

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

BUSN342

Course Summary

Course: BUSN342 **Title:** Operational Sustainability and Crisis Management

Length of Course: 8 weeks

Prerequisites : N/A **Credit Hours :** 3

Description

Course Description:

Operational Sustainability and Crisis Management introduces the fundamental concepts of crisis management and sustainability in a business. A crisis can happen in an organization at anytime, anywhere. Topics include advanced crisis management planning, which is key to sustainability and assures a company has the processes and procedures in place to address almost any issue that may arise; the impact of a crisis on the employees, customers, suppliers, general public; and the sustainability of a company's value.

Course Scope:

Sustainability and crisis management have emerged as an integral part of corporate strategy and decision-making. The scope of this course focuses on a business-operational perspective. Students will management operations supporting sustainability in light of potential crises. The course offers an overarching sustainability framework that encompasses various dimensions of crisis management initiatives. Students will investigate how companies can evaluate and implement sustainability measures and different motivations to engage or in sustainable efforts.

This **Business Administration** course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Resources and access to an online learning management system will be made available to each student.

Objectives

- CO1. Define types of crises and examine key questions for crisis management
- CO2. Evaluate crisis management initiatives for leading a team to address the issues
- CO3. Identify critical operations and resources to support key business processes, critical interdependencies, and requirements for business process sustainability
- CO4. Research sustainable policies and initiatives
- CO5. Appraise best practices for managing sustainability throughout a business

- CO6. Determine why organizations value sustainability
- CO7. Measure the effectiveness of sustainable initiatives and crisis management

Outline

Week 1:

Topic(s)

Introduction

Learning Objective(s)

CO1. Define types of crises and examine key questions for crisis management

Readings:

The Crisis Management Cycle : Theory and Practice

By: Christer Pursiainen
Chapter 1, 2

Manager's Guide to Crisis Management

By: Jonathan Bernstein, Bruce Bonafede
Chapter 1, 2

Surviving a Corporate Crisis: 100 Things You Need to Know

By: Paul Batchelor
Chapter 1, 2

Deliverables:

- Week 1 Introduction
- Week 1 Discussion

Week 2:

Topic(s)

Team Roles

Learning Objective(s)

CO2. Evaluate crisis management initiatives for leading a team to address the issues

Text Readings:

___ The Crisis Management Cycle : Theory and Practice

Christer Pursiainen
Chapter 3, 4

Manager's Guide to Crisis Management

By: Jonathan Bernstein, Bruce Bonafede
Chapter 4, 5

Surviving a Corporate Crisis: 100 Things You Need to Know

By: Paul Batchelor
Chapter 3, 4, 5, and 6 Appendix 1

Deliverables:

Discussion Week2

Assignment Week 2

Week 3:

Topic(s)

Sustainability

Learning Objective(s)

CO3 Identify critical operations and resources to support key business processes, critical interdependencies, and requirements for business process sustainability

Text Readings:

The Crisis Management Cycle : Theory and Practice

Christer Pursiainen
Chapter 4, 5

Manager's Guide to Crisis Management

By: Jonathan Bernstein, Bruce Bonafede
Chapter 3

Surviving a Corporate Crisis: 100 Things You Need to Know

By: Paul Batchelor
Chapter 3, 4

Why getting operations decisions right is critical: implementing sustainable business growth depends on it
Cole, Graham.Annals in Social Responsibility; Bingley Vol. 3, Iss. 1, (2017): 56-58. DOI:10.1108/ASR-09-2017-0006

Deliverables:

Discussion week 3

Week 4:

Topic(s)

Sustainable initiatives

Learning Objective(s)

CO4. Research sustainable policies and initiatives

Text Readings:

The Timeless Principles of Successful Business Strategy: Corporate Sustainability as the New Driving Force, Second Edition

Chapter 1 - The Importance of Sustainability in Corporate Strategy

A primer on sustainability : in the business environment

Whitfield, Ronald., author.; McNett, Jeanne M., 1946-, author.

2014

Chapters 1 and 2

Deliverables:

- Week 4 Discussion
- Week 4 Assignment

Week 5:

Topic(s)

Best Practices

Learning Objective(s)

CO5. Appraise best practices for managing sustainability throughout a business

Text Readings:

A primer on sustainability : in the business environment

Whitfield, Ronald., author.; McNett, Jeanne M., 1946-, author.

