



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

**Master of Science in Sustainability Management**

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**COURSE SSM1090H – Capstone Project: Sustainable Enterprise  
2015-16**

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**Instructors:**

Prof.

**Telephone:**

**Email:**

**Office Hours: Monday 2.00PM to 4.00PM - groups/students should make prior appointment**

Prof.

**Telephone:**

**E-mail:**

**Office Hours: Monday 2.00PM to 4.00PM - groups/students should make prior appointment**

**Course Description:**

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The course is designed to develop an integrative understanding of creating and managing a sustainable enterprise. In the first part of the course, basic concepts related to integrative and systems thinking, key-features of sustainable enterprise, organizational design, and strategic management planning will be discussed. In the second part, students (in a group of two or three students) will work on a project related to design and management of sustainable enterprise under the supervision of course instructors. The focus of projects will be on demonstrating integration, application, and innovation skills to address challenges faced by an organization with a goal to become a sustainable enterprise.

**Course Objectives:**

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The most challenging task of sustainability managers is to synthesize, integrate, and apply knowledge gained from different disciplines of science, social science, and management to address real life sustainability challenges faced by different types of organizations. The second challenge to sustainability managers is to develop solutions based on knowledge of different members of a group rather than individual's knowledge. Accordingly, the key objectives of this course are:

- (i) to develop and demonstrate skills in integrating and applying knowledge gained through different courses of the program to real-life decision making situations related to sustainability and sustainable enterprises;
- (ii) to develop and demonstrate skills to work effectively in a group-setting;
- (iii) to develop and demonstrate skills in analyzing the current state of sustainability and developing a strategic plan and/or management plan to enhance its sustainability efforts; and
- (iv) to develop skills in developing organizational interventions and their operational plan.

## **Course Format:**

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The class does not meet every week. However, during the weeks when there are no classes, instructors will be available for consultation. Students are strongly encouraged to make best use of instructors' time. To make use of instructor's time effectively, groups/students should make prior appointments.

Scheduled classes are designed to provide basic background and boost student's skills required to complete capstone project and to give additional opportunities to ask questions and discuss your progress with instructors and classmates. Some class times are set aside for student presentations. The students complete a number of assignments over the course of the term, building up to the final capstone project.

## **Possible Capstone Projects**

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Selected capstone projects should meet the features identified in the course description and objectives. Some possible projects are:

- (i) developing a strategic plan for a new sustainability enterprise;
- (ii) analyzing the current state of sustainability management of an small organization and developing a strategic plan to enhance its sustainability management;
- (iii) analyzing the current state of a sustainability initiative, such as waste disposal, GHG reduction, wetland management, green supply-chain management, of a medium or large organization and developing an operational plan to enhance the initiative;
- (iv) analyzing the current state of sustainability management in a department/plant/project of an organization and developing an operational plan to enhance its sustainability management;
- (v) any other project with prior approval of course instructors.

## **Terms of Reference for Capstone Project**

- (i) The project is to be completed in a group of 2 or 3 students.
- (ii) The capstone project report must reflect integrative learning gained in the program.
- (iii) The objectives of the project must be clearly written in the report.
- (iv) Students are expected to use both primary and secondary sources of data for the project.
- (v) Page limit for the project report is 40 pages including cover page, tables, graphs, bibliography, appendix etc.
- (vi) Project report should be written in 1.5 line space with a font size of 12 in Times New Roman

## **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. 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:**

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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

## **Grading:**

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<b>Component</b>	<b>Dates</b>	<b>Weight (%)</b>
1. Project Proposal and its presentation	February 1, 2016	15
2. Progress Report and its presentation	March 7, 2016	15
3. Presentation of Final Project	April 4, 2016	30
4. Final Project Report	April 11, 2016	40
<b>Total</b>		<b>100</b>

## **Reference Books:**

Chris Laszlo and Nadya Zhexembayeva.2011. [Embedded Sustainability: The Next Big Competitive Advantage](#), Stanford Business Books, Stanford.

Peter Senge et al., 2010. [The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World](#), Crown Business, New York.

## Course Schedule:

### January 11, 2016:

#### **Sustainable Enterprise- Course Introduction, Background and Frameworks**

#### **Group Exercise on Case 1- Fairmount Minerals**

#### **Required Reading for Case 1:**

Sayan Chatterjee. (2005). [Core Objectives: Clarity in Designing Strategy](#), *California Management Review*, 47:2, Winter 2005, pp. 33-49.

#### **Suggested Readings:**

Scherer, Andreas Georg, Palazzo, Guido, Seidl, David (2013), [Managing Legitimacy in Complex and heterogeneous Environments: Sustainable Development in a Globalized World](#), *Journal of Management Studies*, March, 50(2) pp.259-284

Lubin, David A., Esty, Daniel C. (2010), [The Sustainability Imperative](#), *Harvard Business Review*, May, Vol. 88, Issue 5

Hockerts, Kai and Wustenhagen, Rolf (2010), [Greening Goliaths versus emerging Davids — Theorizing about the role of incumbents and new entrants in sustainable entrepreneurship](#), *Journal of Business Venturing*, September, 25(5) pp.481-492

Bansal P. (2005). [Evolving sustainably: a longitudinal study of corporate sustainable development](#), *Strategic Management Journal*, 26 (3): 197 – 218

Buysse K, Verbeke A. (2003). [Proactive environmental strategies: a stakeholder management perspective](#), *Strategic Management Journal*, 24 (5): 453 – 470

Delmas MA. (2002). [The diffusion of environmental management standards in Europe and the United States: an institutional perspective](#), *Policy Sciences*, 35: 91 – 119

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

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

**January 18, 2016:**

**Organizing for Sustainability**

**Group Exercise on Case 2: GOJO Industries- Aiming for Global Sustainability Leadership**

**Required Readings for Case 2:**

Metcalf, Louise and Benn, Sue (2013), [Leadership for Sustainability: An Evolution of Leadership Ability](#), *Journal of Business Ethics*, 112: 369-384.

