



**COURSE SSM1010Y – Principles of Sustainability Management
Fall 2018**

Instructors:

Prof. Shashi Kant and Ashish Pujari

Emails: Shashi.kant@utoronto.ca and a.pujari@utoronto.ca

Office Hours: Prof. Shashi Kant - Thursday 2.00PM to 3.00PM or by Appointment

Prof. Ashish Pujari - Thursday 1.00PM to 2.00PM or by Appointment

Teaching Assistant:

Jennifer (Jae) Page

E-mail: j.page@mail.utoronto.ca

Office Hours: Discuss in the Class

Class Room: KN L 1230

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 approach to holistic 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:

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

Recommended Book:

1. [Griffin, R. W. 2014. Fundamentals of Management \(Seventh Edition\). CENGAGE Learning. 490 p.](#)

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. Ehrenfeld, J. R. and Hoffman, A. J. 2013. [Flourishing: Frank Conversation about Sustainability](#). Stanford Business Books.
4. Anderson, Ray C., and White Robin. 2011. [Business Lessons from a Radical Industrialist](#). St. Martin's Griffin.
5. Martin, R. 2009. The [Opposable Mind: Winning Through Integrative Thinking](#). Boston: Harvard Business Press.
6. Klein, Naomi. 2014. This Changes Every Thing: Capitalism versus the Climate. Simon & Schuster, 566 p.

Other Useful Books:

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

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 integrated case competition. 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 Evaluation and their Weights

Component	Evaluation	Weight (%)
1. Book Review Assignment	Group and Individual	5 +15
2. Written case Analysis	Group	15
3. Leading a Case Discussion	Individual and Group	7.5+7.5
4. Group as the Board of Directors	Individual and Group	7.5+7.5
5. Class Participation	Individual	15
6. Professionalism	Individual	5
7. Integrated Case Competition	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/four 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 11, 2018): One Word File by a Group (that will include reviews by every member and group's review of all books)

Individual Presentation (10%) – Just Three Minutes (October 4, 2018): 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 7.5 % 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 (15%)

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.

7. Class Participation (15% - 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, your responses to cold calls, and your participation in class-time exercises.

8. 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.

9. Integrated Case Competition (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.

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 Readings: 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.

Critical Analysis/Thinking: Critical analysis will be the focus of the course.

September 11, 2018: 10AM to 1.00PM (*Note: This class will be held on Sept 10, 2018*)

Introduction - Discussion about the Course and Sustainability (Prof. Shashi Kant and Prof. Ashish Pujari)

Required Readings:

1. Kuhlman, T. and Farrington, J. 2010. [What is sustainability?](#) Sustainability, 2, 3436-3448.
2. Costanza, R. and Daly, H. E. 1992. [Natural Capital and Sustainable Development](#). Conservation Biology, 6(1), 37-46.

Recommended/Group Readings

1. Dresner, S. 2008. [The Principles of Sustainability](#). Second Edition. Earthscan from Routledge. Pp.21-40.

September 13, 2018: 10.00 AM to 1.00PM

Business and Sustainability Management (Prof. Ashish Pujari)

Required Readings:

1. Handy, C. 2002. [What's a business for?](#) HBR, 80(12), 49-54.
2. [Laasch, O. and Conaway, R. N. 2014. Principles of Responsible Management, Chapters 1, 2 and 3.](#)

Introduction to Case Analysis (Prof. Ashish Pujari)

Required Readings:

1. **An approach to Case Analysis: What is a Case Study? A Note**
<http://plato.acadiau.ca/courses/Busi/IntroBus/CASEMETHOD.html>

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>

September 18, 2018: 10AM to 1.00PM
(Prof. Shashi Kant)

Guest Speaker

Prof. Steven Hoffman

Department of Sociology

University of Toronto Mississauga

The Sociology of Risk and Disaster

Required Readings:

1. Tierney, K. 2004. *The Social Roots of Risk: Producing Disasters, Promoting Resilience*. Stanford, CA: Stanford University Press. Ch. 1: Risking More, Losing More, pp. 1-10; and Ch. 3: A Different Perspective: The Social Production of Risk, pp.31-49.
<https://ebookcentral-proquest-com.myaccess.library.utoronto.ca/lib/utoronto/detail.action?docID=1731657&query=social+roots+of+risk+producing>

September 20, 2018: 10AM to 1.00PM
(Prof. Shashi Kant)

Aboriginal Culture and Sustainability

Guest Speaker

Cat (Mark) Criger

Indigenous Aboriginal Elder in Residence

Indigenous Centre.

