



THE UNIVERSITY OF
WINNIPEG

DEPARTMENT OF BUSINESS AND ADMINISTRATION

BUS 2301 Management of Co-operatives (Winter 2014)

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email
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LECTURE TIMES and LOCATION

Tuesdays from 1800-2100 Location @ 3D04

PREREQUISITE: You must have successfully completed BUS-1201, UIC-1001 or AIG-1015, or received special permission from the department chair, in order to take this class.

*Make sure that you have the necessary prerequisites to take this course. If you have not successfully completed the above listed courses, it is in your interest to go to student registration office and officially drop the course. Otherwise, the registration office will do it on your behalf.

COURSE DESCRIPTION

This course is an introduction to the unique challenges involved in the management of co-operatives. It aims to build students' appreciation of co-operatives as a viable model of both economic and social development. The course focuses on the methods by which mainstream governance, accounting, personnel, and marketing practices can or should be adapted to fit the co-operative model. A combination of lectures, readings, guest speakers, case studies and discussion helps students develop an understanding of co-operative principles and values and the history of co-ops. Students learn about co-operatives and co-operative networks at the international and national levels, as well as in Manitoba.

COURSE OBJECTIVES

By the end of the course students should be able to:

- Compare and contrast the co-operative enterprise model with that of investor-owned businesses;
- Exhibit knowledge of co-operative enterprise models as it exists locally, nationally, and internationally;
- Apply the understanding of co-operatives' values and principles to the management of co-ops in various sectors and typologies, and
- Evaluate government policies and other factors that make an environment supportive of co-operatives and similar enterprises.

TEXT BOOK/ READING MATERIALS

The main course text book is

Sánchez, B. C. B., Roelants, B., & Palgrave Connect (in paper 2013 and Online service 2011).
Capital and the debt trap: Learning from cooperatives in the global crisis. Houndmills, Basingstoke, Hampshire: Palgrave Macmillan.

Additional material will be available through Nexus where you will access the lecture notes as well. Selected readings will consist of classic and contemporary articles available through the library and electronically downloadable. Most of the course materials will be available on Web CT.

RESOURCES AND COMMUNICATION

We will be using Nexus as the online course management system for this course. Use the USERID and password that you received when you registered to log in at <http://nexus.uwinnipeg.ca/>. If you have difficulty logging in, you should contact the Help Desk at 204-786-9149 or via email at help.desk@uwinnipeg.ca

General inquiries about assignments and course content should be posted to the course discussion forum in Nexus called "questions for the instructor". Please check the other postings in the forum to make sure your question is not answered before posting. (It helps if everyone titles their posts in a way that make it easy to determine the nature of the question.)

Private inquiries about grades or other personal matters can be directed to my e-mail. Although every effort will be made to respond more promptly please allow 48 hours for a response. Keep in mind that unnecessary multiple e-mails from the same student on the same issue make response times slower for everyone.

Claudia will hold weekly office hours during the semester.

IMPORTANT DATES

Mar 4 – Final date to withdraw without academic penalty

Apr 15 – Final exam

Feb. 18-23 - Reading Week

Evaluation Criteria

Mid-term exam 1	25%
Mid-term exam 2	25%
Class participation	15%
Final exam	<u>35%</u>
	100%

1. **Mid-term Exam 1(25%)**

You will complete a closed-book multiple choice quiz in class after we have finished the first section of the course (Introduction to Co-operatives). The test will contain a combination of multiple choice, and short answer questions. The short-answer questions will require you to understand and explain your ideas using proper sentence and paragraph structures. The questions will cover material from the assigned readings. The test will be held in the classroom during class hours on **FEBRUARY 4th**

2. **Mid-term Exam 2(25%)**

One mid-term examination will be held on **March 11th 2013**, which may be comprised of multiple choice, short answer, and long answer questions. The questions will cover material from the assigned readings and guest lectures. The test will be held in the classroom during class hours.

For any student who should miss the first two tests for exceptional circumstances, there will be the option of a final weighted exam provided that the student fully justifies the absence. Absence due to illness requires a medical certificate. If you miss any of the tests for non-legitimate reasons, the missed test grade will automatically be zero. The instructor must be advised within 7 calendar days of the test date and receive suitable documentation within the same 7 day time frame.

