



UNIVERSITY OF
TORONTO
MISSISSAUGA

Master of Science in Sustainability Management

**COURSE SSM1010Y – Principles of Sustainability Management
Fall 2019**

Instructor:

Prof. Shashi Kant

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Office Hours: Thursday 2.00PM to 3.00PM or by Appointment

Teaching Assistant:

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Office Hours: Discuss in the Class

Course Objectives:

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 systems and integrative thinking.

The specific objectives of the course are:

- (i) to transform student's thinking process from reductionist to systems and integrative approach;
- (ii) to develop appreciation for divergent views of sustainability and different approaches to sustainability management and seek complementarity among diversity of views and approaches;
- (iii) to develop managerial skills to integrate sustainability in different management functions;
- (iv) to develop critical analysis skills and their applications to sustainability management; and
- (v) to familiarize students with sustainability management initiatives and frameworks used by different organizations.

Course Books:

Text Book:

Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p.

Recommended Book:

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

Books for Review:

1. Lewis, M. 2014. [Flash Boys: A Wall Street Revolt](#). W. W. Norton and Company.
2. Tip, Bruce Poo. 2013. [Looptail: How One Company Changed the World](#) by Reinventing Business. Toronto: HarperCollins Publisher Ltd.
3. McDonough, W., and Braungart, M. 2013. [The Upcycle Beyond Sustainability – Designing for Abundance](#). North Point Press.
4. Ehrenfeld, J. R. and Hoffman, A. J. 2013. [Flourishing: Frank Conversation about Sustainability](#). Stanford Business Books.
5. Anderson, Ray C., and White Robin. 2011. [Business Lessons from a Radical Industrialist](#). St. Martin's Griffin.
6. 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, class-room discussions, case discussions, group discussions and presentations, and guest lectures by experts. In many classes, a case will be presented and discussed. Students are required to read the required 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, case analysis exercises, and two integrated case competitions. 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, 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 Evaluation and their Weights

Component	Evaluation	Weight (%)
1. Book Review Assignment	Group and Individual	5 +12.5
2. Written case Analysis	Group	15
3. Leading a Case Discussion	Individual and Group	5 + 7.5
4. Group as the Board of Directors	Individual and Group	5 + 5
5. Class Participation	Individual	10
6. Professionalism	Individual	5
7. Integrated Case Competition I	Group	15
8. Integrated Case Competition II	Group	15
Total		100

Details of the components of Evaluation

1. Book Review Assignment: The main objectives of this assignment are: (i) to make students learn some lessons either from real examples of sustainability management and leadership or important writing on the subjects of sustainability and integrative thinking; (ii) to develop written communication skills to communicate the key lessons from a book through a short but effective book review; (iii) to develop verbal communication skills to convince other people with your understanding/ideas/lessons related to sustainability management learned from book review exercise.

This component, accordingly, has three sub-components: (i) individual written assignment; (ii) group written assignment; and (iii) individual presentation. Every group, all members together, will be responsible for reviews of all five (or six books in the case of groups with 6 members) 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 (*not more than 500 words*) and five key messages and their importance to sustainability managers (*not more than 500 words*). ***Any word above the word limit will be totally ignored for grading.***

Group Written Assignment (5%): The group will write an integrated report of five/six book reviews (not summaries of five/six 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. ***Any word above the word limit will be totally ignored for grading.***

Submission of Book Review Assignment (Oct 15, 2019): One Word File by a Group (that will include reviews by every member and group's review of all books)

Individual Presentation (7.5%) – Just Three Minutes (October 8, 2019): Each student will make a 3 minute presentation on issue(s)/message(s)/lesson(s), from the book reviewed, that you are convinced with and you believe that these issue(s)/message(s)/lesson(s) can have a great impact on sustainability management in any organization. The focus of presentation will be to convince other people about the applicability and impacts of these issue(s)/message(s)/lesson(s) and not to state the definitions and facts from the book. You are most welcome to bring relevant examples from your experience and knowledge other than book reviewed,

The presentation will be strictly 3 minutes (180 seconds) and there will be no time for questions/answers. Every extra second used will contribute to negative marks.

