



UNIVERSITY OF
TORONTO
MISSISSAUGA

Master of Science in Sustainability Management

**COURSE SSM2040H – Applied Sustainability Management
2018-19**

Instructor/Coordinator:

Prof. Shashi Kant

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Class Time: Monday 5.30PM to 8.30PM

Class Room: MScSM Class Room, KN L1230

Course Description:

The course is designed to provide knowledge and applications of applied aspects/tools related to sustainability management. The course covers applied aspects focused on sustainability reporting; strategy, communication, and public engagement; and project management. Accordingly, the course is divided in three modules. In each module, the emphasis will be on application of applied aspects/tools to sustainability management.

Instructional Approach:

This course is taught through the lectures, classroom 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.

Course Classification:

Management course

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 written assignments/projects 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:

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

Grading:

Learning in this course results primarily from in-class discussions and presentations as well as completion of a project. Final grade will be calculated as follows:

Components of Evaluation and their Weights

Component	Dates	Weight (%)
1. Module I – Evaluation	Sept 10, 17, 24, & Oct 1 2018	33.3
2. Module II – Evaluation	Oct 15, 22, 29 & Nov 5 2018	33.3
3. Module III - Evaluation	Nov 12, 19, 26, & Dec 3, 2018	33.3
Total		100

Module's Evaluation: The course is divided in three modules and each module is taught by a different instructor. Your participation in the class discussions, case study analysis and discussions, and understanding of the concepts taught in every module will be evaluated by the respected instructors. Hence, your presence in every class is critical for your success in this course; absence in any class may lead to zero marks for that class.

In addition, MScSM being a professional program, you should follow professional norms in all classes. The professional norms include be in time, finish your work on time, contribute to group work, present in the class when others are presenting, use of computer only for academic purpose, no whispering in the class, no use of cell phones and any other electronic device in the class, and many other norms. Please refer to the MScSM Handbook for other details of professionalism.

Any violation of professional norms in any class will result in deduction of marks for that class and module. The instructor may ask every student to submit his/her own professional norms report at the end of the class.

In every class, you should bring and display your name card; it is critical for your evaluation.

Course Schedule:

Module I: Sustainability Engagement, Materiality and Reporting

Guest Instructor: Wesley Gee, Director of Sustainability, The Works Design Communications Ltd.

September 10, 2018

Stakeholder engagement

Readings:

1. IFC Report: Stakeholder Engagement: A Good practice handbook for Companies Doing Business in Emerging Markets
https://www.ifc.org/wps/wcm/connect/938f1a0048855805beacfe6a6515bb18/IFC_StakeholderEngagement.pdf?MOD=AJPERES (pages 1-32)
2. BSR Report: Back to Basics: How to Make Stakeholder Engagement Meaningful for Your Company
https://www.bsr.org/reports/BSR_Five-Step_Guide_to_Stakeholder_Engagement.pdf
3. NBS Report: Engage Your Community Stakeholders: An Introductory Guide for Businesses
<http://nbs.net/wp-content/uploads/Intro-Business-Guide-to-Community-Engagement.pdf>

September 17, 2018

Sustainability guidelines and materiality

Readings:

1. KPMG Report: Sustainable Insight: The Essentials of Materiality Assessment
<https://assets.kpmg.com/content/dam/kpmg/cn/pdf/en/2017/the-essentials-of-materiality-assessment.pdf>
2. GRI and RobecoSAM Report: Defining Materiality: What Matters to Reporters and Investors
<https://www.globalreporting.org/resource/library/Defining-Materiality-What-Matters-to-Reporters-and-Investors.pdf>
3. Greenbiz Article: Materiality Assessments: The Missing Link for Sustainability Strategy
<https://www.greenbiz.com/blog/2013/09/10/materiality-assessments-missing-link-sustainability-strategy>
4. OECD Report: OECD Guidelines for Multinational Enterprises: Responsible Business Conduct Matters
https://mneguidelines.oecd.org/mneguidelines_rbcmatters.pdf (brief scan)
5. ISO Article: Discovering ISO 26000 http://www.iso.org/iso/discovering_iso_26000.pdf (brief scan)
6. UNGC Resource: United Nations Global Compact's Reporting Framework
<https://www.unglobalcompact.org/participation/report> (brief scan)
7. United Nations Resource: United Nations Sustainable Development Goals (SDGs)
<https://sustainabledevelopment.un.org/?menu=1300> (brief scan)

September 24, 2018

Sustainability guidelines and reporting

Readings:

1. CPA Canada Report: Evolving Corporate Reporting Landscape: Integrated Reporting, Sustainability Reporting and ESG Reporting <https://www.cpacanada.ca/en/business-and-accounting-resources/financial-and-non-financial-reporting/sustainability-environmental-and-social-reporting/publications/evolving-corporate-reporting-voluntary-reporting-briefing>
2. PRI Resource: About the Principles for Responsible Investment (PRI) <http://www.unpri.org/about-pri/about-pri/> (brief scan)

3. GRI Resources: An Introduction to the Standards <https://www.globalreporting.org/standards/> (brief scan)
4. IIRC Resource: The International Integrated Reporting Council <http://www.theiirc.org/> (brief scan)
5. SASB Resource: Sustainability Accounting Standard Board (SASB) <http://www.sasb.org/> (brief scan)
6. UNGC Resource: United Nations Global Compact's Reporting Framework <https://www.unglobalcompact.org/participation/report> (brief scan)
7. United Nations Resource: United Nations Sustainable Development Goals (SDGs) <https://sustainabledevelopment.un.org/?menu=1300> (brief scan)

October 1, 2018

Sustainability reporting and communication guidance, trends and best practices

Readings:

1. GRI Resource: About Sustainability Reporting <https://www.globalreporting.org/information/sustainability-reporting/Pages/default.aspx>
2. WBCSD Report: Reporting Matters – Baseline Report 2013 <http://www.wbcsd.org/Projects/Reporting/Resources/Reporting-Matters-WBCSD-2013-Baseline-Report> (pages 1-7)
3. WBCSD Report: Reporting Matters – 2016 Report http://wbcsdserver.org/web/wbcsdfiles/files/2016/10/WBCSD_Reporting_matters_2016_interactive.pdf (Section 2 only)
4. Sustainability Report: Changing Tack – Regeneration Roadmap <http://theregenerationroadmap.com/files/reports/Changing-Tack.pdf> (pages 30-43)
5. CPA Canada Report: A Starter's Guide to Sustainability Reporting <https://www.cpacanada.ca/en/business-and-accounting-resources/financial-and-non-financial-reporting/sustainability-environmental-and-social-reporting/publications/a-starters-guide-to-sustainability-reporting> (brief scan)
6. The Works Design Communications Report: CSR Reporting Trends Summary http://www.worksdesign.com/docs/The_Works_CSR_Trends_2016.pdf?v=1
7. NBS Article: Build CSR Metrics Into Your Balanced Scorecard <http://nbs.net/knowledge/build-csr-metrics-into-your-balanced-scorecard/>

Module II: Strategy, Communication, and Public Engagement

Guest Instructor - Hassaan Basit, Director, Strategic Planning and Communication Conservation Halton

October 15, 2018

Strategy Execution – To paraphrase a Prussian General, “No strategy ever survived first contact with the enemy”. Once you develop a strategy or plan, how do you maintain focus, energy, and confidence? It is estimated that 90% of strategies fail due to poor implementation. This session will introduce students to techniques to overcome major challenges and barriers to strategy execution. It will touch on the importance of commitment, agility, and discipline in keeping things on track.

Readings:

1. Michael E. Porter; “What is Strategy,” Harvard Business Review, November December 1996. (readily available online)

October 22, 2018

Science Communication – - Is science difficult to communicate? Is it about bad journalists and poor scientists or dull messaging across the board? Are ‘facts’ enough to convince decision-makers? This talk will be about creating clear, jargon-free messages and picking a narrative that reduces psychological distance and motivated reasoning, while navigating our value predispositions, biases and fear.

Readings:

1. How public consultation is changing from “have to do” to “want to do” when it comes to building, growing communities (Toronto, 2012) <http://www.building.ca/features/lets-talk/>
2. <http://sciencewriters.ca/Member-Guest-Blogs/3746391>

October 29, 2018

Strategic Internal Branding and Employee Engagement – Explore the relationship between corporate culture vs corporate business strategy. Learn about boosting employee engagement, building a culture of sustainability, and achieving your objectives. After all, an organization’s plan is only as strong as its ability to implement the plan, and that depends on its people.

Readings:

1. Leveraging employee engagement for competitive advantage. NR Lockwood - Society for Human Resource Management Research ..., 2007 - shrm.org
<http://www.shrm.org/research/articles/articles/documents/07marresearchquarterly.pdf>
2. <https://www.melcrum.com/blog/vital-role-internal-comms-developing-purposeful-organizations>
3. <https://www.melcrum.com/blog/where-does-purpose-company-come>

November 5, 2018

Convening the ultimate round table on sustainable environmental planning using Integrated Watershed Management

Integrated watershed management is the process of managing human activities and natural resources on a watershed basis taking into account social, economic and environmental issues, as well as community interests in order to manage natural resources (particularly water) sustainably.