University of Toronto Mississauga

Recommended Readings

1. Soini, Katriina and Dessein, Joost. 2016. [Culture-Sustainability Relation: Towards a Conceptual Framework](#). Sustainability, 2016, 8, 167.

September 25, 2018: 10.00 AM to 1.00PM
(Prof. Shashi Kant)

The Concept of Resilience in Archeology

Guest Speaker

Prof. Gary Crawford

Department of Anthropology

University of Toronto Mississauga

Required Readings:

1. Crawford, Gary W. 2018 Palaeoethnobotanical Contributions to Human – Environment Interaction. In *Environmental Archaeology – Current Theoretical and Methodological Stance* edited by Arkadius

Marciniak and Piskin. Vicky, pp. 155-180. Springer Publishing Company. (Parts 3 & 4). **(Posted on the course website)**

2. Crawford, Gary W. 2018 Domestication and The Origins of Agriculture in China. In *China: Visions Through the Ages*, edited by Gary Feinman, Deborah Bekken and Lisa Niziolek, pp. 45-63. University of Chicago Press, Chicago. **(Only page 60 to 63) (Posted on the course website)**
3. Crawford, Gary W. and H. Takamiya. 2008 Japanese archipelago-prehistoric hunter-fisher-gatherers. In *Encyclopedia of Archaeology*, edited by D. Pearsal, pp. 637-641. Academic Press, N. Y. **(Posted on the course website)**
4. Smith, Bruce D. 2009 Resource Resilience, Human Niche Construction, and the Long-Term Sustainability of Pre-Columbian Subsistence Economies in the Mississippi River Valley Corridor. *Journal of Ethnobiology* 29(2):167-183. **(Posted on the course website)**

September 27, 2018: 10.00AM to 1.00PM
(Prof. Shashi Kant)

Systems Theory and Integrative Thinking

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. Martin, R. 2007. [How successful leaders think?](#) HBR, June 2007.

Recommended/Group Readings:

1. [The Natural Steps. 2012. Canada Sustainability Premier Step By Natural Step](#)
2. 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.

October 2, 2018: 10.00 AM to 1.00PM
(Prof. Shashi Kant)

What's Physics Got to do with Sustainability?

Guest Speaker

Prof. Claudiu Gradinaru

Professor, Department of Chemical and Physical Sciences
University of Toronto Mississauga

Oct 4, 2018: 10.00AM to 1.00PM
(Prof. Shashi Kant)

Book Review Presentations

October 9, 2018: 10.00AM to 1.00PM
(Prof. Shashi Kant)

Change Management

Guest Speaker

Sameer Masood
Principal Director
Enterprise Change Management

Required Readings

1. Winston, A. 2010. How to drive change the IDEO way. HBR Article, June 11, 2010. **(Posted on the course website)**
2. Bhattacharya, C. B. 2018. How to make sustainability every employee's responsibility. HBR Article, February 23, 2018. **(Posted on the course website)**
3. **Case Study 0:** Windermere Manor: Sustainability and Change (by Chetan Joshi, Hari Bapuji and R. Chandrasekh) by Ivey Publishing, W13520, December 2013. **(Posted on the course website)**

October 11, 2018

9th Canadian Edtech Innovation Summit: Reimagining Sustainable Learning Environment

Venue: Institute for Management & Innovation, UTM

October 16, 2018: 10.00 AM to 1.00PM

October 16, 2018: 10.00 AM to 1.00PM

(Prof. Shashi Kant)

Sustainable Development Goals as a Guiding Tool for Businesses

Guest Speaker:

Ayman Chowdhury
UN Global Compact Network Canada

Required Readings:

1. Sustainable Development Solutions Network. 2015. [Getting Started with the Sustainable Development Goals: A Guide for Stakeholders](#), Chapter 1: Getting to Know the Sustainable Development Goals **(Posted on the Course website)**

Recommended/Group Readings:

1. SDGs and 169 targets **(Posted on the Course Website)**

October 18, 2018: 10.00AM to 1.00 PM

(Prof. Ashish Pujari)

Strategy for Sustainable Organizations

Required Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 6.
2. Michael E. Porter; "[What is Strategy](#)," *Harvard Business Review*, November-December 1996.
3. Farjoun, Moshe. 2002. [Towards an Organic Perspective on Strategy](#). *Strategic Management Journal*, 23, 561-594.
4. [The Chief Strategy Officer](#), *Harvard Business Review*, Oct 2007, pp. 84-93.

