



UNIVERSITY OF
TORONTO
MISSISSAUGA

Master of Science in Sustainability Management

**COURSE SSM1010Y – Principles of Sustainability Management
Fall 2022**

Instructor:

Prof. Shashi Kant

Telephone: 905-569-5739/416-704-6828

Email: shashi.kant@utoronto.ca

Office Hours: Friday, 10.00AM to 11.00AM or any other suitable time (Please book appointment in advance to avoid crowding – can be online or in-person)

Teaching Assistants:

Rishabh Nanda

e-mail: rishabh.nanda@mail.utoronto.ca

Office Hours: Please email to schedule office hours.

Classes: MScSM Classroom, KNL 1230

Tuesday: 10.00AM to 1.00PM

Thursday: 10.00AM to 1.00PM

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 lenses from reductionist thinking to systems and integrative thinking;
- (ii) to develop an appreciation for divergent views of sustainability and different approaches to sustainability management, and seek complementarity among a diversity of views and approaches;
- (iii) to develop an appreciation for open ended questions, multiple possible answers/solutions, and acceptance of paradoxical ideas
- (iv) to develop managerial skills to integrate sustainability in different management functions;
- (v) to develop critical analysis skills and grasp their applications to sustainability management; and
- (vi) to familiarize students with sustainability management initiatives and frameworks used by different organizations.

Course Books:

Textbook:

Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. **(You can buy online or from the Publisher; May be available at the UTM Book Store)**

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.
7. Eric Holthaus. 2020. The Future Earth: A Radical Vision for What's Possible in the Age of Warming.
8. Maria Jaoudi. 2021. Mindfulness as Sustainability.
9. Mary Robinson. 2019. Climate Justice: Hope, Resilience, and the Fight for a Sustainable Future.

Instructional Approach:

This course is taught through a series of lectures, classroom discussions, case discussions, group discussions and presentations, and guest lectures from experts in various fields. In many classes, a case will be presented and discussed. Students are required to read the required readings before coming to the class. Besides, 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. Grades will derive from the completion of book review related assignments, presentations, case discussions, class participation, and other assignments. 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 a group basis, while other assignments are individual. In group course work, 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 | 10 + 5 |
| 2. Written Case Analysis | Group | 15 |
| 3. Leading a Case Discussion | Group and Individual | 15 +5 |
| 4. Board of Directors | Group and Individual | 5+5 |
| 5. Sustainability Management Project | Group and Individual | 25 |
| 6. Class Participation | Individual | 10 |
| 7. Professionalism | Individual | 5 |
| Total | | 100 |

Details of the components of Evaluation

1. Book Review Assignment: The main objectives of this assignment are: (i) to learn about the application of sustainability management and leadership and/or the theory and practice 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; and (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 two sub-components: (i) an individual written assignment; and (ii) a group presentation. Every group (all members together) are responsible for reviews of five or six books (in the case of groups with 6 members) selected from the list provided earlier (**Books for Review**). To conduct this exercise, please be sure to assign a book to each member of your group. Each member will review his/her book independently and will share and discuss his/her review/findings with the group. Details of sub-components are:

Individual written Assignment (7%): 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 ignored for grading.*

Submission of Book Review Assignment (October 18, 2022): Please submit your book review as a MSWord file.

Book Review Group Presentation (10% + 3%) – Twenty Minutes Presentation and 5 Minutes Q/A (October 6, 2022): The main objectives of this assignment are to develop skills: (i) to think beyond prescribed formats of assignments/exercises and demonstrate creativity in the design of your presentation; (ii) to learn how to use the key/selected findings from books in real-life sustainability management situations/cases; and (iii) to convince other people sustainability managers/leaders with your key findings and suggestions. The topic of this presentation and the mode of integrating learnings from different books are open-ended. You are expected to use findings from all books that your group reviewed. The presentation should reflect what you believe are the messages/findings/learnings that will have a substantial impact on sustainability management in any organization. **The focus of the presentation will be to convince other people about the applicability and impacts of these issue(s)/message(s)/lesson(s). Please do not simply state the definitions and facts from the book.** For example, you can propose your organization to address one or two Sustainable Development Goals (SDGs), you can make a presentation to a government agency/corporation/NGO to improve their sustainability management. The presentation has to be focused in its scope – not to solve all world problems.

