

**Master of Science in Sustainability Management Program**  
**SSM 1080H – Strategies for Sustainability Management**  
**Lecture Course – Fall 2015**

Department of Management  
Room , Kaneff Centre  
Tel:  
Email:  
Office Hours: Tuesdays, 2:00 pm to 3:30 pm

**Course Objectives/overview:**

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Effective management requires setting strategic goals for an organization and crafting strategies to achieve these goals. Successful managers rely on a number of frameworks, tools and concepts to take the fundamental strategic decisions that affect their business. Above all, great managers have a well-developed capability for strategic thinking.

*Strategies for Sustainability Management* will help you learn the challenges involved with crafting a business strategy and develop strategic thinking. The course will distil and apply the latest strategic tools drawn from research in the disciplines that surround and support strategic management.

Designed to broaden your perspective on how to be a successful manager, *Strategies for Sustainability Management* examines a variety of crucial strategic decisions for small and large firms with an emphasis toward socially and environmentally responsible, and sustainable business.

**Structure of the course:**

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**CLASS 1: INTRODUCTION TO THE COURSE – MISSION STATEMENTS**

**Sept 16**

**Readings:** Ireland, R. Duane, and Michael A. Hirc. "Mission statements: Importance, challenge, and recommendations for development." *Business Horizons* 35.3 (1992): 34-42.

**CLASS 2: INDUSTRY ANALYSIS**

**Sept 23**

**Readings:** Porter, Michael E. "The five competitive forces that shape strategy." *Harvard business review* 86.1 (2008): 25-40.

**Case 1:** A new Mission Statement for MBC Corporation (HBS product # KEL710-PDF-ENG)

## **CLASS 3: CREATING COMPETITIVE ADVANTAGE**

**Sept 30**

**Readings:** Ghemawat, Pankaj, and Jan W. Rivkin. "Creating Competitive Advantage." (HBS product # 798062-PDF-ENG)

**Case 2:** Crown Cork and Seal in 1989 (HBS product #793035-PDF-ENG)

## **CLASS 4: THE RESOURCE BASED VIEW OF COMPETITIVE ADVANTAGE**

**Oct 7**

**Readings:** Barney, Jay. "Firm resources and sustained competitive advantage." *Journal of management* 17.1 (1991): 99-120.

**Case 3:** Wal-Mart Stores: "Everyday Low Prices" in China (HBS product # HKU590-PDF-ENG)

## **CLASS 5: THINKING STRATEGICALLY: GAME THEORY FOR MANAGERS**

**Oct 14**

**Readings:** Lecture Notes

## **CLASS 6: CORPORATE SOCIAL RESPONSIBILITY – THEORY**

**Oct 21**

**Reading:** Porter, Michael E., and Mark R. Kramer. "Strategy and Society, The Link Between Competitive Advantage and Corporate Social Responsibility." *Harvard Business Review* 85.12 (2006).

## **CLASS 7: HORIZONTAL AND VERTICAL INTEGRATION**

**Oct 28**

**Readings:** Stuckey John and David White, 1993, When and When Not to Vertically Integrate, *Sloan Management Review* 34 (3): 71-83

**Case 4:** Henry Schein: Doing Well by Doing Good? (HBS product code: 714450-PDF-ENG)

## **CLASS 8: CORPORATE SOCIAL RESPONSIBILITY – GUEST SPEAKER**

**Nov 4**

**Tim Faveri, Director, Sustainability and Shared Value at Maple Leaf Food Inc.**

## **CLASS 9: MANAGEMENT OF INNOVATION**

**Nov 11**

**Readings:** Lecture Notes

**Case 5:** Nucleon Inc (HBS product code: 692041-PDF-ENG)

## **Class 10: GREEN TECHNOLOGIES AND SUSTAINABILITY AS DRIVER OF INNOVATION**

**Nov 18**

MASTER OF SCIENCE IN SUSTAINABILITY MANAGEMENT PROGRAM

Innovation Complex, Room 2252, 3359 Mississauga Rd, Mississauga, ON L5L 1C6 Canada

Tel: +1 905-569-5803. Email: [mcsms.utm@utoronto.ca](mailto:mscsm.utm@utoronto.ca). Website: [www.utm.utoronto.ca/mcsms](http://www.utm.utoronto.ca/mcsms)

**Readings: 6.** Nidumolu, Ram, Coimbatore K. Prahalad, and M. R. Rangaswami. "Why sustainability is now the key driver of innovation." Harvard business review 87.9 (2009): 56-64.

**Case 6:** Getty Images (HBS product code: 713515-PDF-ENG)

## **CLASS 11: MANAGING SMALL FIRMS**

**Nov 25**

**Case for Class discussion:** Performance Indicator (HBS Product #:702480-PDF-ENG)

## **CLASS 12: MANAGING SUSTAINABILITY**

**Dec 2**

**Case for Class discussion:** Clarke: Transformation for Environmental Sustainability (HBS Product # W12820-PDF-ENG)

### **Assessment and Grading Policies:**

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<b>Description</b>	<b>Weight</b>
Strategic Plan: Team report and presentation (Cases 1-6)	20%
Class Contribution (case discussions in class 11 and 12)	20%
Final Exam	60%

### **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 as outlined in the academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

### **Requirements and Criteria:**

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#### **Strategic Plan: Team report and presentation:**

Groups of 3-5 students will be formed by the second week of the class. The group will develop a 15-30 minutes presentation of a suggested solution to a managerial decision problem. The presentation will be graded on the thoroughness of analysis, clarity of presentation, thoughtfulness of responses to the

critique and to questions posed during Q&A, and their use of the theoretical tools studied in the course. Groups must present on their assigned week.

Groups are responsible for their internal management, but the instructor is always available for consultation if difficulties persist. In cases where it is clear that an individual has made little or no contribution to the group work, the instructor reserves the right to adjust that individual's mark on the group part of the project grade to a mark less than that given to the group as a whole. For example, in the situation in which no contribution has been made, a mark of zero will be given.

### **Class Contribution:**

Class contributions are related to case discussions in week 11 and 12. They are evaluated based on the following: 1) Relevance: Are comments clearly related to the case and/or others' comments? 2) Advancement: Do comments move the class discussion forward? Do they take the discussion farther or deeper than what has already been said? 3) Clarity: Is the reasoning consistent and logical? Are you using the strategy tools and frameworks to organize your comments? To keep track of your contributions, I will make a note of each student's participation after each class. If the case discussion is missed without reasonable explanation, it will be given a mark of zero.

### **Final Examination:**

The final exam will be a closed-book individual exam. I will provide you with information on the structure of the final exam in advance of the final day of class.

### **Course Drop Deadline:**

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Final date to drop full session full or half courses without academic penalty is **Monday, November 2, 2015**. Please note that MScSM Program students must have the written permission of the Program Director to drop a course. Please consult with the MScSM Program Office if you are considering dropping a course.