Module III: Project Management

Guest Instructor: Klaudia Watts, MBA

In today’s highly competitive world, organizations are using project management to implement strategy and deliver value to their stakeholders. In this module, you’ll learn to apply the principles of project management to sustainability work. By the conclusion of this module, students will have:

1. Gained a broad understanding of the principles and language of project management in the context of sustainability.
2. Learned how various organizations use projects to implement strategy and change.
3. Applied the most effective tools and techniques to achieve sustainability project objectives.
4. Created valuable project management plans whilst managing project constraints.
5. Gained an understanding of the development and monitoring of sustainability project performance measures.

November 12, 2018

Foundations of Project Management in the Context of Sustainability- in this lecture we will be setting the context for project management in sustainability by:

*Breaking down organizational structures in accordance to their value chain (Porter & Kramer) to explore various types of sustainability projects and the difference between strategic and vs. operational projects.

The case of Tesla will be outlined in relation to the company's value chain with an example.

*Introducing the foundations of what project management is, types of project management approaches and the phases of project management.

*Introduce methods, tools and standards in project management.

RASCI charts, PESTEL, SWOT, ISO standards and project management technology solutions.

In this lecture, students will be broken up into groups and introduced to their sustainability project management assignment to be presented in lecture #4.

Student Preparation:

Read/Watch: Porter's Value Chain, Understanding How Value Is Created Within Organizations, https://www.mindtools.com/pages/article/newSTR_66.htm

Read: The Four Phases of Project Management, Harvard Business School, <https://hbr.org/2016/11/the-four-phases-of-project-management>

Explore the Tesla site https://www.tesla.com/en_CA/about focusing on the company's operations as well as additional articles you find online about Tesla's internal operations.

November 19, 2018

Implementing project management techniques- why do some projects succeed where others fail? In this class we'll discover the in-depth issues that underlie the successful implementation of projects. You'll learn to use tools and techniques for monitoring and controlling a project using the foundations of what we've learned in lecture 1 and applying them to various scenarios. We'll also dig deeper into critical aspects of project management including:

- Implementing sustainability projects in a crisis and preparing for projects in advance.

Policies, processes and pre-planning involved in times of crisis including Augustine's six stages of crisis management and how that interfaces with project management.

- 'Walking the talk'; implementing sustainability strategy into the core of your own project team.
- Integrating risk management into sustainability projects.
- Project management maturity models.

Student Preparation:

Read: A project management approach to disaster response and recovery operations,
http://epublications.bond.edu.au/cgi/viewcontent.cgi?article=1001&context=aubea_2011

November 26, 2018

Leadership in Project Management - project leadership is highly valued because it is critical to achieving project and organizational success. In this lecture, you'll be introduced to the essential skills to help you lead sustainability project teams. You'll learn the key aspects of project management decision making including selecting projects based on strategy, structure and culture. We will discuss the skills needed to resolve difficult project management scenarios through effective communication and people management. Key topics will include:

- Stakeholder identification and salience, evaluation and management (diagnostic typology of organizational stakeholders) in project management.
- Individual determinants of managerial behavior.
- Difficult decision making in sustainability projects including 7 steps process for resolving moral problems.
- Characteristics of sustainability project leaders and influences for sustainable project management.

Student Preparation:

Read: Can CEOs Really Make Companies More Sustainable?
<http://www.triplepundit.com/2016/07/can-ceos-really-make-companies-sustainable/>

Read: Patagonia's Philosopher-King, How Yvon Chouinard turned his eco-conscious, anti-corporate ideals into the credo of a successful clothing company.
<http://www.newyorker.com/magazine/2016/09/19/patagonias-philosopher-king>

December 3, 2018

Measurement and Management of Sustainability Projects – project performance measurement is a critical factor in optimizing performance. In this lecture, we'll examine the various ways to measure performance and how to set key performance indicators (KPI's). We'll end of the module by exploring sustainability project management in an international context. Topics to include:

- Measuring the ROI of projects and communicating results.
- Benchmarking projects.
- Typing operational projects into bigger/strategic goals.
- Project management in an international context and managing cross boarder sustainability projects.

Student Preparation:

Read: The Comprehensive Business Case for Sustainability, HBR, <https://hbr.org/2016/10/the-comprehensive-business-case-for-sustainability>

Student Final Project/Presentation (in lecture #4)

time limits/ additional details depend on the # of students in the class

- ✓ Project to be introduced in lecture #1 and as the lectures progress, students will gain valuable knowledge to apply to their work.
- ✓ Students work in groups to complete the project.
- ✓ Each group chooses a unique organization and case scenario.
- ✓ Students are to assign organizational roles to each group member (ex. HR, CEO, finance, etc.), determine the project lead(s) and how they will structure the project as well as undergo decision-making.
- ✓ Groups will report back to the class on their case, their decision making processes and the application of tools they learned during the lectures.