



THE UNIVERSITY OF WINNIPEG

University of Winnipeg Business Administration

BUS 3301-050 Advanced Management of Co-operative Enterprises Syllabus, Winter 2015

Instructor: Prof Dr. Claudia Sanchez Bajo,	Classes Buhler Building 3BC57 Mondays 06.00PM – 09.00PM
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Office Hours: Wednesday 2:00 PM – 4:00 PM, or by appointment	

IMPORTANT DATES

First day of class: January 12, 2014

Final day of class: April 06, 2015.

Midterm Test 1: February 3, 2015, the test will take place in the **first hour starting at 6.00PM**

Reading Week: February 16 - 21, 2015

Last day to withdraw without academic penalty: March 03, 2015

A minimum of 20% of the work on which the final grade is based on (or the midterm scores) will be available to the student before the voluntary withdrawal date, March 3, 2015.

Presentations and paper assignment: March 30 and April 06, 2015

Exam: 13 April 2015 from 6:00 pm to 9:00 pm at BUHL 3BC57

COURSE DESCRIPTION

This course is an advanced course on the specific challenges involved in the management of co-operatives. It aims at deepening the skills and knowledge of advanced undergraduate students enabling them to understand and promote competitiveness and innovation in co-operatives in the XXI century. The course has a focus on four key areas of interest, namely 1) start-ups and scaling up models, 2) marketing the cooperative value, 3) capitalization and accounting, and 4) internationalization strategies. The course requires active analysis and research from students both in a small group assignment and individual participation, while guest speakers and case studies will be used throughout.

PREREQUISITE: You must have successfully completed BUS-2301 or received special permission from the Chair of Co-operative Enterprises, followed by the approval of 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 course, it is in your interest to officially withdraw from the course. Otherwise, the Student Services office will do soon your behalf.

Course LEARNING Objectives

By the end of the course students should be able to exhibit knowledge of key areas vital to co-operative enterprises in the XXI century as follows:

- Be aware of , and able to, compare and evaluate the various emerging cooperative business models that co-operatives have developed in the last 20 years;
- Apply the understanding of co-operatives' values and principles to innovative management strategies of co-ops and co-operative groups in various sectors;
- Develop study and research skills concerning co-operative entrepreneurship;
- Advance knowledge in four key areas in terms of innovation as well as in responses to the unique challenges concerning co-operative enterprises: enterprise growth, capitalization and finance instruments, marketing and reporting, and new business models and transnational statutes created in the past decade.

There may be a few opportunities to do paid summer internships in co-operatives and credit unions in the province for those students who successfully complete this course. Details will be provided during class time.

TEXT BOOK/ READING MATERIALS

There is no main course text book. Key material will be available through Nexus and to the class, where you will also access the lecture notes.

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. Claudia will hold weekly office hours during the semester.

EVALUATION CRITERIA

1.	Mid-term exam	20%
2.	Class Participation	20%
3.	Student Presentations	20%
4.	Final Examination	<u>40%</u>
	Total	100%

1. Mid-term Exam (20%)

One mid-term examination will be comprised of multiple choice and short answers. 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 test for exceptional circumstances (ie. circumstances beyond the student's control), there will be a makeup test or a weighted final assignment, provided that the student fully documents the absence in writing. Absence due to illness requires a medical certificate. If you miss an examination and do not contact the instructor prior to the examination and provide valid documentation within a reasonable time frame, then the missed examination grade will be recorded as zero.

2. Class Participation (20%)

Contribution to discussions of readings, lectures and assigned activities is an important means of learning for this course. There will be 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.

There will be a specific class assignment, for the class as a whole, to be defined at the very start of the course between the lecturer and all the students (eg. analysis of the state of the art of co-operative enterprises studies, review of cooperatives' business models, literature review, etc.). This work will be developed along the course in a cooperative manner online on the Nexus site and completed before

the final exam, to be discussed by and distributed to all participants. The class will organize in voluntary small groups that will fulfill a partial objective of the assignment. This activity is assessed under 'participation'. In addition, invited guests will present their experience, where class attendance and participation will be encouraged.

3. Student and Group Presentations and assignment(20%)

Depending on the number of students, this will be a student or a group presentation consisting of a presentation and discussion of a specific topic. The presentation may be done in a small group of his or her choice organized or the student may choose a topic of his or her individual choice, always in accordance with the key areas of the course, namely 1) Growth and innovation: start-ups and scaling up, 2) Marketing the co-operative value: communication and reporting, 3) new cooperatives' business models and 4) Focus 4) Capitalization, Finance and Accounting.