Test & Exam Requirements

- *Students need to be prepared to show photo ID at the tests and will be required to do so at the final exam*
- *Cell phones must be turned off during all classes, tests, and the final exam.*
- *The use of electronic translators by students with English as a second language is permitted but must be approved and checked by the instructor.*
- *Students must be punctual. Those who enter the test room ten minutes later than the starting time scheduled will NOT be allowed to write the tests/exam.*
- *Lectures may not be recorded.*

3. **Final Exam (35%)**

This exam will be comprised of a set of questions handed out the day of the exam. The final exam will be a comprehensive examination of the entire course, closed book - no notes or textbook allowed. It will contain a combination of multiple choice, short answer or essay questions. The questions will require you to understand and explain your answers using proper sentence and paragraph structures. The final exam will be held on April 15th, from 6.00 to 9.00

pm, Location TBA. The content of the exam will cover all PowerPoint and specified readings (not all readings that appear in the outline).

4. **Class Participation (15%)**

Contribution to discussions of readings, lectures and assigned activities is an important means of learning for this course. It means listening carefully as well as speaking out. I'll be looking for clear evidence that you have done the readings and thought about them before class. You may expect to be called on to speak. To be prepared, I strongly suggest that you write notes and comments on the readings. Be ready to be asked, "What did you think of X?" I will be particularly impressed by those who are working consistently and thoughtfully, shown by comments, answers and questions that draw directly on assigned material, consider implications, offer insights, and invite exchange.

Beginning in the fifth week of classes, six different professionals from the co-op community will make presentations to the class. Class participation is highly encouraged. Topics presented by those professionals will be included in the midterms and the final exam.

Contribution Criteria

Outstanding (13-15%): Demonstrates consistent on-time attendance, preparation, and constructively contributes to all class activities and discussions; consistently demonstrates insight by asking questions, making statements that add to and facilitate the class discussion, or building upon others' comments. Consistently demonstrates respect for professor and other classmates.

Very Good (10-12%): Demonstrates consistent on-time attendance, preparation, and constructively contributes in all class activities and discussions; demonstrates insight by asking questions or making statements that are relevant, add to, and facilitate the class discussion.

Fair (7-9%): Demonstrates consistent attendance and preparation; occasionally contributes to class discussions, regularly participates in other class activities; may occasionally arrive late to class. Generally demonstrates respect for professor and other classmates.

Poor (4-6%): Demonstrates inconsistent attendance/timeliness/contribution in class activities; may occasionally be unengaged in class activities and/or is disruptive/distracting or disrespectful in class; is frequently not prepared, regularly arrives late to class; occasionally reads the newspaper, falls asleep or uses laptop/cell phone, etc. during class.

Fail (0-3%): Demonstrates consistently poor attendance and consistently poor preparation; is unengaged or fails to contribute in class activities; may be disruptive/distracting or disrespectful in class to others; occasionally reads the newspaper, falls asleep or uses laptop/cell phone, etc. during class.

EXPECTATIONS, GOVERNING POLICIES, AND GENERAL INFORMATION

Please read assigned material before you come to class, bring questions and be ready to discuss theory and application in the readings. During the classes, we will engage in participatory activities that expand on key points, introduce complementary material, make connections across topics or apply insights to current events locally, nationally and internationally.

Students are responsible for course-related announcements made in class.

It is your responsibility to be familiar with the information on Academic Regulations and Policies, Section VII of the Course Calendar. This section covers classroom regulation, grading, transcripts, challenge for credit, academic standing, student discipline (academic and non-academic misconduct), appeals including grade

appeals, University Policies and Codes, graduation. The delivery of this course is governed by these regulations and policies.

PLAGIARISM AND ACADEMIC MISCONDUCT

Plagiarism is submitting work in a course that is not the original work of the student. This includes not using quotation marks, citation and footnotes when quoting directly, or not using footnotes or citation when quoting indirectly or paraphrasing, to indicate the source of the ideas or work of another author. It may also be submitting original work for credit in two or more different courses without the knowledge or prior agreement of the professor. Dishonest or attempted dishonest practice during tests or exams or in the preparation of other course work is cheating and will be brought to the Senate Academic Misconduct Committee.

Students with documented disabilities requiring academic accommodations for tests/exams (e.g., private space) or during lectures/laboratories (e.g., access to volunteer note-takers) are encouraged to contact the Coordinator of Disability Services (DS) at 786-9771 to discuss appropriate options. Specific information about DS is available on-line at <http://www.uwinnipeg.ca/index/services-disability>. All information about disability is confidential.

COURSE SCHEDULE (*Please note that the following schedule is subject to change and that all topics listed on the outline may not be covered*)

CLASS SCHEDULE

Schedule is subject to change at the option of the instructor. All topics listed on the outline may or may not be covered. See bibliography for each class below.

