



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

**Master of Science in Sustainability Management**

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**COURSE SSM1010Y – Principles of Sustainability Management  
Fall 2014**

**Instructor:** Shashi Kant  
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**Office Hours:** Tuesdays 1.00PM to 2.00PM

**Course Objectives:**

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The main objective of the course is to develop an understanding of the lens of sustainability management (SM) and its applications in diverse decision making situations. The lens of SM is neither the lens of sustainability nor the lens of management but includes both, and is developed using the concepts of integrative science such as the both-and principle and plausibility method.

**Course Materials:**

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**Text Book:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management: Global Sustainability, Responsibility, and Ethics](#). CENGAGE Learning. 558p.

**Recommended Books:**

1. Griffin, R. W. 2014. [Fundamentals of Management \(Seventh Edition\)](#). CENGAGE Learning. 490 p.
2. Epstein, M. J., and Buhovac, A. R. 2014. [Making Sustainability Work \(Second Edition\)](#). Greenleaf Publishing Limited. 305 p.

**Books for Review:**

1. Lewis, M. 2014. [Flash Boys: All Street Revolt](#). W. W. Norton and Company.
2. Tio, Bruce Poo. 2013. [Looptail: How One Company Changed the World by Reinventing Business](#). Toronto: HarperCollins Publisher Ltd.
3. Sandel, M. J. 2012. [What Money Can't Buy: The Moral Limits of Markets](#). New York: Farrar, Straus and Giroux.
4. Laszlo, C. and Zhexembayeva, N. 2011. [Embedded Sustainability: The Next Big Competitive Advantage](#). Stanford: Stanford Business Books.
5. Martin, R. 2009. [The Opposable Mind: Winning Through Integrative Thinking](#). Boston: Harvard Business Press.

**Other Useful Books:**

1. Unruh, G. 2010. [Earth Inc.: Using Nature's Rules to Build Sustainable Profits](#). Boston: Harvard Business Publishing.
2. Martin, R. 2009. [The Design of Business: Why Design Thinking is the Next Competitive Advantage](#). Boston: Harvard Business Press.
3. Willard, Bob. 2009. [The Sustainability Champion's Guidebook: How to Transform Your Company](#). Gabriola Island, BC: New Society Publishers
4. Renée Mauborgne, R. and Kim, W. Chan. 2005. [Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant](#). Boston: Harvard Business Press.
5. Dresner, S. 2002. [The Principles of Sustainability](#). New York: Earthscan from Routledge.
6. Hawken, P., Lovins, A., and Lovins, H. 1999. [Natural Capitalism: Creating the Next Industrial Revolution](#). Boston: Little Brown and Company.
7. Hawken, P. 1993. [The Ecology of Commerce: A Declaration of Sustainability](#). New York: HarperCollins Publishers.

**Instructional Approach:**

This course is taught through the lectures, case discussions, group discussions and presentations, reflections, and guest lectures by experts. In many classes, a case will be presented and discussed. Students are required to read the assigned readings prior to coming to the class. In addition, short exercises will be done during class hours on relevant topics of the week.

**Grading:**

Learning in this course results primarily from in-class discussions and presentations as well as out-of-class group discussions and completion of book review assignment, sustainability management exercises/projects. The balance of the learning results from: the lectures and discussions on various topics on sustainability management; self-learning from assigned and other related readings; learning from group discussions and assignments; and researching for presentations, cases, assignments, and projects. Some course work will be evaluated on group basis while other on individual basis as specified. In group course works, group members will share the same grade. Your final grade will be calculated as follows:

**Components of Coursework and Weights**

Component	Evaluation	Weight (%)
1. Book Review Assignment	Group and Individual	10+10
2. Sustainability Management Project	Group	20
3. Sustainability Management Exercises and Reflections – Workbook	Individual	20
4. Class Participation	Individual	15
5. Final Examination	Individual	25
Total		100

**Book Review Assignment:** This component has three sub-components: (i) individual written assignment; (ii) group written assignment; and (iii) group presentation. Every group, all members together, will be responsible for reviews of all five books listed earlier, but every member of a group will review one book independently and will share and discuss his/her review/findings with the group. Details of sub-components are:

**Individual written Assignment (5%):** Every student will write a review of one book. The review will include a summary of the book (500 words) and five key messages and their importance to sustainability managers (500 words).