Your presentation will be evaluated for your presentation skills, understanding of the subject of presentation, your articulation, and convincing skills. Some guests will be invited to evaluate your presentations.

2. Written Case Analysis (15% - group marks): Every group will submit written analyses of one case. The case allocation for written analysis as well as for leading a discussion is given in the schedule. The evaluation matrix for case analysis will be provided separately.

3. Leading a Case Discussion (7.5% group marks and 5 % individual marks): Every group will lead a discussion of one case. The evaluation matrix will be provided separately.

4. Group as the Board of Directors (10%)

For each case, one group will act as the ‘Board of Directors’ of the organization of that case. The case allocation to different groups is given in the schedule. The role of BOD and evaluation matrix will be provided separately.

5. Class Participation (10% - individual): 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, and your participation in class-time exercises.

6. Professionalism (5% - individual): MScSM being a professional program, you are expected to follow professional norms which include be in time, finish your work on time, contribute to group work, presence in the class when others are presenting, use of computer only for academic purpose, no whispering in the class, and many other norms. Please refer to the MScSM Handbook for other details of professionalism.

7. Integrated Case Competition I (Group – 15%): This case competition will be part of all four courses in the fall term. The main objective is to develop skills in the application of concepts/theories/tools learned in different courses to a case situation. Details of the competition including evaluation matrix will be discussed in the class.

8. Integrated Case Competition II (Group – 15%): This case competition will be part of all courses in the winter term. The main objective is to develop skills in the application of concepts/theories/tools learned in different courses to a case situation. Details of the competition including evaluation matrix will be discussed in the class.

Academic Misconduct:

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:

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:

Important Points about Readings:

Required Readings: Every student should read these readings before coming to the respective class.

Recommended/Group: Everyone is welcome to read these readings. However, the minimum requirement is that at least one person from every group will read every recommended reading, and the group will discuss these readings before coming to the class. In this way, every student should have a good idea about the content of each reading. The group members should allocate all recommended/groups readings to its members well in advance, and every member should be clear about his/her responsibilities related to group readings.

Readings for classes in which a group will lead a case discussion: All members of the group, that will lead discussion, should read all required and recommended reading for that class.

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

Systems and Critical Thinking: Systems and critical thinking will be the focus of the course, and every student is expected to become a systems and critical thinker at the end of the course.

September 10, 2019: 10AM to 1.00PM

Introduction - Discussion about the Course, Sustainability and Business

Required Readings:

1. Kuhlman, T. and Farrington, J. 2010. What is sustainability? Sustainability, 2, 3436-3448. **(Posted on the Course website)**
2. Handy, C. 2002. What's a business for? HBR, 80(12), 49-54. **(Posted on the Course website)**
3. SDGs and 169 targets **(Posted on the Course Website)**

September 12, 2019: 10.00 AM to 1.00PM

Systems Theory and Sustainability

Required Readings:

1. Capra, Fritjof. 1996. The Web of Life. Chapter 3 - Systems Theories, pp.36-50. New York: Anchor Books **(Posted on the Course website)**
2. Gallopín, Gilberto. 2003. [Systems approach to sustainability and sustainable development. United Nations Publication](#). ISBN: 92-1-121398-3

September 17, 2019: 10AM to 1.00PM

Integrative thinking

Required 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. **(Posted on the Course website)**

Recommended/Group Readings:

1. 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).**
2. 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).**

September 19, 2019: 10AM to 1.00PM

Sustainability Frameworks

Required Readings:

1. Marshall, J.D. and Toffel, M. W. 2005. Framing the Elusive Concept of Sustainability: A Sustainability Hierarchy. Environmental Science and Technology, 39(3): 673-682.
2. [The Natural Steps. 2012. Canada Sustainability Premier Step By Natural Step](#)

September 26, 2019: 10AM to 1.00PM

Introduction to Management and Its History

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapter 1 & 2.

September 28, 2019: 10AM to 1.00PM

Financial, social, and ecological wellbeing and Management

Required Readings:

2. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapter 3, 4 & 5.