Your presentation will be evaluated for group and individual presentation skills, understanding of the subject, articulation, convincing skills, and Q/A. Some guests may be invited to evaluate your presentations. The evaluation rubric is posted on the course website.

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 rubric is posted on the course website.**

3. Leading a Case Discussion (10% group marks and 5 % individual marks): Every group will lead a discussion of one case. **The evaluation rubric is posted on the course website.**

4. Group as the Board of Directors (5% group marks and 5% individual marks)

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 is posted on the course website.**

5. Sustainability Management Project Presentation (15% group and 10% individual): Every group will 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. You can also use Industry Sustainability Standards, if available, for the industry of your organizations. The project will be based on publicly available information about the selected two organizations. One possible way to start your search for relevant information may be to examine the Sustainability Reports/ CSR Reports published by many organizations. One source for these reports is <http://database.globalreporting.org/>.

6. 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, your responses to cold calls, and your participation in class-time exercises.

7. 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, present 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.

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 **Ouriginal** 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 Ouriginal reference database, where they will be used solely to detect plagiarism. The terms that apply to the University's use of the Ouriginal.com service are described on its web site

Course Drop Deadline:

This is a required course for 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.

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

September 13, 2022

Sustainability and Sustainability Lens

Required Readings:

1. Costanza, R., and Daly, H. E. 1992. [Natural Capital and Sustainable Development](#). Conservation Biology, 6(1), 37-46.
2. Sen, A. 2013. [The Ends and Means of Sustainability](#). Journal of Human Development and Capabilities, 2013 Vol. 14, No. 1, 6 – 20,
3. Kant, S. 2019. Sustainability, Happiness, and Love. Welcome Remarks, Class 2021. August 26, 2019 **(Posted on the Course website).**

September 15, 2022

Sustainable Development Goals (SDGs): Perspectives and Interlinkages

Required Readings:

1. SDGs and 169 targets **(Posted on the Course Website)**
2. Nilsson, M., Griggs, D., and Visbeck, M. 2016. [Map the interactions between Sustainable Development Goals](#) Nature 534, 320–322 (16 June 2016)
3. McArthur, J. W., and Rasmussen, K. 2019. [Classifying Sustainable Development Goal trajectories: A country-level methodology for identifying which issues and people are getting left behind](#). World Development, 123 (2019).

September 20, 2022

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)**
3. 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).**

Videos to Watch:

1. Roger Martin, How to Solve Wicked Problems Using Integrative Thinking -

https://www.youtube.com/watch?v=eOGXhg8_aFc

2. Nogah Kornberg, Integrative Thinking first steps -

<https://www.youtube.com/watch?v=ews5bpRZ7Ws>

September 22, 2022

Sustainable Consumption

Guest Lecture - Prof. Radha Maharaj

Required Readings:

1. Tunna, V.S.C., Bockena, N. M. P., van den Hendea, E. A., L. Schoorman, J. P.L. 2019. Business models for sustainable consumption in the circular economy: An expert study. Journal of Cleaner Production, 212 (2019) 324-333. <https://www.sciencedirect.com/science/article/pii/S095965261833693X?via%3Dihub>
2. Binninger, Anne-Sophie, FranceNacima Ourahmoune, FranceIsabelle Robert. 2015. Collaborative Consumption and Sustainability: A Discursive Analysis Of Consumer Representations And Collaborative Website Narratives. The Journal of Applied Business Research, 31(3), 969-986. <https://clutejournals.com/index.php/JABR/article/view/9229/9263>

September 27, 2022

Global Warming - The Latest IPCC Science Update, Response Options, and Scenarios.

Guest Lecture - Prof. Danny Harvey, Department of Geography, UofT

Required Readings:

1. IPCC. 2021. The Sixth Assessment Report, Working Group 1, Physical Science Base. Headline Statements from the Summary for Policymakers. **(Posted on the course website)**
2. IPCC 2021. Climate Change 2021: The Physical Science Basis. Summary for Policy Makers **(Posted on the course website)**

September 29, 2022

Systems Thinking and Sustainable World

Required Readings:

1. Seibert, Megan. 2018. Systems Thinking and How It Can Help Build a Sustainable World. Solution Journal, 9(3), July 11, 2018. <https://www.thesolutionsjournal.com/article/systems-thinking-can-help-build-sustainable-world-beginning-conversation/>
2. Garrity, Edward J. 2018. [Using Systems Thinking to Understand and Enlarge Mental Models: Helping the Transition to a Sustainable World](https://www.thesolutionsjournal.com/article/systems-thinking-can-help-build-sustainable-world-beginning-conversation/). Systems 2018, 6, 15; DOI:10.3390/systems6020015