4. Final Examination (40%)

A comprehensive examination of the work will take place in writing, closed book - no notes or textbook allowed. It will contain a combination of short answers and two essay questions. The questions will require you to understand and explain your answers using proper sentence and paragraph structures. The final exam date, time and location TBA.

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, in advance of the examination.*
- *It is expected that students come to class and return from breaks on time.*
- *Lectures may not be recorded.*
- *The following Contribution Criteria refers to participation and is intended as qualitative criteria.*

Contribution Criteria

Outstanding (15-20%): 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 (10-14%): 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.

Absence from the midterm exam

To apply for an excused absence from the midterm exam, a student must present supporting documentation pertaining to the absence to the instructor as soon as the student is able. The weight of the missed exam will be re-allocated to the final exam. There will be no deferred midterm exams in this course. Late assignments will not be accepted.

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.

Regular participation in discussions is a key component of this course. Students are responsible for checking the Course Website. Showing courtesy to the instructor and other students is an important part of every class. It is expected that students

- a) will arrive in class before it begins, and will stay until it is over;
- b) will not engage in sidebar conversations with other students;
- c) will not read non-course materials; and
- d) will not use personal communication or entertainment devices, such as laptop computers, mp3 players, cell phones, blackberries, etc in class.
- e)

Please inform the instructor in advance if you need to arrive late or leave early on a specific day.

It is your responsibility to be familiar with the information on Academic Regulations and Policies, Section VII of the 2014/15 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.

Students with documented disabilities, temporary or chronic medical conditions, requiring academic accommodations for tests/exams (e.g., private space) or during lectures/laboratories (e.g., note-takers) are encouraged to contact Accessibility Services (AS) at 204.786.9771 or through email at accessibility@uwinnipeg.ca to discuss appropriate options. For more information about Accessibility

Services please visit their website at <http://www.uwinnipeg.ca/accessibility-services/>. All information about a student's disability or medical condition remains confidential.

Students who plan to conduct research interviews, focus groups, surveys, or any other method of collecting data from any person, even a family member, must obtain the approval of the UHREB before commencing data collection. Exceptions are research activities in class as a learning exercise. See <http://www.uwinnipeg.ca/index/research-human-ethics> for submission requirements and deadlines."

All students, faculty and staff have the right to participate, learn and work in an environment that is free of harassment and discrimination. The UW Respectful Working and Learning Environment Policy may be found online at www.uwinnipeg.ca/respect.

UWinnipeg promotes a scent-free environment. Please be respectful of the needs of classmates and the instructor by avoiding the use of scented products while attending lectures. Exposure to perfumes and other scented products (such as lotion) can trigger serious health reactions in persons with asthma, allergies, migraines or chemical sensitivities.

Misuse of Computer Facilities, Plagiarism, and Cheating

Refer to Section VII on Academic Regulations and Policies in the UW Calendar for Senate information on appeals, withdrawal dates, and academic misconduct such as plagiarism and cheating. These serious offenses will carry sanctions. Be sure that you have read and understood section VII.

Tentative Class Schedule

12 January	Introduction, Co-operative entrepreneurship in the 21 century – plus Short Pre-course test (not included in the course assessment, only to observe existing level of knowledge)
19 January	Co-operative enterprises start-up models: social co-operatives, university incubation in Brazil and Germany, Chambers and incubators in France, co-operative schools' chains in the UK
26 January	Community renewal in Winnipeg: formal incubation support and finance; informal incubation in workers and housing co-operatives, social capital and networks
02 February	Scaling up through trade: 20 century models in industry and 21 century models of co-operative value chains
09 February	Scaling up through Co-operative groups: case study

Reading Week: February 16 - 21, 2015

23 February	Mid-Term Test and first report on group assignment, PLUS class on Marketing the value of co-operatives, Co-op UK
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02 March	Reporting on co-operative enterprises: social reporting in Italy, co-operative reporting in France, satellite accounts, external and internal reporting on governance
09 March	Capitalization strategies: opportunities and challenges, equity and quasi-equity instruments, Case study: indivisible reserves. Accounting challenges in the 21 century, an introduction to international negotiations and responses
16 March	Emerging business models: bi-national and regional co-operative statutes in the EU and Mercosur compared to NAFTA; multi-stakeholder types of co-operatives in Italy, France and the USA
23 March	Emerging economic models: Co-operatives and the environment: common goods and the management of lakes and forests. Emerging models: Co-operatives, gender and communication technology.
30 March	Assignment presentation, discussion and distribution.
06 April	Assignment presentation, Revision for Final Exam
Final Exam	13 April 2015 from 6:00 pm to 9:00 pm at BUHL 3BC57