The University of Manitoba
Faculty of Agricultural and Food Sciences

COURSE TITLE:   Cooperatives in Business and Community

Course Number:   AGRI 3030 – T01
Department:      Agricultural & Food Sciences
Levels:          Undergraduate
Credit Hours:    3.0 credit hours
Academic Session: Fall Term 2015
Delivery Format: In Class - 12 Wednesday excluding November 11
Dates:          September 10 to December 9, 2014
                6:15 p.m. - 9:15 p.m.
Classroom Location: 134 Agriculture Building

This is an introductory course in co-operatives with no pre-requisites. It is targeted to best serve students who are in 2nd year and beyond.

Instructors: Marty Donkervoort
             Kaye Grant
             See below for contact information

Course Description
Co-operatives are very important business and community organizations that make a significant contribution to the Canadian and world economies. They are owned and controlled by the user/members of the cooperative. There are producer/marketing, consumer, worker, housing, day-care, utility, social, community, hybrid and multi-stakeholder co-ops and health cooperatives. In the business sector, they include agricultural cooperatives such as Ocean Spray, Sunkist and Granny’s Poultry; consumer cooperatives like Red River Cooperative, worker co-ops like Neechi Foods and financial cooperatives like the Assiniboine and Steinbach and Vancity credit unions.

Course Objectives/Learning Outcomes
This course is designed to examine the role of co-operatives, identify and assess different types of cooperatives, explore management, legal and financial issues unique to co-operatives. Cooperatives are contrasted as a business structure to other business forms including investor owned firms (iof’s), non-profit organizations and other business forms. The course will also explore and measure their impacts and identify challenges and opportunities unique to co-operatives. The course will also critically analyze examples of co-operatives in Canada and elsewhere. A number of co-op managers will provide guest presentations.
Upon successful completion of this course, students will have a solid understanding about cooperatives and their role in the past, current and future economy. Specifically students will have learned how traditional business management applies to co-operatives, where it differs and how. Students will also have the opportunity to work on assignments in groups fostering cooperation and the formation of cooperatives.

**Required Text:**

There is no required textbook for this course. Readings are assigned from the following reference list. Additional readings may be posted on the course website.

**Instructor Profiles:**

**Marty Donkervoort**

As the Globe and Mail has recently noted, Marty’s business career leads from Bay St to Main Street. Over the past three decades, Marty has held senior positions in the private corporate sector, the public sector and in the social economy. Marty’s contributions have been celebrated by the CBC, who in 2009, named him “A Canadian making a Difference” and by Ernst and Young as a Prairie Region Finalist in the 2010 Entrepreneur of the Year competition. His book “Inner City Renovation: How a Social Enterprise Changes Lives and Communities”, was published in 2013. For the past four years, Marty has been teaching courses in the business faculty at the University of Winnipeg and the University of Manitoba.

Marty Donkervoort holds a B.Sc.F. in timber engineering (U of Toronto) and M.B.A. with an emphasis on marketing (Schulich School of Business, York University).

*Contact Information:*

Mobile 204-471-6384
marty.donkervoort@gmail.com
martydonkervoort.net

**Kaye Grant**

Kaye Grant is an experienced business consultant, project manager, researcher and trainer. During her practice, she has managed consulting projects of varying size and scale. She has experience in project planning and management, market research and analysis, marketing strategy development, business planning, program reviews and management training.

Kaye has been consulting within the social economy and co-operative sectors for the past 10 years. Kaye is Communications Manager with the Canadian Worker Co-operative Federation. Kaye has extensive teaching experience at the University of Winnipeg, University of Manitoba and Manitoba Institute of Trades and Technology.

*Contact Information:*

Business Phone: 204-257-1198
Mobile: 204-990-5293
Email: kgrant@reconinc.ca
References


Lund, Margaret, Solidarity as a Business Model: A Multi-Stakeholder Cooperatives Manual, Cooperative development center@Kent State University, A program of the Ohio Employee Ownership Center. [http://community-wealth.org/content/solidarity-business-model-multi-stakeholder-cooperatives-manual]


Information about assignments

The class engagement evaluation will be based on class discussions and case studies. The exams will be based on material presented by the instructors, guest presenters and from information in the assigned readings.

The exams will be a combination of multiple choice, short answer and short-essay questions related to material covered up to that point. Calculators, dictionaries and handheld devices will not be authorized for this test.

The group case study assignment evaluation will be based on both a written report. INCOMPLETE SENTENCE. I THINK IT IS ONLY THE WRITTEN REPORT. A handout detailing case study expectations and marking will be distributed in advance.

No hand-written materials may be submitted for grading purposes.

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<thead>
<tr>
<th>Grade Evaluation</th>
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<tr>
<td><strong>Evaluation Item</strong></td>
<td><strong>Value</strong></td>
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<tr>
<td>Class Engagement</td>
<td>10%</td>
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<tr>
<td>Midterm Exam</td>
<td>20%</td>
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<tr>
<td>Group case study assignment</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>45%</td>
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<td><strong>100%</strong></td>
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Class Attendance

It is important that students attend all classes. Lecture content forms the central part of the course material, readings, and assignments. Materials from missed lectures should be obtained from fellow classmates. The instructor will provide course materials during the lecture period and will post class material to the course web site. The instructor will not be responsible to provide students class notes should they miss a lecture.

Class Behavior

It is a requirement that all students show utmost respect for their classmates and the instructor in the spirit of good learning. Please turn cell phones and other electronic devices off before entering the classroom. Computers may be used but will be limited to note taking or referring to reference materials. Students exhibiting disrespectful behavior risk being barred.