07 January	Introduction to the course and expectations; Overview of the importance and history of cooperatives
14 January	What is a cooperative and a credit union, different types
21 January	The co-operative economy, social and solidarity economy
28 January	Co-operatives in Manitoba and Canada - Guest speaker
04 February	Mid Term exam 1- Governance in co-operatives
11 February	Cooperatives in times of crisis – Guest speaker
18 February	No classes
25 February	Management of monist and dualist coops - Guest speaker
03 March	Measuring and accounting, mutualized instruments- Guest speaker
11 March	Mid Term exam 2 - Management of co-operative groups
18 March	Cooperative identity and marketing - Guest speaker
25 March	Government policy and regulation-- Guest speaker
01 April	International cooperative organizations and Final revision
15	Final Exam (All Chapters and notes) 1:30 to 4:30 Location TBA

READINGS FOR EACH SESSION

- **Session January 7**

- Introduction to the Course and Each Other
 1. an overview of the economic and social importance of cooperatives in the world
 2. an overview of the history of co-operatives: why were they established in the first place

Sanchez Bajo & Roelants (2013) "Capital and the Debt Trap, learning from cooperatives in the global crisis", Palgrave MacMillan, Chapter 4

MacPherson, I. (2013) Mainstreaming some Lacunae: Developing Co-operative Studies as an Interdisciplinary, International, Field of Enquiry, Ian MacPherson, Emeritus Professor of History Specialist in Co-operative Studies Director, University of Victoria, Victoria, British Columbia, Canada, mimeo.

Chesnick, D. & Liebrand, C. (2007). "Global 300 list reveals world's largest co-operatives". *Rural Cooperatives*. Jan/Feb. Vol 74, Issue 1, p.28-31.

- **Session Jan. 14**

- What is a cooperative and a credit union
 1. the co-operative standards (international definition, values and operational principles); the double nature of co-operatives and co-operative members
 2. the various types of co-operatives and co-operative members;

Zeuli, K. & Cropp, R. (2004). "Co-operatives: principles and practices in the 21st Century". Co-operative Extension Publishing, University of Wisconsin. Madison, Wisconsin. Chapter 1 and 2.
<http://learningstore.uwex.edu/Assets/pdfs/A1457.pdf>

MacPherson, I. (2009) The History of the Canadian Co-operative Movement: A Summary, a Little Historiography, and some Issues, Mimeo.

MacPherson, I. (1979). *Each for all: A history of the Co-operative Movement in English Canada, 1900-1945*. Institute of Canadian Studies of Carlton University, Ottawa. Macmillan, Toronto, ON. Chapter I.

Sanchez Bajo & Roelants (2013) "Capital and the Debt Trap, learning from cooperatives in the global crisis", Palgrave MacMillan, Chapter 7, On savings and credit co-operatives in North America: Desjardins..

Cropp, R. (2005). "A Glossary for Co-operatives". *Centre for Co-operatives. University of Wisconsin. Bulletin*. Nov. 2005 http://www.uwcc.wisc.edu/pdf/bulletins/bulletin_11_05.pdf

Housing cooperatives
http://www.housingeurope.eu/www.housingeurope.eu/uploads/file_/housing%20coops_web.pdf

- **January 21**

- The co-operative economy: what type of economy are co-operatives endeavoring to build around the world? The larger framework

Birchall, J. (2003) *Rediscovering the cooperative advantage: Poverty reduction through self-help* International Labour Organisation, Geneva,
[http://www.acdivocacoopex.org/acdivoca/CoopLib.nsf/d40b394e0533f5b285256d96004f1ad4/e23f0c803fc6060485256ef400575ed8/\\$FILE/Rediscovering%20the%20Cooperative%20Advantage.pdf](http://www.acdivocacoopex.org/acdivoca/CoopLib.nsf/d40b394e0533f5b285256d96004f1ad4/e23f0c803fc6060485256ef400575ed8/$FILE/Rediscovering%20the%20Cooperative%20Advantage.pdf)

Novkovic, S. (2008). Defining the co-operative difference. *The Journal of Socio-Economics* 37 p. 2168–2177. <http://www.hadjarian.info/mosharekati/1-s2.0-S1053535708000243-main.pdf>

Restakis, J. (2010). *Humanizing the economy: Co-operatives in the age of capital*. New Society Publishers. Vancouver, BC. Introduction. Chapter I.