**Group Written Assignment (5%):** The group will write an integrated report of five book reviews (not summaries of five reviews) that will include critical key messages and their importance to sustainability managers (total 2,000 words). Groups will use their own innovative approaches for integration.

**Group Presentation (5% for individual performance and 5% for group performance):** Every group will make an oral presentation of group assignment (time for presentation - 20 minutes, and time for questions and answers – 5 minutes). Every member of group will present, however time allocation among different group members will be decided by each group. Remember, it is a group presentation (and not an individual presentation) and every member is making contributions to this group presentation.

**Sustainability Management Project (12% for written report and 8% for presentation):** Every group will submit a written Sustainability Management Project (25 pages excluding annexures; 1.5 line spacing, 11font size, 2 cm margins on all four sides) and make an oral presentation (20 minutes for presentation and 5 minutes for questions and answers). The report will be a comparative analysis of sustainability management in two organizations (selected by every group), and it will include managerial analysis of the current state of sustainability in two organizations, lessons they can learn from each other, and suggestions to improve sustainability management in both organizations.

**Sustainability Management Exercises and Reflections Exercises (20%):** In this course schedule, 9 Sustainability Management Exercises and 9 Reflections Exercises are included. Every student will complete these exercises on time, and will record his/her responses/answers/solutions/reflections in a workbook (all page numbers numbered), maintained for this purpose, in a sequential order. After completion of every exercise, student will sign and put a date. At the end of each month (Sept, Oct, and Nov), every student will take signature of one of his/her group member on the last written page at that time; the signing member will put a date with his/her signatures. The workbook will be submitted to the Instructor on December 2,2014.

**Class Participation (15%):** This will be based on your contributions during the class, and will include your physical and mental presence in the class, your participation in class discussions, your responses to cold calls, and your participation in class-time exercises.

**Final Examination (25%):** It will be based on all material covered in the course.

### **Academic Misconduct:**

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Students should note that copying, plagiarizing, or other forms of academic misconduct **will not be tolerated**. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Normally, students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin.com service are described on the Turnitin.com web site

## **Course Drop Deadline:**

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This is a required course of the MScSM program. Please consult with the Program Coordinator and the Program Director if some unavoidable situation arises and you have to drop a required course of the program

## **Course Schedule:**

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### **Module 1: Sustainability: Multiple Perspectives**

**September 9, 2014**

#### **Introduction of the Course and Role of Case Studies in Management Education**

##### **Required Individual Readings:**

1. An approach to Case Analysis: What is a Case Study? A Note  
<http://plato.acadiau.ca/courses/Busi/IntroBus/CASEMETHOD.html>
2. Teamwork Skills: Being an Effective Group Member. A Note, source:  
<https://uwaterloo.ca/centre-for-teaching-excellence/teaching-resources/teaching-tips/tips-students/being-part-team/teamwork-skills-being-effective-group-member>

##### **Recommended Readings:**

1. Mauffette-Leenders, Louise A., Erskine, James A., and Leenders, Michiel. R. 2005. [Learning with cases](#). [Richard Ivey School of Business](#), the University of Western Ontario.

**September 11, 2014**

#### **Sustainability: Historical Evolution and Multiple Perspectives**

##### **Required Group Readings:**

1. Dresner, S. 2008. [The Principles of Sustainability. Second Edition](#). Earthscan from Routledge. Pp.21-40.
2. Costanza, R. and Daly, H. E. 1992. [Natural Capital and Sustainable Development](#). *Conservation Biology*, 6(1), 37-46.
3. Rennings, K., and Wiggering, H. 1997. [Step towards indicators of sustainable development: Linking economic and ecological concepts](#). *Ecological Economics*, 20, 25-36.
4. Karl-Erik Sveiby. 2009. [Aboriginal Principles for Sustainable Development As Told in Traditional Law Stories](#), *Sustainable Development*, 17, 341–356.
5. Malovics, G., Csigene, N. N., and Kraus, S. 2008. [The role of corporate social responsibility in strong sustainability](#). *The Journal of Socio-Economics*, 37, 907-918.