October 1, 2019: 10AM to 1.00PM

Decision Making Process and Case Study Analysis

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapter 7.
2. An approach to Case Analysis: What is a Case Study? A Note
<http://plato.acadiau.ca/courses/Busi/IntroBus/CASEMETHOD.html>
3. 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>

Case Study 0: Sustainability at Millipore (by Michael W Toffel and Katharine Lee) HBS – 9-610-012; Rev. January 2014. **(We will provide it to students)**

October 3, 2019: 10AM to 1.00PM

Aboriginal Culture and Sustainability

Guest Speaker

Cat (Mark) Criger
Indigenous Aboriginal Elder in Residence
Indigenous Centre.
University of Toronto Mississauga

Recommended Readings:

1. Packalen, S. 2010. [Culture and Sustainability](#). Corporate Social Responsibility and Environmental Management, 17, 118-121.
2. Soini, Katriina and Dessein, Joost. 2016. [Culture-Sustainability Relation: Towards a Conceptual Framework](#). Sustainability, 2016, 8, 167.

October 8, 2019: 10.00 AM to 1.00PM

Book Review Presentations

October 10, 2019: 10.00AM to 1.00PM

Strategy and Its Implementation

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapter 8 and 9.
2. Michael E. Porter; "What is Strategy," *Harvard Business Review*, November-December 1996. **(Posted on the Course website)**

October 15, 2019: 10.00 AM to 1.00PM

STTPA Conference – Preparation and Registration

October 17, 2019: 10.00AM to 1.00 PM

STTPA Conference

October 22, 2019: 10.00 AM to 1.00PM

Sustainability Management: Managing for Stakeholder Values

Required Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 4.
2. Freeman, R. E. (1984/2010). [Strategic Management: A stakeholder approach](#). Cambridge University Press. Chapter 3: Stakeholder Management: Framework and Philosophy, pp.52-82. **(Posted on the Course website)**

Recommended/Group Readings:

1. Mitchell, R. K., Agle, B. R., and Wood, D. J. 1997. [Toward a theory of stakeholder identification and salience: Defining the Principle of Who and What Really Counts](#). *The Academy of Management Review*, 22(4), 853-886.

Case Study 1: Sifton Properties: From Solar to Sewage (By Derek Butcher, Francine Schlosser, and Nicole Anderson), Ivey Publishing, W17322, Version 2017-06-02 **(To be bought by students)**

Group that will submit written analysis and will lead Case Discussion: Group 1

Groups that will act as the Board of Directors of the company: Group 7

October 24, 2019: 10AM to 1.00PM

Blue Ocean Strategy and Sustainability

Required Readings:

1. Kim, W. Chan and Renée Mauborgne (2005), [Blue Ocean Strategy: From Theory to Practice](#), *California Management Review*, Spring, 47(3), 105-121

Recommended/Group Readings:

1. Porter ME, van der Linde C. (1995). [Green and competitive: ending the stalemate](#). *Harvard Business Review*, 73 (5): 120 – 13

Case Study 2: Wetlandpools: Wetlands and Blue Oceans (by Gavin Price), Ivey Publishing, W16635, Version 2016-10-05. **(To be bought by students)**

Group that will submit written analysis and will lead Case Discussion: Group 2

Groups that will act as the Board of Directors of the company: Group 6

October 29, 2019: 10.00 AM to 1.00PM

Embedded Sustainability

Required Readings:

1. *Laszlo, Chris and Zhexembayeva, Nadya. 2011. Embedded Sustainability: A strategy for market leaders. European Financial Review, April-May, 2011, 38-41.*

Case Study 3: Ecovative Design LLC: Biological Material Startup (by Chris Laszlo, Abdel Latif Ladki, and Abraham Weiner) Ivey Publishing. W13545, Version 2013-12-20 **(To be bought by students)**

Group that will submit written analysis and will lead Case Discussion: Group 3

Groups that will act as the Board of Directors of the company: Group 5

October 31, 2019: 10.00AM to 1.00PM

Balanced Score Card for Sustainability

Required Readings:

1. Kaplan, R. S., and Norton, D. P. 1996. Using the balanced scorecard as strategic management system. HBR, 74(1), 75-85. **(Posted on the Course website)**
2. Kaplan, R. S., and Norton, D. P. 2000. Having trouble with your strategy? Then map it. HBR, Sept-Oct 2000. **(Posted on the Course website)**

Case Study 4: 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)**

Group that will submit written analysis and will lead Case Discussion: Group 4

Groups that will act as the Board of Directors of the company: Group 1

November 5, 2019: 10AM to 1.00PM

Organizing and Human Resource Management

Required Readings:

3. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapter 10 and 12.

