



UNIVERSITY OF
TORONTO
MISSISSAUGA

Master of Science in Sustainability Management

**COURSE SSM1010Y – Principles of Sustainability Management
Fall 2021**

Instructor:

Prof. Shashi Kant

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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

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Classes:

Tuesday: 11.00AM to 2.00PM – In-person, Class Room – MN1210

Thursday: 10.00AM to 1.00PM - online

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:

Text Book:

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.

Other Useful Books:

1. Carney, M. 2021. Value(s): Building a Better World for All. Penguin Random House Canada.
2. Henderson, R. 2020. Reimagining Capitalism in a World on Fire. Public Affairs, New York.
3. Kaplan, S. 2019. The 360° Corporation: From Stakeholder Trade-offs to Transformation. Stanford Business Books, Stanford.
4. Unruh, G. 2010. [Earth Inc.: Using Nature's Rules to Build Sustainable Profits](#). Boston: Harvard Business Publishing.
5. Martin, R. 2009. [The Design of Business: Why Design Thinking is the Next Competitive Advantage](#). Boston: Harvard Business Press.
6. Willard, Bob. 2009. [The Sustainability Champion's Guidebook: How to Transform Your Company](#). Gabriola Island, BC: New Society Publishers
7. Ehrenfeld, John R. 2008. Sustainability by Design. Yale University Press, New Haven.
8. Hawken, P., Lovins, A., and Lovins, H. 1999. [Natural Capitalism: Creating the Next Industrial Revolution](#). Boston: Little Brown and Company.
9. Hawken, P. 1993. [The Ecology of Commerce: A Declaration of Sustainability](#). New York: HarperCollins Publishers..

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	8 + 12
2. Written Case Analysis	Group	10
3. Leading a Case Discussion	Group and Individual	10 +5
4. Board of Directors	Group and Individual	5+5
5. Sustainability Management Project	Group and Individual	25+5
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 all five or six books (in the case of groups with 6 members) listed earlier. 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 (8%): 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 21, 2021): Please submit your book review as a **MSWord file**.

Book Review Group Presentation (8% + 4%) – Seventeen Minutes Presentation and 5 Minutes Q/A (October 21, 2021): 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 (10% - 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 (15% for written report – group marks; 15% for presentation – 10 % group and 5% individual): Every group will submit a written Sustainability Management Project (25 pages excluding annexures; 1.5 line spacing, 11font size, 2 cm margins on all four sides) and 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 publically 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 14, 2021: 11AM to 2.00PM

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, 2013Vol. 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 16, 2021: 10.00 AM to 1.00PM

Sustainable Development Goals (SDGs): Perspectives and Interlinkages

Part I: Guest Lecture 10.00AM to 11.30

Ayman Chowdhury, Head of Secretariat, Global Compact Network Canada

Title: Connecting SDGs with purpose-driven business success

Required Readings:

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

Part II: Class Discussion, 11.45 to 1.00PM

Required Readings:

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 21, 2021: 11.00 AM to 2.00PM

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 23, 2021: 10.00 AM to 1.00PM

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

**Title: Speaking Our Truths: The Journey Towards Reconciliation Part 2
Continuation from August 30, 2021**

September 28, 2021: 11.00 AM to 2.00PM

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=cOGXhg8_aFc
2. Nogah Kornberg, Integrative Thinking first steps - <https://www.youtube.com/watch?v=ews5bpRZ7Ws>

September 30, 2021: 10.00 AM to 1.00PM

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)**

October 5, 2021: 11.00 AM to 2.00PM

Systems Thinking and Sustainable World

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. 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/>
3. Garrity, Edward J. 2018. [Using Systems Thinking to Understand and Enlarge Mental Models: Helping the Transition to a Sustainable World](#). 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 7, 2021: 10.00 AM to 1.00PM

Part I Guest Lecture - Dr. Bhuwan Prasad

Independent Consultant and External Corporate Environmental Advisor, OPG

Title: Comparative Analysis of Energy Systems

Part II: 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 12, 2021: 11.00 AM to 2.00PM

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. **Text Book – 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 14, 2021: 10.00AM to 1.00PM

Guest Speakers – Purpose-based Organizations,

1. **Rob Lee,**
Executive VP Operations, Habitat for Humanity Greater Toronto Area
2. **Shaun Loney**
Senior Partner, Encompass Co-op.

October 19, 2021: 11.00 AM to 2.00PM

Decision-Making Process and Case Study Analysis

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. Management: Financial, Social, and Ecological Wellbeing. Sapajo Publishing. 643 p. Chapter 7. **Text Book – You are supposed to have it.**
2. Marshall, J.D., and Toffel, M. W. 2005. [Framing the Elusive Concept of Sustainability: A Sustainability Hierarchy](#). Environmental Science and Technology, 39(3): 673-682. (Related to Case Study)
3. Other Approaches/Methods of Decision Making – Consensus, intuitive, and Following Your Head versus Your Heart in Decision Making – Self Reading
4. An approach to Case Analysis: What is a Case Study? A Note
<http://plato.acadiau.ca/courses/Busi/IntroBus/CASEMETHOD.html>

Case Study 0: Sustainability at Millipore (by Michael W Toffel and Katharine Lee) HBS – 9-610-012; Rev. January 2014. (We will provide it to students – will be posted on the course website)

October 21, 2021: 10.00 AM to 1.00PM

Book Review Presentations

October 26, 2021: 11.00 AM to 2.00PM

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. **Text Book – You are supposed to have it.**

Recommended Readings:

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

Discussion Paper:

1. Semler, Ricardo. 2000. How We Went Digital Without a Strategy. HBR, Sept-Oct 2000.
<https://hbr.org/2000/09/how-we-went-digital-without-a-strategy>