2014

Chapters 3 and 4

Deliverables:

Discussion Week 5

Week 6:

Topic(s)

The value of sustainability

Learning Objective(s)

CO6. Determine why organizations value sustainability

Text Readings:

Is Corporate Sustainability a Value-Increasing Strategy for Business?

Lo, Shih-Fang ; Sheu, Her-Jiun

Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts

Epstein, Marc J ; Rejc Buhovac, Adriana ; Elkington, John ; Leonard, Herman B
2014

Deliverables:

Week 6 Discussion

Week 6 Assignment

Week 7:

Topic(s)

Effectiveness of initiatives

Learning Objective(s)

CO7. Measure the effectiveness of sustainable initiatives and crisis management

Text Readings:

Prepared for a Crisis

Facing the Unknown: Crisis Management and the Role of Internal Audit

How can internal audit assess business continuity and crisis management plans?

Triple bottom line and sustainable performance measurement in industrial companies
Flavio_Hourneaux Jr_Marcelo Luiz da Silva_Gabriel_Dolores Amalia_Gallardo-Vázquez
Revista de Gestão

Sustainability. We know it matters, but how do we measure it?

Deliverables:

Discussion Week 7

Week 8:

Topic(s)

Review and Reflection

Learning Objective(s)

- CO1. Define types of crises and examine key questions for crisis management
- CO2. Evaluate crisis management initiatives for leading a team to address the issues
- CO3. Identify critical operations and resources to support key business processes, critical interdependencies, and requirements for business process sustainability
- CO4. Research sustainable policies and initiatives
- CO5. Appraise best practices for managing sustainability throughout a business
- CO6. Determine why organizations value sustainability
- CO7. Measure the effectiveness of sustainable initiatives and crisis management

Text Readings:
No new readings

Deliverables:

- Week 8 Discussion
- Week 8 Assignment

Evaluation

Grading:

Name	Grade %
Discussions	25%
Introduction	2.8
Week 1	2.8
Week 2	2.8
Week 3	2.8
Week 4	2.8
Week 5	2.8
Week 6	2.8
Week 7	2.8
Week 8	2.8
Assignments	75%
Week 2	18.75
Week 4	18.75
Week 6	18.75
Week 8	18.75

Materials

Various resources from the APUS Library & the Open Web are used. Please visit <http://apus.libguides.com/er.php> to locate the course eReserve.*

Course Guidelines

Citation and Reference Style

- Students will follow APA format as the sole citation and reference style used in written assignments submitted as part of coursework to the School of Business.
- Please note that no formal citation style is required on forum assignments in the School of Business—only attribution of sources (please see details regarding forum communication below).

Tutoring

- [Tutor.com](#) offers online homework help and learning resources by connecting students to certified tutors for one-on-one help. AMU and APU students are eligible for 10 free hours of tutoring provided by APUS. Tutors are available 24/7 unless otherwise noted. Tutor.com also has a SkillCenter Resource Library offering educational resources, worksheets, videos, websites and career help. Accessing these resources does not count against tutoring hours and is also available 24/7. Please visit the APUS

Library and search for 'Tutor' to create an account.

Late Assignments

- Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for each assignment is listed under each assignment.
- Generally speaking, if arrangements are not made in advance, a late penalty of 10% will be assessed for any assignment submitted 1-7 days past the due date. Assignments will not be accepted after the 7th day. No work will be accepted past the final day of class, unless prior arrangements have been made with the instructor.
- As a working adult, your time is limited and often out of your control. Faculty may be more flexible if they know ahead of time of any potential late assignments.

Turnitin

- Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze an assignment submission and report a similarity score. Your assignment submission is automatically processed through the assignments area of the course when you submit your work.

Academic Dishonesty

- Academic Dishonesty incorporates more than plagiarism, which is using the work of others without citation. Academic dishonesty includes any use of content purchased or retrieved from web services such as CourseHero.com or Scribd. Additionally, allowing your work to be placed on such web services is academic dishonesty, as it is enabling the dishonesty of others. The copy and pasting of content from any web page, without citation as a direct quote, is academic dishonesty. When in doubt, do not copy/paste, and always cite.

