustainability through a total responsibility management focus (TBL) is often a disruptive change that requires companies to abandon or alter traditional business practices. This course offers insights to future business leaders about what sustainability means and how they can help their current and future organizations plan and innovate to maximize the benefits it promises, both to their organizations and to the society in which they live.

This course will enable students as future leaders to cultivate the multiple capabilities required for ongoing, sustainable strategic change. Leading change perspectives will be integrated and extended by utilizing a strategic organizational change management framework. This systematic and multidimensional approach will provide students with a roadmap for developing change capabilities in themselves, as well as their current and future organizations. Illustrations and applications of organizational change principles will be demonstrated through skill development exercises, experiential exercises, a transformative learning experience involving individual change action-planning and self-reflection journaling, all embedded within the body of the course.

INTENDED LEARNING OUTCOMES (ILOs)

Upon completion of this course, students as future business leaders, will know how to:

- Leverage human resources to achieve sustainable growth
- Motivate employees to create economic, environmental and social value
- Facilitate the necessary strategic, culture and organizational change steps for sustainability
- Embed sustainability into the employee life cycle
- Strengthen existing capabilities and develop new ones necessary to support the transformation to sustainability

CLASS STRUCTURE

Type of course	Number of Hours	Comments
Face to face Lecture	20.00	20.00 hours of lectures are required to complete the module.
External teaching source Transformative Learning Experience (TLE) – personal change management gap analysis, action planning, transition management, and change measurement through individual journaling	12.00	Students are required to work in groups of 2-3 in order to complete a transformative learning experience in which each student progresses through an individual change initiative involving the building of leadership competencies in the following areas: <ul style="list-style-type: none">• Thinking Styles (Foundation Diagnostic “Life Styles Inventory” used to determine current thinking styles and resultant productive and unproductive behaviors:<ul style="list-style-type: none">• Four Levels of Emotional Intelligence• Vision, Direction, Purpose (Consistency in Values)• Social Responsibility (Integrity & Authenticity)• Conflict and Stress Management• Communication & Relationship Management• Change Management
Total workload per student	32.00	

TEACHING METHODS

Lecture; Skill Development Exercises; Experiential Learning; Transformative Learning Experience.

EVALUATION

Small Case Assignments (3X10%)	30%
Transformative Learning Experience (Individual Change Initiative)	40%
Organizational Assessment	30%
Total	100%

ABOUT YOUR INSTRUCTOR

Dr. Teal McAteer is a business consultant who specializes in the areas of strategic human resource management, motivation, career planning and development, change, stress and time management, and health and wellness. She counsels on an individual basis and consults to a variety of organizations. She teaches undergraduate and graduate level courses in organizational behaviour, human resource management, leadership, organizational and individual level change, and business ethics. Dr. McAteer has taught within the Director's College, a joint program of McMaster University and the Conference Board of Canada.

Dr. McAteer received her Bachelor of Commerce from Queen's University, and a Masters in Industrial Relations and Ph.D. in Business from the University of Toronto. Her work experience includes human resource management functions with Shell Canada Limited and Domtar Incorporated, employee benefits consulting with Johnson & Higgins Willis Faber Limited, and relocation counselling with Peat Marwick Thorne. Currently, Dr. McAteer maintains her own consulting practice offering a wide variety of services in the HRM field.

Given her continued research interests in transformative learning experiences, the relationship between stress and health, the importance of maintaining strong self-efficacy, the power of productive/healthy versus unproductive/unhealthy thinking styles, and stress management strategies - Dr. McAteer is familiar with both the theory and practice of creating a healthy and motivated company team.

Dr. McAteer comes to you as a true practising professional. Her experience and approach to simplifying training concepts generates a productive learning environment.