Klettner, Alice, Clarke, Thomas, Boersma, Martijn (2014), [The Governance of Corporate Sustainability: Empirical Insights into the Development, Leadership and Implementation of Responsible Business Strategy](#), *Journal of Business Ethics*, 122(1): 145-165.

W. Chan Kim and Renée Mauborgne (2004), [Blue Ocean Strategy](#), *Harvard Business Review*, October, 76-84.

**Suggested Readings:**

Paine, Lynn S. (2014), [Sustainability in the Boardroom](#), *Harvard Business Review*, Jul/Aug, 92, Issue 7/8

Whiteman, Gail, Walker, Brian and Perego, Paolo (1998), [Systems for Sustainable Organizations: Emergent Strategies, Interactive Controls and Semi-formal Information](#), *Journal of Management Studies*, July, 35 (4), pp.481-509.

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.

Yu, Dan and Hang, Chang, C (2010), [A Reflective Review of Disruptive Innovation Theory](#), *International Journal of Management Reviews*, 12: 435-452.

Delmas MA, Toffel MW. (2008). [Organizational responses to environmental demands: opening the black box](#), *Strategic Management Journal*, 29(10): 1027 – 1055

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

Russo MV, Harrison NS. (2005). [Organizational design and environmental performance: clues from the electronics industry](#), *Academy of Management Journal*, 48 (4): 582 – 593

Nameroff TJ, Garant RJ, Albert MB. (2004). [Adoption of green chemistry: an analysis based on U.S. patents](#), *Research Policy*, 33, (6 – 7): 959 – 974

Stuart L.H. and Milstein, M.B. (2003). [Creating Sustainable Value for Business Enterprises](#), *Academy of Management Executive*, V17, N2, p. 56-69.

**January 25, 2016:**

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

**Sustainability as a Strategic Priority**

How do organizations build strategic plans, execute tactical action plans, and measure success; aim is to develop skills in analyzing strategic situations, formulating strategy and viewing the organization as a whole. The aim of the session is to create a common language and understanding of strategic thinking and action at the corporate level.

**Required Readings for Week 3:**

1. Michael E. Porter; "[What is Strategy](#)," *Harvard Business Review*, November-December 1996. (readily available online)

**February 1, 2016**

**Submission of Proposal of Capstone Project and Presentation in the Class**

**Format:**

- Powerpoint presentation
- Content: Title, organization, key project objectives, key contact(s), primary and secondary research plan, potential challenges and strategies to address them, timeline, etc.
- Presentation time: 10 minutes
- Q/A: 5 minutes
- Your project proposal in the form of an extended version of powerpoint slides must be submitted to instructors which will be graded.

**February 8, 2016**

**Office Hours – Collection of Marked Proposal with Suggestions and Discussion with Instructors**

**February 15, 2016**

**Holiday –Family Day and Reading Week**

**February 22, 2016**

Office Hours – Please make appointment

## **February 29, 2016**

Office Hours - Please make appointment

## **March 7, 2016**

### **Presentation of Progress Report by all Groups**

#### **Format:**

- Powerpoint presentation
- Content: Title, organization, key project objectives, primary and secondary research activities, initial findings, next steps, timeline, etc.
- Presentation time: 10 minutes
- Q/A: 5 minutes
- Your project progress report in the form of an extended version of powerpoint slides must be submitted to instructors which will be graded.

## **March 14, 2016**

Office Hours – Please make appointment

## **March 21, 2016**

Office Hours – Please make appointment

## **March 28, 2016**

### **Presentation of Final Project: 4 to 6 Groups (Groups presenting on March 28 will be decided on March 7, 2015)**

#### **Format:**

- Powerpoint presentation
- Content: Title, organization, key project objectives, primary and secondary research analyses, complete findings and recommendations, etc. This presentation should not be a repeat of progress report presentation. This presentation must demonstrate significant progress since the March 7 progress report presentation and should present completed findings and fulsome discussion.
- Presentation time: 20 minutes
- Q/A: 10 minutes

**April 4, 2016**

**Presentation of Final Project: Group 4 to 6 Groups (Groups presenting on April 4 will be decided on March 7, 2015)**

**Format:**

- Powerpoint presentation
- Content: Title, organization, key project objectives, primary and secondary research analyses, complete findings and recommendations, etc. This presentation should not be a repeat of progress report presentation. This presentation must demonstrate significant progress since the March 7 progress report presentation and should present completed findings and fulsome discussion.
- Presentation time: 20 minutes
- Q/A: 10 minutes

**April 11, 2016**

**Submission of Final Project Report**

**Format:**

- (i) Page limit for the final project report is 40 pages including cover page, tables, graphs, bibliography, appendix etc.
- (ii) Project report should be written in 1.5 line space with a font size of 12 in Times New Roman
- (iii) Submit only PDF version of the report to instructors.