**A Note about Required Group Readings:** These are group readings; it is expected that five group members will allocate these readings among themselves and every member will read one reading thoroughly; group will meet before the class and members will share their learnings from different readings; every member will have a good understanding of all papers.

**Class-time Group Exercise:** What is Sustainability?

**September 16, 2014**

#### **Integrative thinking and Systems Approaches**

##### **Required Group Readings:**

1. Chamberlin, T. C. 1890. [The method of multiple working hypotheses](#). Science XV, no. 366 (February 7, 1890, 93. Reprinted in Science, New Series, Vol. 148, No. 3671 (May 7, 1965), pp. 754-759.
2. Martin, R. 2007. How successful leaders think? HBR, June 2007. **(See a note about HBR readings towards the end of this document, and this note applies for all HBR readings)**
3. Martin, R. and Austin, H. 2000. The art of integrative thinking. Rotman Mgmt, Fall 1999, 2-5. **Posted on the Course website.**
4. Jones, A. 1987. From fragmentation to wholeness: A green approach to science and society (Part I), Ecologist, 17(6), 236-240. **Posted on the Course website.**
5. Jones, A. 1988. From fragmentation to wholeness: A green approach to science and society (Part II), Ecologist, 18(1), 30-35. **Posted on the Course website.**

**Class-time Group Exercise:** Application of a Systems Approach to a Sustainability Problem/Issue

**September 18, 2014:**

**Biology and Sustainability in Businesses**

**Required Group Readings:**

1. Unruh, G. 2010. [Earth Inc.: Using Nature's Rules to Build Sustainable Profits](#). Boston: Harvard Business Publishing. Chapter – Conclusion: Building the Ecosystem.
2. Unruh, G. 2008. The Biosphere Rules. HBR, February, 2008.
3. Chertow, M. R. 2007. [Uncovering Industrial Symbiosis](#). Journal of Industrial Ecology, 11(1), 11-30.
4. Jacobsen, N. B. 2006. [Industrial Symbiosis in Kalundborg, Denmark: A Quantitative Assessment of Economic and Environmental Aspects](#). Journal of Industrial Ecology, 10(1-2), 239-255.
5. [The Natural Steps. 2012. Canada Sustainability Premier: Step By Natural Step.](#)

**Class-time Individual/Group Exercise:** Analysis of an activity using the Natural Step framework

**Reflections Exercise 1:** Reflections on Module 1

**Module 2: Basics of Sustainability Management**

**September 23, 2014**

**Basics of Management**

**Required Individual Readings:**

1. Griffin, R. W. 2014. [Fundamentals of Management](#), Chapter 1 and 2.
2. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 1 and 2.

**Class-time Group Exercise:** Johari Window – My Own Perceptions

**Reflections Exercise 2:** How do I rate as a manager? Griffin, R. W. 2014. Chapter 1. Skills Self-Assessment Instrument.

**September 25, 2014**

**Basics of Sustainability Management: Tripple Bottom Line**

**Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 2 and 3.

2. Epstein, M. J., and Buhovac, A. R. 2014. [Making Sustainability Work](#), Chapter 1.
3. Azapagic, A. 2003. [Systems approach to corporate sustainability: A General Management Framework](#). Trans IChemE, Vol 81, Part B, September 2003, 303-316.

#### **Required Group Readings:**

1. Hamel, G. 2009. Moon shots for management. HBR, 87(2), 91-98.
2. Cairns, J. 2004. [Sustainability ethics: Tales of two cultures](#). Ethics in Science and Environmental Politics, 4, 39-43.
3. Kearins, K. and Springett, D. 2003. [Educating for Sustainability: Developing critical skills](#). Journal of Management Education, 27(2), 188-204.
4. Norman, W. and MacDonald, C. 2003. [Getting to the bottom of “triple bottom line.”](#) Business Ethics Quarterly, 14(2), 243-262.
5. Dreyer, L. C. Hauschild, M. Z., and Schierbeck, J. 2006. [A framework for social life cycle assessment](#), International Journal of LCA, 11(2), 88-97.