Sanchez Bajo & Roelants (2013) “Capital and the Debt Trap, learning from cooperatives in the global crisis”, Palgrave MacMillan, Chapter 5, Fisher and Diver Cooperative La Natividad

- **January 28**

1. Co-operatives in Canada and Manitoba
2. Co-operatives in other industrialized countries, in emerging and developing countries

Co-operatives Secretariat at <http://www.tbs-sct.gc.ca/hidb-bdih/plan-eng.aspx?Org=0&Hi=81&Pl=98>

House of Commons (2012). STATUS OF CO-OPERATIVES IN CANADA Report of the Special Committee on Co-operatives
<http://www.parl.gc.ca/content/hoc/Committee/411/COOP/Reports/RP5706528/coopr01/coopr01-e.pdf>

Government of Canada, (2009). “Top 50 Non-financial Co-operatives in Canada”. Ottawa, ON.
[http://www.ic.gc.ca/eic/site/693.nsf/vwapj/top_50_2009_eng.pdf/\\$file/top_50_2009_eng.pdf](http://www.ic.gc.ca/eic/site/693.nsf/vwapj/top_50_2009_eng.pdf/$file/top_50_2009_eng.pdf)

Co-operatives Secretariat (2007). “Overview of Co-operatives in Canada”. Ottawa: Government of Canada.
http://www.coopscanada.coop/public_html/assets/firefly/files/files/Co-op_overview_2007.pdf

Canadian Co-operative Association, Conseil Canadien de la Cooperation, & Co-operatives Secretariat. (2000). “Co-operatives in Canada: An Overview”. In Fairbairn, B., MacPherson, I. & Russell, N. (2000). *Canadian Co-operatives in the Year 2000*. Centre for the Study of Co-operatives, University of Saskatchewan. Saskatoon, SK.

Loxley, J. & Simpson, D. (2007). “The social economy in Manitoba: A brief overview”. In Loxley, J & Simpson, D. (2007). “Government policies towards community economic development and the social economy in Quebec and Manitoba”. Winnipeg Inner City Research Alliance, University of Winnipeg. Winnipeg, MB. p.19-27.
http://usaskstudies.coop/socialeconomy/files/LLL_Final_Reports/Report_CL5_04_MB.pdf

Bouchard, Ferraton & Michaud (2009) First steps of an information system on social economy organizations
<http://socialeconomyhub.ca/sites/socialeconomyhub.ca/files/CIREIC/Papers/G2%20-%20Bouchard,%20Ferraton,%20Michaud.pdf>

- **February 4 – Multiple Choice Quiz – First Guest Speaker TBA**

- Governance: monist and dualist models, the institution of checks and balances, relation between governance and management in cooperatives,
- the case of Mondragon

Brown, D. (ed.) (2003). “The roles of the Board”. *Governance Matters*. Canadian Co-operative Association. Spring 2003.
http://www.coopscanada.coop/assets/firefly/files/files/GovMatArchives/GM3_Spring_2003.pdf

Fairbairn, B. (2003). “Three strategic concepts for the guidance of co-operatives: Linkage, transparency and cognition”. Centre for the Study of Co-operatives, University of Saskatchewan, Saskatoon, SK.
<http://usaskstudies.coop/pdf-files/StratConcepts.pdf>

Mondragon Cooperative Corporation (2007). *Corporate Management Model*. MCC, S. Coop. Ltda. Mondragon, Spain

Mondragon Corporate Profile (2008) Mondragon, Spain

- **February 11 – Second Guest Speaker TBA**

- Management at various types of co-operatives: mono- and multi-stakeholder cooperatives
- Cooperative management in the midst of a crisis and its resilience capacity

Henehan, B (2012) New Cooperative Development, March 12, Cornell University

Sanchez Bajo & Roelants (2013) “Capital and the Debt Trap, learning from cooperatives in the global crisis”, Palgrave MacMillan, Chapter 8, Mondragon

Roelants, B, Dovgan D, Eum H and Terrasi E (2012) The resilience of the cooperative model, CECOP Publications, June

Reynolds, B. (1997). “Decision-Making in cooperatives with diverse member interests”. United States Department of Agriculture. Washington, D.C.

February 18 – NO CLASSES – READING WEEK

- **February 25 - Third Guest Speaker TBA**

Management of co-operative groups: what is a peer group, its coordination role, its management of business scales and scope; management of training, research, innovation and internationalization in co-operative groups.