October 28, 2021: 10.00 AM to 1.00PM

Guest Speakers

1. **Robert Siddall,**

Retd. CFO, Metrolinx and Independent Consultant

Title: Building Sustainable Transit

Required Reading

Susan Todd and Robert Siddall (2020). Smoky River Transit Case – Project Management Version
(Posted on the Course Website)

2. **Janet Drysdale**
Vice-President Sustainability, CN Rail

November 2, 2021: 11.00 AM to 2.00PM

Sustainability Management: Managing for Stakeholder Values

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 also)**

Case Study 1: ABB's Hydropower Sustainability Dilemma (by Timo Busch, Kathleen McCarthy, and Vincent Dessain), Ivey Publishing, W11540, Nov 11, 2011. **(Posted on the Course website)**

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. 7.

November 4, 2021: 10AM to 1.00 PM

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
2. Seelos, C., and Mair, J. 2005. [Social Entrepreneurship: Creating new business models to serve the poor](#). *Business Horizon*, 48:241-246.

Case Study 2: Weborganic: Creating a Blue Ocean for a Social Cause (by Julie Hung-Husa Yu), Asia Research Case Centre, The University of Hong Kong, HK 1001. **(Posted on the Course website)**

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. 6.

November 9, 2021: 11.00AM to 2.00PM

Sustainable Supply Chain Management

Required Readings:

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

Case Study 3: Esquel Group: Value Innovation through Sustainable Supply Chains (by Suri Gurumurthi and Ronald Lau), HKUST Business School, 2018, HBP Product ID: ST75. **(Posted on the Course website)**

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. 5.

November 11, 2021: 11AM to 1.00PM

Guest Lecture: Rylan Urban, Decarbonization Consultant

Title: Net Zero Roadmapping

November 16, 2021: 11.00AM to 2.00PM

Organization and Organization Design

Required Readings:

1. Dyck, B., Caza, A., and Starke, F. A. 2018. [Management: Financial, Social, and Ecological Wellbeing](#). Sapajo Publishing. 643 p. Chapter 10 and 11. **Text Book – You are supposed to have it.**

Case Study 4: Ricardo Semler: A Revolutionary Model of Leadership (by William W Maddux and Roderick Swaab), 2014, INSEAD, INS517. **(Posted on the Course website)**

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. 3.

November 18, 2021: 10.00 AM to 1.00PM

Circular Economy & Its Role Extended Producer's Responsibility (EPR)

Guest Speakers

Frances Edmonds
Director, Environmental Programs, HP Canada
&
Lisa James
President and CEO
Environmental Advisory Group

November 23, 2021: 11.00 AM to 2.00PM

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. **Text Book – You are supposed to have it.**
2. Laasch, O. and Conaway, R. N. 2014. [Principles of Responsible Management](#), Chapter 11.

Case Study 5: Humanistic Capitalism at Brunello Cucinelli (by F Gino and G Pisano), HBS, 2019, 9-920-007. **(Posted on the Course website)**

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. 4.

November 25: 10AM to 1.00PM

Guest Speaker: Sandra Odendahl, Vice President, Social Impact and Sustainability, Scotiabank (Subject to confirmation)

Title: Value Creation through Sustainability

November 30, 2021: 11.00AM to 2.00PM

Sustainability and Social Enterprises

Required Reading:

1. 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 6: Gardens Without Borders: Creating Corporate-Collaborations for Sustainability. (By Joseph EL-KHOURY and Anna KIM), *International Journal of Case Studies in Management*, Volume 16(2), June 2018. HEC 219. **(Posted on the Course Website)**

Group that will submit written analysis and present the case: Group No. 6, 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.

December 2, 2021: 10.00 AM to 1.00PM

Embedded Sustainability

Required Readings:

1. *Laszlo, Chris and Zhexembayeva, Nadya. 2011. [Embedded Sustainability: A strategy for market leaders](#). European Financial Review, April-May, 2011, 38-41.*

Case Study 7: Maple Leaf Foods: Changing the System (by Karen MacMillan), Ivey Publishing, W20831, Version 15-10-2020. **(Posted on the Course Website)**

Group that will submit written analysis and present the case: Group No.7, 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.

December 7, 2021: 11.00 AM to 2.00 PM

No Class. Preparation for the Final Project Presentations

December 9, 2021: 10.00 AM to 1.00PM

Final Project Presentations

Summary of guest lectures and assignments

DATE	GUEST SPEAKER(S)	ASSIGNMENT
16-Sep-21	Ayman Chowdhury	-
21-Sep-21	Prof. Radha Maharaj	-
23-Sep-21	John Croutch	-
30-Sep-21	Prof. Danny Harvey	-
07-Oct-21	Dr. Bhuwan Prasad	-
14-Oct-21	Shaun Loney	-
21-Oct-21	-	Book Review Submission and Presentation
28-Oct-21	Robert Siddall, Janet Drysdale	-
02-Nov-21	-	Presenter: Group 1 BOD: Group 7
04-Nov-21	-	Presenter: Group 2 BOD: Group 6
09-Nov-21	-	Presenter: Group 3 BOD: Group 5
11-Nov-21	Rylan Urban	
16-Nov-21	-	Presenter: Group 4 BOD: Group 3
18-Nov-21	Frances Edmonds, Lisa James	
23-Nov-21		Presenter: Group 5 BOD: Group 4
25-Nov-21	Sandra Odendahl	-
30-Nov-21	-	Presenter: Group 6 BOD: Group 2
02-Dec-21	-	Presenter: Group 7 BOD: Group 1
09-Dec-21	-	Final Project Presentation