**Case Study 1:** Sustainability at Millipore (by Michael W Toffel and Katharine Lee) HBS – 9-610-012; Rev. January 2014. **(To be bought by students)**

**Sustainability Management Exercise 1:** Textbook – Chapter 3 – Exercises C8 and D9

**September 30, 2014**

#### **Basics of Sustainability Management: Managing for Stakeholder Values and Corporate Social Responsibility**

#### **Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 4.
2. Epstein, M. J., and Buhovac, A. R. 2014. [Making Sustainability Work](#), Chapter 2.

#### **Required Group Readings:**

1. Freeman, R. E. (1984/2010). [Strategic Management: A stakeholder approach](#). Cambridge University Press. Chapter 3: Stakeholder Management: Framework and Philosophy, pp.52-82.
2. Handy, C. 2002. [What’s a business for? HBR](#), 80(12), 49-54.
3. Carroll, A.B. 1991. [The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders](#). Business Horizon, 225-235.
4. Waddock, S. A., Bodwell, C., and Graves, S. B. 2002. [Responsibility: The new business imperative](#). Academy of Management Executive, 47(1), 132-147.
5. Garriga, E. and Mele D. 2004. [Corporate social responsibility theories: Mapping the territory](#). Journal of Business Ethics, 53-51-71.

**Case Study 2:** Royal Dutch/Shell in Nigeria (A) (By Lynn Sharp Paine and Mihnea Moldoveanu) HBS - 9-399-126; Rev. October 1, 2009. **(To be bought by students)**

**Sustainability Management Exercise 2:** Textbook – Chapter 4 – Exercises B6, B7, and C8.

**Reflections Exercise 3:** Reflections on Module 2

**October 2, 2014**

#### **Presentation of Group Projects (Review of Five Books)**

**October 7, 2014**

**Discussions of Some Specifics of the Program**

**Rose Mary and Claire Westgate**

**October 9, 2014**

**Guest Lecture - Extended Producer Responsibility by Frances Edmunds, Director of Environmental Programs, HP Canada**

**Module 3: Planning and Sustainability**

**October 14, 2014**

**Planning and Strategic Management - Basic Concepts**

**Required Individual Readings:**

1. Griffin, R. W. 2014. [Fundamentals of Management](#), Chapter 3.
2. Porter, M. 1996. What is a strategy? HBR, 74(6), 61-78.
3. Kaplan, R. S., and Norton, D. P. 1996. Using the balanced scorecard as strategic management system. HBR, 74(1), 75-85.

**Reflections Exercise 4:** Goal-Setting Behavior. Griffin, R. W. 2014. Chapter 3. Skills Self-Assessment Instrument – Goal Setting Questionnaire.

**October 16, 2014**

**Planning for Responsible and Sustainable Competitiveness**

**Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 6.
2. Porter, M., and Kramer, M. 1999. Philanthropy's new agenda: Creating value. HBR, 77(6), 121-130

**Required Group Readings:**

1. Porter, M., and Kramer, M. 2002. The competitive advantage of corporate philanthropy. HBR, 80(12), 56-68.
2. Porter, M., and Kramer, M. 2006. Strategy and Society: the link between competitive advantage and corporate social responsibility. HBR, 77(6), 121-130.
3. Lubin, D. A. and Esty, D. C. 2010. The sustainability imperative. HBR, 2010 (May), 1-9.
4. Wit, M., Wade, M., and Schouten, E. 2006. [Hardwiring and softwiring corporate responsibility: A vital combination](#). Corporate Governance, 5(4), 491-505.
5. Marshall, S., and Brown, D. 2003. [The Strategy of Sustainability: A Systems Perspective on Environmental Initiatives](#), California Management Review. Fall 2003, Vol. 46 Issue 1, p101-126.