November 7, 2019: 10.00 AM to 1.00PM

Sustainable Supply Chain Management

Required Readings:

1. Anderson, D., Britt, F., and Favre, D. 1997. The [Seven Principles of Supply Chain Management](#). Supply Chain Management Review, 1(1), 31-36.
2. Lee, Hau L. 2010. Don't Tweak Your Supply Chain – Rethink It End to End, HBR, October 2010.

Recommended/Group Readings:

1. Liu, S., Kasturiratne, D., and Moizer, J. 2012. [A hub-and-spoke model for multi-dimensional integration of green marketing and sustainable supply chain management](#). *Industrial Marketing Management*, 41, 581-588.

Case Study 5: Unilever's Lifebuoy in India: Implementing the Sustainability Plan, HBS 9-914-417; Rev: March 8, 2017 **(To be bought by students)**

Group that will submit written analysis and will lead Case Discussion: Group 5

Groups that will act as the Board of Directors of the company: Group 2

November 12, 2019: 10.00 AM to 1.00PM

Diversity in HR and Sustainability Management

Required Readings:

1. Friedman, H. H., Friedman, L. W., Leverton, C. 2016. Increase Diversity to Boost Creativity and Enhance problem solving. Psychosociological Issues in Human Resource Management, 2016(2):7-33.
2. Katherine W Philips. 2014. How Diversity Makes Us Smarter: Being around people who are different from us makes us more creative more diligent and hard working. Scientific American, October 2014.

Case Study 6: How Do We Get There: EDF Manages a New Diversity Plan (by Andrew Hoffman), W05C03, April 25, 2017, Available from Harvard Business Publishing, **(To be bought by students)**

Group that will submit written analysis and will lead Case Discussion: Group 6

Groups that will act as the Board of Directors of the company: Group 3

November 14, 2019: 10AM to 1.00PM

Social Entrepreneurship and Innovations

Required Readings:

1. Seelos, C., and Mair, J. 2005. Social Entrepreneurship: Creating new business models to serve the poor. Business Horizon, 48:241-246.
2. Dudnik, Nina. 2010. Social Entrepreneurs: tricky Issue of Sustainability and Scale. HBR, October 2010.
3. The Ansoff Matrix: Understanding the Risks of Different Options
https://www.mindtools.com/pages/article/newTMC_90.htm

Case Study 7: Sisters in Solidarity: Breaking the Bondage of Marginalized Women in India by Saumya Sindhvani and Lakshmi Appasamy), SMU 167, Singapore Management University, Available from HBP **(To be bought by students)**

Group that will submit written analysis and will lead Case Discussion: Group 7

Groups that will act as the Board of Directors of the company: Group 4

November 19, 2019: 10AM to 1.00PM

Extended Producer's Responsibility

Guest Speaker

Frances Edmonds
Director, Environmental Programs, HP Canada

November 21, 2019: 10.00AM to 1.00PM

Social Life Cycle Analysis

Required Readings:

1. [UNEP. 2009. Guidelines for Social Life Cycle Assessment of Products. ISBN: 978-92-807-3021-0. http://www.unep.org/pdf/DTIE_PDFS/DTIx1164xPA-guidelines_sLCA.pdf](http://www.unep.org/pdf/DTIE_PDFS/DTIx1164xPA-guidelines_sLCA.pdf)

Recommended/Group Readings:

1. Finkbeiner, M., Schau, E. M., Lehmann, A., and Traverso, M. 2010. [Towards Life Cycle Sustainability Assessment](#). Sustainability, 2, 3309-3322.