Submission Guidelines

- Some assignments may have very specific requirements for formatting (such as font, margins, etc) and submission file type (such as .docx, .pdf, etc). See the assignment instructions for details. In general, standard file types such as those associated with Microsoft Office are preferred, unless otherwise specified.
- It is the student's responsibility to ensure the all submitted work can be accessed and opened by the instructor.

Disclaimer Statement

- Course content may vary from the outline to meet the needs of a particular group or class.

Communicating on the Forum

- Forums are the heart of the interaction in this course. The more engaged and lively the exchanges, the more interesting and fun the course will be. Only substantive comments will receive credit. Although there is a final posting day/time after which the instructor will grade and provide feedback, it is not sufficient to wait until the last day to contribute your comments/questions on the forum. The purpose of the forums is to actively participate in an on-going discussion about the assigned content.
- "Substantive" means comments that contribute something new and important to the discussion. Thus a message that simply says "I agree" is not substantive. A substantive comment contributes a new idea or perspective, a good follow-up question to a point made, offers a response to a question, provides an example or illustration of a key point, points out an inconsistency in an argument, etc.
- As a class, if we run into conflicting view points, we must respect each individual's own opinion. Hateful and hurtful comments towards other individuals, students, groups, peoples, and/or societies will not be tolerated.
- Students must post a response to the weekly forums prompt and post the required number of replies to other students – refer to the grading rubric and/or forum instructions for specific expectations on number of replies and word count requirements.
- The main response to the forum need to be provided mid-week – refer to the grading rubric and/or

forum instructions for specific expectations. Late main response posts to a forum will not be accepted without prior instructor approval.

- Replies must be posted in the week due and replies after the end of the each week will not be graded.

Quizzes and Exams

- Quizzes and exams may consist of true/false, multiple choice, and short essay questions. Each quiz/exam is accessible only once. Once a quiz/exam is accessed, you will not be able to access it again if you disconnect. Therefore, allocate time to complete your quiz. Weekly quizzes must be submitted by midnight Eastern Time, Day 7 of the assigned week. Late quizzes or exams will not be accepted without prior instructor approval.

Communications

Student Communication

To reach the instructor, please communicate through the MyClassroom email function accessible from the Classlist of the Course Tools menu, where the instructor and students email addresses are listed, or via the Office 365 tool on the Course homepage.

- In emails to instructors, it's important to note the specific course in which you are enrolled. The name of the course is at the top center of all pages.
- Students and instructors communicate in Discussion posts and other learning activities.
- All interactions should follow APUS guidelines, as noted in the [Student Handbook](#), and maintain a professional, courteous tone.
- Students should review writing for spelling and grammar.
- [Tips on Using the Office 365 Email Tool](#)

Instructor Communication

The instructor will post announcements on communications preferences involving email and Instant Messaging and any changes in the class schedule or activities.

- Instructors will periodically post information on the expectations of students and will provide feedback on assignments, Discussion posts, quizzes, and exams.
- Instructors will generally acknowledge student communications within 24 hours and respond within 48 hours, except in unusual circumstances (e.g., illness).
- The APUS standard for grading of all assessments (assignments, Discussions, quizzes, exams) is five days or fewer from the due date.
- Final course grades are submitted by faculty no later than seven days after the end date of the course or the end of the extension period.

University Policies

Consult the [Student Handbook](#) for processes and policies at APUS. Notable policies:

- [Drop/Withdrawal Policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Academic Dishonesty / Plagiarism](#)
- [Disability Accommodations](#)
- [Student Deadlines](#)
- [Video Conference Policy](#)

Mission

The [mission of American Public University System](#) is to provide high quality higher education with emphasis on educating the nation's military and public service communities by offering respected, relevant, accessible, affordable, and student-focused online programs that prepare students for service and leadership in a diverse, global society

Minimum Technology Requirements

- Please consult the catalog for the minimum hardware and software required for [undergraduate](#) and [graduate](#) courses.
- Although students are encouraged to use the [Pulse mobile app](#) with any course, please note that not all course work can be completed via a mobile device.

Disclaimers

- Please note that course content – and, thus, the syllabus – may change between when a student registers for a course and when the course starts.
- Course content may vary from the syllabus' schedule to meet the needs of a particular group.