**Case Study 3:** Amanco: Developing the Sustainability Scorecard (by Robert Kaplan and Ricardo Reisen De Pinho), HBS, 9-107-038; Rev January 29, 2008 **(To be bought by students)**

**Sustainability Management Exercise 3: Textbook – Chapter 6 – Exercise B6.**

**October 21, 2014**

**Social Entrepreneurship and Innovations**

**Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 7.
2. Bull, M. 2008. [Challenging tensions: Critical, theoretical, and empirical perspective on social enterprise](#). International Journal of Entrepreneurial Behaviour and Research, 14(5), 268-275.

#### **Required Group Readings:**

1. Haugh, H. 2007. [Community-led social venture creation](#). *Entrepreneurship Theory and Practice*, 31(20), 161-182.
2. Forcadell, F. 2005. [Democracy, cooperation, and business success: The case of Mondragon Corporation Cooperativa](#). *Journal of Business Ethics*, 56(3), 255-274.
3. Kerlin, J. 2006. [Social enterprise in the United States and Europe: understanding and learning from the differences](#). *Voluntas*, 17(3), 246-262.
4. Ridley-Duff, R. 2008. [Social enterprise as a socially rational business](#). *International Journal of Entrepreneurial Behaviour and Research*, 14(5), 292-312.
5. Turnbull, S. 1994. [Stakeholder democracy: Redesigning the governance of firms and bureaucracies](#). *Journal of Socio-Economics*, 23(3), 321-360.

**Case Study 4:** IBakery: How a Hong Kong NGO Ventures into Social Enterprise (By Sammy Fung), Asia Case Research Centre, HKU996, 2012; Available from Harvard Business Publishing **(To be bought by students)**

#### **Sustainability Management Exercise 4: Textbook – Chapter 7 – Exercise C8.**

**Reflections Exercise 5:** Reflections on Module 3

#### **Module 4: Organizing and Sustainability**

**October 23, 2014**

#### **Organizational Structures and Change: Basic Concepts**

#### **Required Individual Readings:**

1. Griffin, R. W. 2014. [Fundamentals of Management](#), Chapters 6 and 7

**Reflections Exercise 6:** Delegation Aptitude and Learning Styles Griffin, R. W. 2014. Chapter 6. Skills Self-Assessment Instrument – Delegation Aptitude Survey and Chapter 7. Skills Self-Assessment Instrument – Innovation and Learning Styles.

**October 28, 2014**

#### **Operations and Sustainability Management**

#### **Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 9.

#### **Required Group Readings:**

1. Edgeman, R. L. and Eskildsen, J. 2012. [Viral innovation: Integration via sustainability and enterprise excellence](#). *Journal of Innovation and Business Best Practice*, Vol. 2012 (2012), Article ID 361451, 13 pages.
2. Avlonas, N. and Swannick, J. 2009. Developing business excellence while delivering responsible competitiveness. In J. Eskildsen and J. Jonker (eds.), [Management Models for the Future](#) (pp. 171-184). Springer: Berlin.



3. Mertins, K. and Orth, R. 2012. [Intellectual capital and the triple bottom line: Overview, concepts, and requirements for an integrated sustainability management system](#) (pp. 516-526). Proceedings of the European Conference on Intellectual Capital. Helsinki:ECIC.
4. Schroeder, R., Linderman, K., Liedtke, C., and Choo, A. 2008. [Six Sigma: Definition and underlying theory](#). Journal of Operations Management, 26(4), 536-554.
5. Edgeman, R. L., and Dugan, J. P. 2008. [Six Sigma from products to pollution to people](#). Total Quality Management, Vol. 19, Nos. 1–2, January–February 2008, 1–9.

**Case Study 5:** IKEA and The Natural Step (Darden Business Publishing, University of Virginia), UV1992, available from Harvard Business Publishing (**To be bought by students**)

**Sustainability Management Exercise 5:** Textbook – Chapter 9 – Exercise B5 and B6.

**October 30, 2014**

**Supply Chain and Sustainability Management**

**Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 10.
2. Surana, A., Kumara, S., Greaves, M., and Raghavan, U. N. 2005. [Supply-chain networks: A complex adaptive system perspective](#). International Journal of Production Research, 43(20), 4235-4265.