European Cooperative Groups Round Table (2003) Groups from Spain, Italy and France

Turner, B. (2004). "Co-operative Membership: Issues and Challenges". In Fairbairn, B. & Russell, N. (eds.). (2004). *Co-operative membership and globalization: New directions in research and practice*. Centre for the Study of Co-operatives, University of Saskatchewan. Saskatoon SK. <http://usaskstudies.coop/pdf-files/Turner.pdf>

Gertler, M. (2004). "Co-operative Membership as a Complex and Dynamic Social Process". In Fairbairn, B. & Russell, N. (eds.). (2004). *Co-operative membership and globalization: New directions in research and practice*. Centre for the Study of Co-operatives, University of Saskatchewan. Saskatoon SK. <http://usaskstudies.coop/pdf-files/Gertler.pdf>

Rapp, G. (1994). "Appraising Manager Performance". United States Department of Agriculture. Washington, D.C. p.1-4.

March 3– FINAL DATE to withdraw without academic penalty

- **March 4 – Mid term exam – and class**

- Measuring and Accounting: The challenge of co-operative accounting and the IAS/IFRS
- Mutualized financial instruments among cooperatives

Gordon-Nembhard, J. (2008). "Asset building through cooperative ownership: Defining and measuring cooperative economic wealth". Center for Cooperatives, University of Wisconsin. Madison, Wisconsin. <http://hoos.aae.wisc.edu/reic/papers/nembhard.pdf>

Zevi, A, Zanotti, A, Soulage F and Zelaia A (2011) beyond the crisis: cooperatives, work, finance, generating wealth for the long term, CECOP Publications, Brussels

Chantier de l'économie sociale (2009). *Participant's book: Financial analysis of a social enterprise*. Chantier de l'économie sociale. Montreal, Quebec.

- **March 11 - Fourth Guest Speaker TBA**

- Human Resource management in co-operatives and co-operative groups: participation of staff in management, production and processes;
- human resource development in co-operatives and co-operative groups: mono-skilling and multi-skilling; on-the-job training in cooperatives; redeployment of staff in other co-operatives of the same cooperative group

Roelants, B, Pellirossi V ad Biron O (2011) Cooperatives, Territories and Jobs, twenty experiences of cooperatives active in industry and services across Europe, CECOP Publications, Brussels

Wetzel, K., & Gallagher, D. (1987). "A conceptual analysis of labour relations in cooperatives". *Economic and Industrial Democracy*. Vol 8: 517.

Walton, D. (2007). "Is this person for real?" *Cooperative Grocer*. May/June 2007 (130). <http://www.cooperativegrocer.coop/articles/2009-01-20/person-real>

Colter, C. & Seidner, A. (2007). "Evaluations that inspire". *Cooperative Grocer*. Sept/Oct 2007 (132).
<http://www.cooperativegrocer.coop/articles/2009-01-19/evaluations-inspire>

- **March 18 - Fifth Guest Speaker TBA**

- The cooperative identity in communication and marketing;
- Co-operatives common tools in communication

Brown, L. (2004). "Innovations in Co-operative Marketing and Communications". In Fairbairn, B. & Russell, N. (eds.) (2004). *Co-operative membership and globalization: New directions in research and practice*. Centre for the Study of Co-operatives, University of Saskatchewan. Saskatoon SK.

Webb, T. (2000). "Marketing co-operation in a global society". In Fairbairn, B., MacPherson, I. & Russell, N. (2000). *Canadian co-operatives in the year 2000*. Centre for the Study of Co-operatives, University of Saskatchewan. Saskatoon, SK.

ICA - CECOP. (2013). "Co-operative growth for the 21 century" Diverse contributions, October, South Africa; <http://ica.coop/sites/default/files/attachments/Co-operative%20Growth%20for%20the%2021st%20century.pdf>

- **March 25 – Sixth Guest Speaker TBA**

- Government Policy and regulation regarding Co-operatives
- Promoting co-operatives' interests in policy and regulation at all levels

Henry, H (2012) Guidelines for Cooperative Legislation, third revised edition, ILO, Geneva
www.ilo.org/wcmsp5/groups/public/---ed.../wcms_094045.pdf

Lopez, U., Lopez, S., & Larrañaga, I. (2009). "Innovation in industrial Co-operatives: Special features and potential of the Mondragon Model". *International Journal of Technology Management and Sustainable Development*. Vol. 8. 1.

- **April 1**

- International cooperative organizations
- review of the course

April 15 2014 Final Exam 18.00 to 21.00 pm-

Venue TBA - Closed Book, no notes or textbook allowed