Prospering in the Long Term

Overview

This course is embedded within the main functional core courses, so there is no course syllabus. The course grade is assigned by each of the instructors of the core courses.
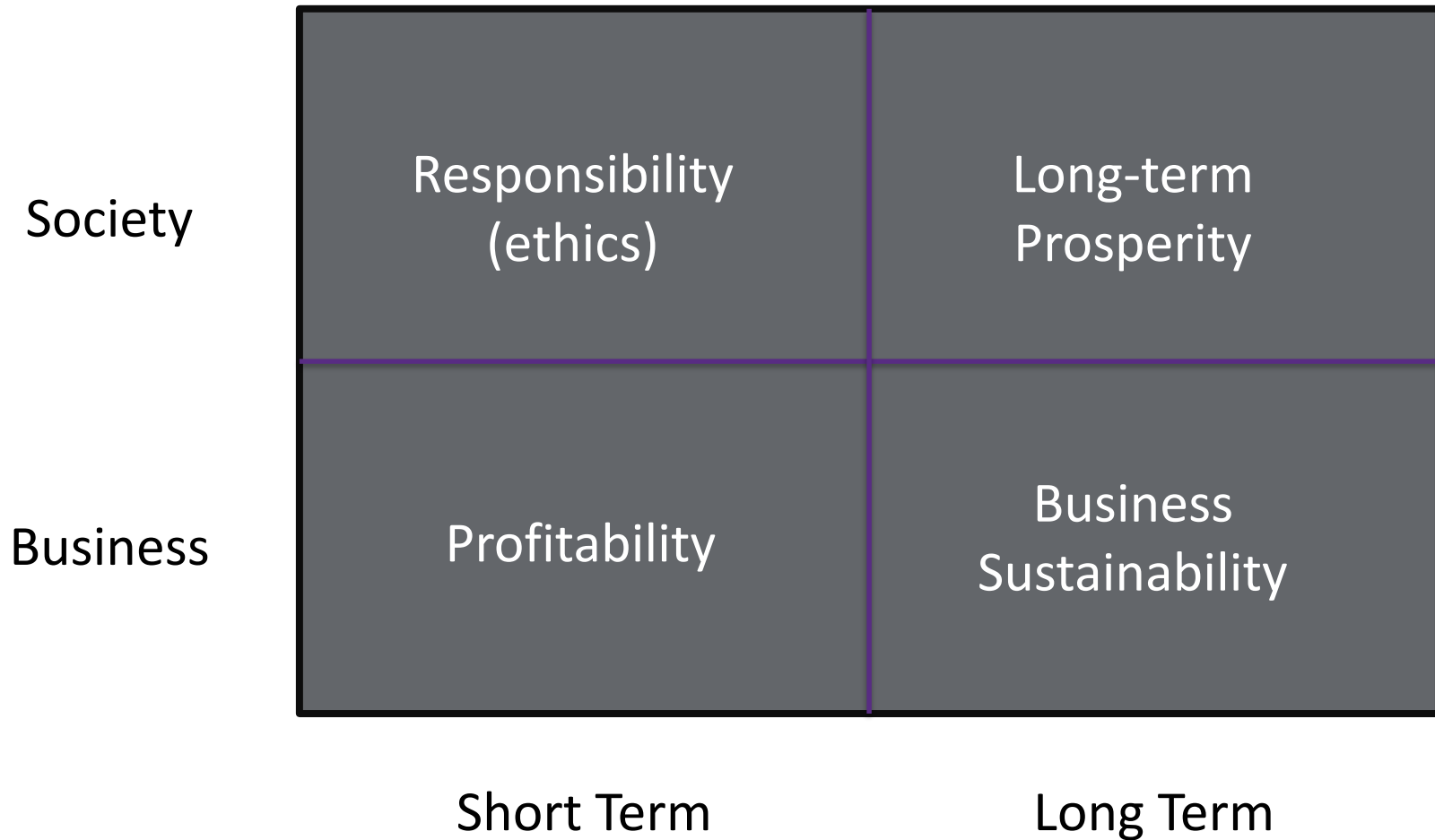
In this slide deck, I provide an overview of the framework and case studies. This is followed by a very brief description of the key story in each case study.

Because the course is co-taught, approximately 30% of the content changes each year. I am providing the content for 2016/17.

Objectives

- To explore a systems perspective of business decisions, which requires long-term, societal considerations

- To recognize the different decision outcomes related to this systems perspective

Overarching Framework

	Short Term	Long Term
Society	Responsibility (ethics)	Long-term Prosperity
Business	Profitability	Business Sustainability

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Overview of Classes/Cases

- Introductory session
- Accounting: London Water
- Finance: Diamond Energy
- Information Systems: Alibaba
- Leadership: Maple Leaf Foods
- Management Science: Big data
- Marketing: Tesla
- Operations: Monsanto
- Strategy: YU Ranch
- GLOBE: Trade and Environment (August 2017)
- Concluding session in core

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Accounting: London Water

- Case study: London Water (A) (Ivey)
- Key story: How can variable and fixed cost pricing be used to extend the life of the water infrastructure in the City of London (Ontario)?

Finance: Diamond Energy

- Case: Diamond Energy Resources (Thunderbird)

- Key story: How long-term, societal analysis of Net Present Value (NPV) can shift a positive NPV for a mine into a negative NPV.

Information Systems: Alibaba

- Case study: Alibaba Group: Technology, Strategy, and Sustainability (Ivey)

- Key story: Alibaba has built a platform technology. How can the CEO, Jack Ma, use his platform technology to leverage his commitment to social responsibility, while building his business?

Leadership: Maple Leaf Foods

- Maple Leaf Foods, Inc. (A): The Listeriosis Crisis (Ivey)

- Key Story: Maple Leaf Foods has just experienced an outbreak of a deadly disease that has resulted in numerous deaths. What should the CEO, Michael McCain, do to handle the crisis so that he does right by the people who have suffered and maintains the credibility of his firm?

Management Science: Big Data

- Speaker from Ernst & Young
- Key Story: E&Y has been asked to determine how much it should invest in building climate resilience for a new mine. What type of data are needed to forecast these risks, and what type of analysis should be done?

Marketing: Tesla

- Case Study: Tesla Motors: Burning up the Road to Domination or Doom (Ivey)

- Key story: Tesla is disrupting the auto industry, not because it saw itself as a car company, but because it looked far into the future and recognized the importance of a renewable energy source -- solar. It sees itself as a vertically integrated energy company.

Operations: Monsanto

- Case: Monsanto Company – Doing Business in India

- Key Story: The Indian government is considering blocking the sale of Monsanto's GMO cotton seeds because of numerous farmer suicides related to these seeds. Is Monsanto culpable and what should it do to assure its long-term prosperity?

Strategy: YU Ranch

- Case study: YU Ranch: Growing a Sustainable Business (Ivey)

- Key Story: YU Ranch grows Texas Long Horn sustainably, meaning that the farm does not bring in any additional food, water, and material resources. Given the physical limits to production, how can YU Ranch grow?

GLOBE: Trade and Environment

- Reading materials on trade and the environment

- Key Story: Recent trade agreements (TPP, CETA, NAFTA) push for free trade. What are the implications to the natural environment? How can such trade agreements be designed to protect the environment and maintain the economy over the long term?