**Required Group Readings:**

1. Carter, C. R. and Rogers, D. S. 2008. [A framework of sustainable supply chain management: moving toward new theory](#). International Journal of Physical Distribution & Logistics Management, Vol. 38 No. 5, 2008, pp. 360-387
2. Lee, H. L. 2010. Don't tweak your supply chain – rethink it end to end. HBR
3. Braungart, M., McDonough, W., and Bollinger, A. 2007. [Cradle-to-cradle design: Creating healthy emissions – A strategy for eco-effective product and system design](#). Journal of Cleaner Production, 15(3), 1337-1348.
4. Jenkins, H. 2006. [Small business champions for corporate social responsibility](#). Journal of Business Ethics, 67(3), 241-256.
5. Perez-Aleman, P. and Sandiland, M. 2008. [Building value at the top and the bottom of the global supply chain: MNC-NGO partnerships](#), California Management Review, 51(1), 24-49.

**Case Study 6:** Tetra Pak: Sustainable Initiatives in China (Fu Jia, Zhaohui Wu, Jonathan Gosling) University of Exeter, Business School, 613-005-8, Available from European Case Clearing House (**To be bought by students**)

**Sustainability Management Exercise 6:** Textbook – Chapter 10 – C9.

**November 4, 2014**

**Strongly Sustainable Business Model**

**Guest Lecture by Antony Upwards**

**The case study of a Benefit Corporate "The Better Cheese Company"**

**Required Individual Readings:**

Class Plan - The Case of the Better Cheese Company v1.1 - this includes videos to watch and other reading to do prior to the class, including: (a) a folder containing a blank canvas and guide to the 20 questions it asks ("Blank SSBMCanvas and Guide"); and (b) a folder of materials students will need to review in order to enable them to prepare for class ("Source Documents - For Students")

Note: All this material is available on the course website

## **Reflections Exercise 7: Reflections on Module 4**

### **Module 5: Leading and Sustainability**

**November 6, 2014**

#### **Managing Employees Motivation and Leadership: Basic Concepts**

##### **Required Individual Readings:**

1. Griffin, R. W. 2014. [Fundamentals of Management](#), Chapters 10 and 11

**Reflections Exercise 8:** Leadership Griffin, R. W. 2014. Chapter 11 Skills Self-Assessment Instrument – Manager Leader Behavior Questionnaire

**November 11, 2014**

#### **Human Resources and Sustainability Management**

##### **Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 11.

##### **Required Group Readings:**

1. Garavan, T.N., and McGuire, D. 2010. [Human resource development and society: Human resource development's role in embedding corporate social responsibility, ethics, and sustainability in organizations](#). *Advances in Developing Human Resources*, 12(10), 487-507.
2. Ali, I., Rehman, K., U., Ali, S. I., Yousaf, J., and Zia, M. 2010. Corporate social responsibility influences employee commitment and organizational performance. [African Journal of Business Management](#), 4(12), 2796-2801.
3. Hae-Ryong, K., Moonkyu, L., Hyoungh-Tark, L., and Na-Min, K. 2010. [Corporate Social Responsibility and Employee-Company Identification](#). *Journal of Business Ethics* (2010) 95:557–569.
4. Gond, J. P., Igalens, J., Swaen, V., and El Akremi, A. 2011. [The human resource contribution to responsible leadership: An exploration of the CSR-HR interface](#). *Journal of Business Ethics*, 98(1), 115-132.
5. Bhattacharya, C. B., Sen, S., and Korschum, D. 2012. [Using corporate social responsibility to win the war for talent](#). *MIT Sloan Management Review*, 49(2), 36-45.

**Case Study 7:** Namaste Solar (Anne T Lawrence and Anthony I Mathews) Richard Ivey School of Business, 2010, 910M49 **(To be bought by students)**

## **Sustainability Management Exercise 7: Textbook – Chapter 11 – C8.**

**November 13, 2014**

#### **International Businesses and Sustainability Management**

##### **Required Individual Readings:**

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 13.