Recommended/Group Readings:

1. Sayan Chatterjee. (2005). Core Objectives: Clarity in Designing Strategy, *California Management Review*, 47:2, Winter 2005, pp. 33-49.
2. Werbach, A. 2009. *Strategy for Sustainability: A Business Manifesto*. Harvard Business Press. Chapter 1: A different way to formulate your business strategy: Seven tenets of a strategy for sustainability. **(Posted on the Course website)**

Case Study 1: Amorim: The Future of Natural Cork (by Katherine Gullett, Chris Laszlo, and Tim Krueger), Ivey Publishing, W17053, January 2017. **(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 23, 2018: 10AM to 1.00PM

(Prof. Ashish Pujari)

Strategic Planning for Sustainability Management

Required Readings:

1. William R Blackburn. 2007. Chapter 6: Strategic Planning for Focused Sustainability Improvement in *The Sustainability Handbook- The Complete Management Guide to Achieving Social, Economic and Environmental Responsibility*, Environmental Law Institute, Washington DC. **(Posted on the Course Website)**.
2. 2012, [Bringing Science to the Art of Strategy](#), HBR, Sept. p. 57

Recommended/Group Readings

1. Martin, Roger, 2014, [The Big Lie of Strategic Planning](#), HBR, 92(1/2), p.78-84

October 25, 2018: 10.00 AM to 1.00PM

(Prof. Ashish Pujari)

Sustainability Management: Managing for Stakeholder Values and Corporate Social Responsibility

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.
2. Frooman, J. 1999. Influence Strategies. The Academy of Management Review, 24(2), 191-205.

Case Study 2: ABB's Hydropower Sustainability Dilemma (by Timo Busch, Kathleen McCarthy, and Vincent Dessain), Ivey Publishing, W11540, Nov 11, 2011. **(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 30, 2018: 10.00AM to 1.00PM

(Prof. Ashish Pujari)

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 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)**

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

November 1, 2018: 10AM to 1.00PM

(Prof. Ashish Pujari)

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
2. Hart SL. (1995). [A natural-resource-based view of the firm](#), *Academy of Management Review*, 20 (4): 986 – 1014

Case Study 4: Weborganic: Creating a Blue Ocean for a Social Cause (by Julie Hung-Hsua Yu), Asia Research Centre, University of Hong Kong, HK1001 **(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 6, 2018: 10.00 AM to 1.00PM

Human Resources, Organizational Culture and Sustainability Management
(Prof. Ashish Pujari)

Required Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 11.
2. Roberto, M. A., and Levesque, L. C. 2005. [The Art of Making Change Initiatives Stick](#). MIT Sloan Management Review, 46(4), 52-60.

Recommended/Group Readings:

1. Metcalf, Louise and Benn, Sue. 2013. [Leadership for Sustainability: An Evolution of Leadership Ability](#), *Journal of Business Ethics*, 112: 369-384.
2. Kock, Carl J., Santalo, Juan and Diestre, Luis. 2012. [Corporate Governance and the Environment: What Type of Governance Creates Greener Companies?](#) *Journal of Management Studies*, May, 49(3), pp.492-514.

Case Study 5: Truly Human Leadership at Barry-Wehmiller by Dylan Minor and Ian W Rivkin, HBS – 9-717-420, September 20, 2016 **(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 8, 2018: 10.00 AM to 1.00PM
(Prof. Ashish Pujari)

Organizational Culture and Sustainability

Guest Speaker

Candice Chow, MBA, CFA

November 13, 2018: 10.00 AM to 1.00PM
(Prof. Ashish Pujari)

Organizational Structures and Supply Chain of Sustainable Organizations

Required Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 8 and Chapter 10.
2. Anderson, D., Britt, F., and Favre, D. 1997. The [Seven Principles of Supply Chain Management](#). Supply Chain Management Review, 1(1), 31-36.