Group Exercise: Each group will prepare a brief review report (not more than 1000 words) of a sustainability/eco index for supply chain/product and will make a presentation in the class. Some examples are The Higg Index (for Brand and Facility) by Sustainable Apparel Coalition, the Walmart Sustainability Index, The Sustainability Consortium (TSC) Index, and CISP (Chartered Institute of Procurement and Supply) Sustainability Index

November 26, 2019, 10.00 AM to 1.00PM

No Class

November 28, 2019, 9.00 AM to 4.00PM

**Briefing of Integrative Case Competition
Case Study Analysis Presentation**

Guest Speaker:

Malaz Sebai, MBA

Project Manager, Waste Management
Partners in Project Green

December 3, 2019, 10.00AM to 1.00PM

No Class

December 5, 2019, 10.00AM to 1.00PM

Integrative Case Competition I

January 23, 2020, 2.00PM to 5.00PM

Values and Valuation

Required Readings:

1. Kant, S., and A. Kant. 2009. The Socio-economic Value of Non-timber Non-Carbon Ecological Goods and Services from Afforested Private Lands in Southern Ontario. Report to the OMNR, 2009. **((Posted on the Course website))**

February 13, 2020, 2.00PM to 5.00PM

Circular Economy

Required Readings

1. Stahel, Walter R. 2016. Circular Economy. Nature, 531:435–438, (24 March 2016).

2. Tse, T., Esposito, M., and Soufani, K. 2016. Sustainability: How Businesses Can Support Circular Economy. Harvard Business Review, Feb 01, 2016.

Case 8: Dow and the Circular Economy: Trash to Treasure (by S. Rao, C Mills, I Davis, and N Machinski) W04C78, March 23, 2016, WDI Publishing.

March 5, 2020, 2.00PM to 5.00PM

Business Case of Sustainability

Required Readings

1. Schaltegger, S., Lüdeke-Freund, F. and Hansen, E. G. 2012. Business cases for sustainability: the role of business model innovation for corporate sustainability. Int. J. Innovation and Sustainable Development, Vol. 6, No. 2, 2012, 95-119.
2. Weber, Manuela. 2008. The business case for corporate social responsibility: A company-level measurement approach for CSR. European Management Journal (2008) 26, 247– 261

March 19, 2020, 2.00PM to 5.00PM

Integrated Case Competition II -

Summary of Schedule

Date	Guest Speakers	Assignments/Presentations
Sept 10, 2019		
Sept 12, 2019		
Sept 17, 2019		
Sept 19, 2019		
Sept 24, 2019		
Sept 26, 2019		
Oct 1, 2019		
Oct 3, 2019	Cat (Mark) Criger	
Oct 8, 2019		Book Review Presentation – All Students
Oct 10, 2019		
Oct 15, 2019	STTPA Conference	Written Book Review Submission – All students
Oct 17, 2019	STTPA Conference	
Oct 22, 2019		Case Analysis 1 – Lead – Group 1; BOD – Group 7
Oct 24, 2019		Case Analysis 2 – Lead – Group 2; BOD – Group 6
Oct 29, 2019		Case Analysis 3 – Lead – Group 3; BOD – Group 5
Oct 31, 2019		Case Analysis 4 – Lead – Group 4; BOD – Group 1
Nov 5, 2019		
Nov 7, 2019		Case Analysis 5 – Lead – Group 5; BOD – Group 2
Nov 12, 2019		Case Analysis 6 – Lead – Group 6; BOD – Group 3
Nov 14, 2019		Case Analysis 7 – Lead – Group 7; BOD – Group 4
Nov 19, 2019	Frances Edmonds	
Nov 21, 2019		Social Life Cycle Analysis – All students
Nov 26, 2019	No Class	
Nov 28, 2019	Malaz Sebai	Briefing of Integrative Case Competition I – <u>All Students</u>
Dec 3, 2019	No Class	
Dec 5, 2019		Integrative Case Competition I – <u>All Students</u>
Jan 23, 2020		
Feb 13, 2020		
Mar 5, 2020		
Mar 19, 2020		Integrative Case Competition II – <u>All Students</u>