##### **Required Group Readings:**

1. Carroll, A. B. 2004. [Managing ethically with global stakeholders: A present and future challenge](#). Academy of Management Executives, 18(2), 114-120.
2. Arthaud-Day, M. L. 2005. [Transnational corporate social responsibility: A tri-dimensional approach to international CSR research](#). Business Ethics Quarterly, 15(1), 1-22.
3. Husted, B. W. and Allen, D. B. 2006. [Corporate social responsibility in the multinational enterprise: Strategic and institutional approaches](#). Journal of International Business Studies, 37, 838-849.
4. Fontenelle, I. A. 2010. [Global responsibility through consumption? Resistance and assimilation in the anti-brand movement](#). Critical Perspectives on International Business, 6(4), 256-272.
5. D'Amato, A. et al. 2010. [Leadership practices for corporate global responsibility](#). Journal of Global responsibility, 1(2), 225-249.

**Case Study 8:** FIJI Water and Corporate Social Responsibility - Green Makeover or “Greenwashing”? (James McMaster and Jan Nowak) Richard Ivey School of Business, 2009, 909A08 **(To be bought by students)**

**Sustainability Management Exercise 8:** Textbook – Chapter 13 – D11 (No e-mail to the company at this point)

**November 18, 2014**

**Leadership and Sustainability Management**

**Guest Lecture – Leading for Sustainability by Bob Willard, Author and Speaker, Sustainability Advantage**

**Reflections Exercise 9: Reflections on Module 5**

**Module 6: Controlling and Sustainability**

**November 20, 2014**

**Management Control: Basics Concepts and Controls for Sustainability Management**

**Required Individual Readings:**

1. Griffin, R. W. 2014. [Fundamentals of Management](#), Chapter 14
2. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 14.
3. Epstein, M. J., and Buhovac, A. R. 2014. [Making Sustainability Work](#) (Second Edition). Chapter 7 and 9.

**Required Group Readings:**

1. Figge, F., Hahn, T., Schaltegger, S., and Wagner, M. 2002. [The Sustainability Balanced Scorecard – Linking Sustainability Management to Business Strategy](#). Business Strategy and the Environment, 11, 269-284.
2. Holland L. 2003. [Can the principle of the ecological footprint be applied to measure the environmental sustainability of business?](#) Corporate Social Responsibility and Environmental Management 10(4): 224–232.
3. Lamberton, G. 2005. [Sustainability accounting – A brief history and conceptual framework](#). Accounting Forum, 29(1), 7-26.
4. McElroy, M. W., Jorna, Rene, J., and van Engelen, J. 2008. [Sustainability Quotients and the Social Footprint](#), Corporate Social Responsibility and Environmental Management, 15, 223–234.
5. Elkington, J. 2012. Boosting our Future Quotient. The Dovenschmidt Quarterly Issue 1, 2012, 34-44.

**Case Study 9:** Walmart’s Sustainable Product Index (Robert Crawford and N Craig Smith), INSEAD, INS159, 2011. Available from Harvard Business Publishing **(To be bought by students)**

## Sustainability Management Exercise 9: Textbook – Chapter 14 – B5

**November 25, 2014**

**Future Fit Business Benchmark**

**Guest Lecture by Bob Willard, Author and Speaker, Sustainability Advantage**

## Reflections Exercise 9: Reflections on Module 6

**November 27, 2014**

**Presentation by Students – Sustainability Management Project**

**December 2, 2014**

**Submission of Sustainability Management Exercises and Reflections – Workbook**

## **Notes about Readings:**

**Readings from Harvard Business Review (HBR):** The links to HBR readings cannot be included on the blackboard according to the copyright. However, all volumes of the HBR are available in full-text through our library catalogue, which students can access directly.

**Case Studies:** Every student is expected to buy all case studies listed in the schedule for his/her use.

## **Details of the Books in UTM Library**

Earth, Inc. : using nature's rules to build sustainable profits	Unruh, Gregory.	31761089035133	TS170.5 .U55 2010	UTM_STL	STL3DAY
Embedded sustainability : the next big competitive advantage	Laszlo, Christopher.	31761089033534	HD30.255 .L396 2011	UTM_STL	STL3DAY
Flash boys : a Wall Street revolt	Lewis, Michael (Michael M.).	31761096040928	HG4628.5 .L49 2014	UTM_STL	STL3DAY
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