Recommended/Group Readings:

1. The Danish Council on Corporate Social Responsibility. June 2010. [Guidelines for Sustainable Supply Chain Management. 21 p.](#)
2. 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.

3. Brindley, C. and Oxborrow, L. 2014. [Aligning the sustainable supply chain to green marketing needs:A case study. Industrial Marketing Management](#), 43, 45-55.

Case Study 6: Sustainable Tea at Unilever (by Rebecca M Henderson and Frederik Nellemann), HBS 9-712-438; Rev: November 21, 2012 **(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 15, 2018: 10AM to 1.00PM

(Prof. Ashish Pujari)

Circular Economy

Guest Speaker

Frances Edmonds

Director, Environmental Programs, HP Canada

November 20, 2018: 10.00AM to 1.00PM

(Prof. Ashish Pujari)

Social Entrepreneurship and Innovations

Required Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 7.

Recommended/Group Readings

1. Forcadell, F. 2005. [Democracy, cooperation, and business success: The case of Mondragon Corporation Cooperativa](#). Journal of Business Ethics, 56(3), 255-274.
2. Ridley-Duff, R. 2008. [Social enterprise as a socially rational business](#). International Journal of Entrepreneurial Behaviour and Research, 14(5), 292-312.
3. Clifford, J., Markey, K., and N. Malpani. 2013. [Measuring Social Impact in Social Enterprise: The state of thought and practice in the UK](#). London. E3M.

Case Study 7: Can Social Enterprise Scale While Remaining Sustainable? The Mondragon cooperatives (IMD 766, 09/10/2014) Available from Harvard Business Publishing **(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 22, 2018, 10.00 AM to 1.00PM

(Prof. Ashish Pujari)

Just Vertical

Guest Speaker

Conner Tidd and Kevin Jakiela
Co-Founder, Just Vertical

Required Readings:

Required Readings will be posted on the course website before the class. Every student will have to read all the documents before coming to the class.

November 27, 2018, 10.00AM to 1.00PM
(Prof. Ashish Pujari)

REFOCUS: Inspiring Sustainable Organizations
Guest Speaker

Randy Sa'd
Founder & Executive Director
REFOCUS/Harbourfront Centre

November 29, 2018, 10.00AM to 1.00PM

Case Study Analysis

Briefing of Integrative Case Competition

December 3, 2018, 10.00AM to 3.00PM

Integrative Case Competition

Summary of Schedule

Date	Guest Speakers	Assignments/Presentations
Sept 11, 2018		
Sept 13, 2018		
Sept 18, 2018	Prof. Steven Hoffman	
Sept 20, 2018	Cat (Mark) Criger	
Sept 25, 2018	Prof. Gary Crawford	
Sept 27, 2018		
Oct 2, 2018	Prof. Claudiu Gradinaru	
Oct 4, 2018		Book Review Presentations
Oct 9, 2018	Sameer Masood	
Oct 11, 2018	Edtech Innovation Summit at UTM	
Oct 16, 2018	Ayman Chowdhury	
Oct 18, 2018		Case Study 1: Lead- Group 1; BOD- Group 7
Oct 23, 2018		
Oct 25, 2018		Case Study 2: Lead- Group 2; BOD- Group 6
Oct 30, 2018		Case Study 3: Lead- Group 3; BOD- Group 5
Nov 1, 2018		Case Study 4: Lead- Group 4; BOD- Group 1
Nov 6, 2018		Case Study 5: Lead- Group 5; BOD- Group 2
Nov 8, 2018	Candice Chow	
Nov 13, 201		Case Study 6: Lead- Group 6; BOD- Group 3
Nov 15, 2018	Frances Edmunds	
Nov 20, 2018		Case Study 7: Lead- Group 7; BOD- Group 4
Nov 22, 2018	Conner Tidd and Kevin Jakiela	
Nov 27, 2018	Randy Sa'd	
Nov 29, 2018		Briefing of Integrative Case Competition – <u>All Students</u>
Dec 3, 2018		Integrative Case Competition – <u>All Students</u>