Questions

If you have questions regarding the lectures, assignments, or exams, speak with the instructor at the end of any class period. If the questions cannot be answered immediately, arrangements will be made to accommodate the student via telephone, email or in person appointment.

Course Policies

Late Assignments

Late submission and non-submitted assignments will receive a grade of zero unless a student has discussed and been approved for a late submission. In this case the student would need to have just cause for the late submission and would need to clear this with the instructors prior to the original due date. Note that even with an approved late submission the instructors reserve the right to apply a late penalty.

When submitting an assignment be sure your name or student number, the course name and the assignment number are identified clearly. Assignments missing any of this information will not be accepted and will receive a grade of zero.

Academic Integrity

Plagiarism or any other form of cheating in examinations, term tests or academic work is subject to serious academic penalty. Cheating in examinations or tests may take the form of copying from another student or bringing unauthorized materials into the exam room. Exam cheating can also include exam impersonation. A student found guilty of contributing to cheating in examinations or term assignments is also subject to serious academic penalty. Students should acquaint themselves with the University’s policy on plagiarism; cheating, exam impersonation and duplicate submission see http://www.umanitoba.ca/student/resource/student_advocacy/cheating_plagiarism_fraud.html.
# Course Schedule and Content

<table>
<thead>
<tr>
<th>Date of Class</th>
<th>Topic /Details</th>
<th>Reading</th>
<th>Instructor</th>
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</thead>
</table>
| **1. September 16** | **Introduction to Co-operatives**  
- Introductions to each other  
- Course Outline  
- Examples and roles of co-ops in our economy  
[https://ccednet-rcdec.ca/en/CEDPages/Click on Pollock’s Hardware Co-op to download the article](https://ccednet-rcdec.ca/en/CEDPages/Click on Pollock’s Hardware Co-op to download the article) | Marty Donkervoort and Kaye Grant |
| **2. September 23** | **The co-op movement**  
**Co-operative principles and practices**  
- Basic three “defining principles”  
- The 7 cooperative principles  
- The work of co-ops  
- Co-op values  
- The co-operative practice  
- Types of co-ops  
- Comparison of business structures  
*Principles & Practices in the 21st Century, Chapter 5*  
The History of the Canadian Co-operative Movement: A Summary, a Little Historiography, and Some Issues* | Kaye Grant |
| **3. September 30** | **Types of co-ops (Part 1)**  
- Consumer (Red River Cooperative, Federated Cooperative, Mountain Equipment Co-op, and Pollocks)  
- Housing Co-ops  
- Guest speaker | Co-op Housing Federation of Canada  
| **4. October 7** | **Types of co-ops (Part 2)**  
- Financial, Credit Unions, and Insurance (Co-operators, Cumis, Assiniboine Credit Union. Steinbach Credit Union, and Vancity)  
- Guest speaker on Financial Co-ops | Vancity Credit Union  
| **5. October 14** | **Types of co-ops (Part 3)**  
- Worker (Organic Planet, La Siembra)  
- Multi/hybrid/new generation  
- Examples and guest speaker from a worker co-op  
- Case study TBA | Canadian Worker Co-operative Federation  
[www.canadianworker.coop](http://www.canadianworker.coop)  
*Solidarity as a Business Model: A Multi-Stakeholder Cooperatives Manual, pages 1 to 26*  
*Worker Cooperatives: Pathways to Scale, Chapters 1, 2 and 4* | Kaye Grant |
<p>| <strong>6. October 21</strong> | <strong>Types of co-ops (Part 4)</strong> | <a href="http://www.coopscanda.coop/assets/firefly/files/CCE_GF2_sub">http://www.coopscanda.coop/assets/firefly/files/CCE_GF2_sub</a> | Brian Oleson |</p>
<table>
<thead>
<tr>
<th>Date of Class</th>
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</table>
| 7. October 28 | - Producer/marketing (emphasis on agricultural co-ops)  
- Case Study (Gay Lea Food Co-operative)  
- Midterm Exam (75 minutes) | mission_Final_final.pdf | N/A |
| 8. November 4 | **Legal and Corporate Issues**  
- Co-operative acts and legislation  
- By-laws  
- Case Study (MEC) | The Co-operatives Act Manitoba, Part 2, Incorporation  
web2.gov.mb.ca/laws/statutes/ccs_m/c223e.php | Marty Donkervoort |
| 9. November 18 | **Governance Issues**  
- Boards of Directors (structure and roles)  
- Management role  
- Members (membership policies)  
- Leadership and decision making  
- Guest speaker  
- Case Study (Guelph Campus Co-op) | Cooperatives: Principles and Practices in the 21st Century, Chapter 6* | Kaye Grant |
| 10. November 25 | **Finance and Accounting**  
- Patronage dividends  
- Membership dues  
| 11. December 2 | **International co-op movement**  
- Mondragon Co-ops (Spain)  
- Emillian Co-ops (Italy)  
- UK Co-ops  
- Emerging Economies  
- Guest speaker | The Emillian Model: Profile of a Co-operative Economy  
Canadian Co-operative Association  
www.coopscanada.coop/ | Marty Donkervoort |
| 12. December 9 | **The co-operative and social economy**  
Introduction to the Social Economy  
Introduction to the Co-operative Economy  
**Class Review** | N/A | Marty Donkervoort and Kaye Grant |

*Note: See references list to locate the URL for readings that are listed in the readings column.*