Movie to Watch: Must Watch Before the Class

Mindwalk 1990: Based on the book The Turning Point by Fritjof Capra (The Tao of Physics), the film is a 90-minute conversation)

<https://www.youtube.com/watch?v=BW9Os6nhCKM>

October 4, 2022

Designing Systems for Sustainability and Whole Systems Approach

Required Readings:

1. Jason F. McLennan. 2004. The Philosophy of Sustainable Design. Ecotone Publisher. Chapter 1, pp.1-8. **(Posted on the course website)**
2. Blizzard, Jacquelyn L., and Klotz, Leidy E. 2012. [A Framework for Sustainable Whole Systems Design](#). Design Studies, 33(5), 456-479.

October 6, 2022

Book Review Presentations

October 11, 2022

Reading Week – No Class

October 13, 2022

Reading Week – No Class

October 18, 2022

Title: Speaking Our Truths: The Journey Towards Reconciliation Part I

**Guest Speaker: John Croutch, Indigenous Training Coordinator
Office of Indigenous Initiatives, University of Toronto**

October 20, 2022

Part I: Management: History, Current Paradigm, Need of a New Paradigm

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapters 1 to 5. **Textbook – You are supposed to have it.**
2. Pteriglieri, G. 2020. Are Our Management Theories Outdated? Harvard Business Review, June 18, 2020. **(Will be posted on the course website)**

October 25, 2022

Title: Journey towards Net Zero

Speaker: Rishabh Nanda

Case Study: Interface: The Journey Toward Carbon Negative

October 27, 2022

Strategy Formulation and Implementation: FBL, TBL and SET Management

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. [Management: Financial, Social, and Ecological Wellbeing](#). Sapajo Publishing. 643 p. Chapter 8 & 9. **Textbook – You are supposed to have it.**

Recommended Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 6.

Case Study 1: Royal Dutch Shell and Beyond: Strategizing the Future of ESG Compliance (By Agnes Chong), HKU Business School, 22 October 2021, HBP # HK1319 (The Program will provide it to the students)

Group that will submit written analysis and present the case: Group No. 1, Presentation will be in the class and PPT will be submitted just after the class. Written analysis submission by the coming Sunday, 11.59 PM. Group that will work as the Board of Directors: Group No. 5.

November 1, 2022

ESG and Corporate Strategy

Guest Speakers: Prof. Jan Mahrt-Smith
Rotman School of Management

November 3, 2022

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

Case Study 2: Transsion Mobile: Deep Blue Ocean in Africa (By Xinhe Zhuang and Guoli Chen), The INSEAD, 2020, IN 1669. (The Program will provide it to the students)

Group that will submit written analysis and present the case: Group No. 2, Presentation will be in the class and PPT will be submitted just after the class. Written analysis submission by the coming Sunday, 11.59 PM. Group that will work as the Board of Directors: Group No. 4.

November 8, 2022

Sustainability Management: Managing for Stakeholder Values

Required Readings:

1. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 4.

- 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 also)**

Case Study 3: Posco Corporate Citizenship (by Mooweon Rhee and Jae-Gu Kim), Graduate School of Stanford Business, Case SM 352, 11/08/2021 [\(The Program will provide it to the students\)](#)

Group that will submit written analysis and present the case: [Group No. 3](#), Presentation will be in the class and PPT will be submitted just after the class. Written analysis submission by the coming Sunday, 11.59 PM. Group that will work as the Board of Directors: [Group No. 1](#).

[November 10, 2022](#)

Stakeholder Engagement: Challenges and Strategies

**Guest Speaker – Mr. Ellis Westwood,
Director of Stakeholder Engagement at Canadian Blood Services**

[November 15, 2022](#)

Sustainable Supply Chain Management

Required Readings:

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

Case Study 4: Tony’s Chocolonely: Taking on “Big Cocoa” and East African Child Slavery in the Supply Chain (By Ram Subramanian), Ivey Publishing, 2022-06-07, W27672. [\(The Program will provide it to the students\)](#)

Group that will submit written analysis and present the case: [Group No. 4](#), Presentation will be in the class and PPT will be submitted just after the class. Written analysis submission by the coming Sunday, 11.59 PM. Group that will work as the Board of Directors: [Group No. 2](#).

[November 17, 2022](#)

Circular Economy & Extended Producer’s Responsibility (EPR)

Guest Speakers

Frances Edmonds

Director, Environmental Programs, HP Canada

&

Lisa James

President and CEO

Environmental Advisory Group

November 22, 2022

Social Value and Impact

Guest Speaker:

Stephanie Robertson

Founder and CEO SIMPACT

November 24, 2022

Sustainability and Social Enterprises

Required Reading:

1. Thomas S Bateman, Scott, A Snell, and Robert Konopaske. 2019. Management: leading & Collaborating in a Competitive World. (12th Edition). Chapter 7: Entrepreneurship.
2. Kay, A., Roy, Michael J., and Donaldson, C. 2016. Re-imagining social enterprise. Social Enterprise Journal, 12(2):217-234.
https://researchonline.gcu.ac.uk/ws/files/24069100/M.Roy_Reimagining_Social_Enterprise_Authors_pre_publication_version.pdf

Case Study 5: SimplyGood: From a mission to rescue waste to a passion for reducing single-use plastics (By Tania Nagpaul, Cheng Boon Koh), Asian Business Case Centre, 9 Nov 2021, HBSP No. NTU321

Group that will submit written analysis and present the case: Group No. 5, Presentation will be in the class and PPT will be submitted just after the class. Written analysis submission by the coming Sunday, 11.59 PM. Group that will work as the Board of Directors: Group No. 3.

November 29, 2022

Civil Society and Sustainability

Guest Speakers: Dr. Franz Hartmann

Acting Executive Director, Earthroots Canada and

EX-ED, Toronto Environmental Alliance

December 1, 2022

Social Life Cycle Analysis

Required Readings:

1. [UNEP. 2009. Guidelines for Social Life Cycle Assessment of Products. ISBN: 978-92-807-3021-0.](#)
(Posted on the course website)

Recommended Reading

Almanza, Ana María H., and Corona, B. 2020. Using Social Life Cycle Assessment to analyze the contribution of products to the Sustainable Development Goals: a case study in the textile sector. The International Journal of Life Cycle Assessment (2020) 25:1833–1845

December 6, 2022

Human Resource Management and Sustainability

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. [Management: Financial, Social, and Ecological Wellbeing](#). Sapajo Publishing. 643 p. Chapter 12. **Textbook – You are supposed to have it.**

Recommended Reading:

1. Matthew Corritore, Amir Goldberg, and Sameer B Srivastava. 2020. The New Analytics of Culture, Harvard Business Review, 98(1), January 2020, 76-83.
2. John P Kotter. 2007. Leading Change: Why Transformation Efforts Fail? Harvard Business Review, 37(3), 96-103.
3. Benjamin Kessler and Zoe Kimas. 2019. What makes for Inclusive Working Culture? INSEAD Knowledge, April 15, 2019. <https://www.econbiz.de/Record/common-good-hrm-a-paradigm-shift-in-sustainable-hrm-aust-ina/10012286016>

Case Study 6: Infineum: Creating an Inclusive Working Environment (By Pei-Chuan W, Jeremy Thoo, and Hui Tang Koh), Ivey Publishing, 2021-07-28, W21380. (Posted on the Course website)

December 8, 2022

Human Resource Management and Embedded Sustainability

Guest Speaker: TBD

December 13, 2022

Final Project Presentation

Summary of guest lectures and assignments

| DATE | GUEST SPEAKER(S) | ASSIGNMENT |
|-------------|------------------------------|---|
| 22-Sep-22 | Prof. Radha Maharaj | - |
| 27-Sep-22 | Prof. Danny Harvey | - |
| 06-Oct-22 | - | Book Review Group Presentation |
| 18-Oct-22 | John Croutch | Individual Book Review Written Assignment |
| 25-Oct-22 | Rishabh Nanda | - |
| 01-Nov-22 | Prof. Jan Mahrt-Smith | - |
| 10-Nov-22 | Mr. Ellis Westwood | - |
| 17-Nov-22 | Frances Edmonds & Lisa James | - |
| 22-Nov-22 | Stephanie Robertson | - |
| 29-Nov-22 | Dr. Franz Hartmann | - |
| 08-Dec-22 | TBD | - |
| 13-Dec-22 | - | Final Project Presentation |