

August 27, 2018



From local classrooms to global crucibles

A global collaborative learning pathway for complex leadership contexts

A SMALL NETWORK ONLINE COURSE

Urban resilience: Complexity, collaborative structures, and leading change

Fall 2018

Created and delivered by

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in collaboration with

100 Resilient Cities & The Rockefeller Foundation

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Course background

The world continues to urbanize. In the 100 years starting 1913, the proportion of the world's population that lives in cities grew 5-fold from 10% to 50%, and estimates suggest that 75% of the world's population will live in cities in 2050.

Though history reveals that urbanization has always been an accelerator of growth and development, it also poses profound challenges for corporates, communities, cities, and countries. A recent McKinsey report succinctly notes: "Cities are essential to global economic growth and productivity. They are where most of the world's population live, work, and play, and they are important to everyone else, too. They are the world's economic engine, consuming the majority of global power and resources, while generating 80 percent of GDP and 70 percent of greenhouse-gas emissions. Making cities great is the critical infrastructure challenge of this century."

This course is a collaborative offering across the schools of the Global Network for Advanced Management (GNAM – <http://advancedmanagement.net/>). It brings together faculty from four schools in the GNAM network – University of British Columbia, Yale University, Indian Institute of Management-Bangalore, and EGADE Business School – the 100 Resilient Cities network (www.100resilientcities.org), the Rockefeller Foundation (www.rockefellerfoundation.org), and practitioners from business, government, and civil society to engage with the topic of urban resilience.

On the key non-academic partners in the course

The key non-academic partners in the course are the Rockefeller Foundation (RF) and the 100 Resilient Cities initiative (100RC). In 2013, RF pioneered the 100RC initiative to help cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

In April 2016, GNAM became a platform partner of 100RC to help cities in the design and implementation of resilience strategies.

100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. Examples of these stresses include high unemployment; an overtaxed or inefficient public transportation system; endemic violence; or chronic food and water shortages. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations.

Cities in the 100RC network are provided with the resources necessary to develop a roadmap to resilience along four main pathways:

- Financial and logistical guidance for establishing an innovative new position in city government, a Chief Resilience Officer (CRO), who will lead the city's resilience efforts
- Expert support for development of a robust resilience strategy
- Access to solutions, service providers, and partners from the private, public and NGO sectors who can help them develop and implement their resilience strategies
- Membership of a global network of member cities who can learn from and help each other.

Through these actions, 100RC aims not only to help individual cities become more resilient, but to facilitate the building of a global practice of resilience among governments, NGOs, the private sector, and individual citizens.

Course purpose

Despite the global nature of the challenge, cities across the globe evidence great complexity and differences. Local, national, and regional context matters, and the resilience-building effort will require leaders who understand how markets and organizations work in diverse and complex contexts, and who can move supplely from a global perspective to specific local understanding. Leaders will also need to be able to call on expertise and resources from all parts of the globe and all sectors of society, and not assume that any one organization or perspective has the final answer.

By partnering with 100RC and RF, this GNAM Small Network Online Course (SNOC) represents an important step in a global collaborative learning pathway for students to help prepare them for complex leadership contexts. These are contexts that are characterized by messy and ‘wicked’ problems, the involvement of multiple stakeholders (across business, government and civil society), each with different motivations and constraints, low decision-making authority, and the potential for high conflict across stakeholders in approach, strategic decision-making, and implementation.

For the purposes of this course, we draw on the view of urban resilience articulated by 100RC as the ability of individuals, communities, businesses, institutions, and systems within a city to survive, adapt, and grow in response to acute shocks and chronic stresses they may experience. Shocks and stresses can bring opportunities for cities to evolve and in some circumstances transform.

The purposes of this course are to help students across the Global Network for Advanced Management:

- Articulate resilience challenges and opportunities facing global cities
- Describe the holistic and integrated nature of resiliency and its key drivers
- Work in remote and borderless teams to design collaborative approaches involving business, government and civil society to address urban resilience challenges

Course participants

This course is primarily geared towards graduate-level students in business with no prior background in urban resilience. Given the broad nature of the topic, however, and to facilitate the integration of business with concepts from environmental studies, journalism, urban design and architecture, land and food systems, and public policy, students from these related areas are also being encouraged to take the course.

The course will be capped at 60 students – 35 to 40 spots for MBA students from the GNAM network, and 20 to 25 spots for students from the School of Forestry & Environmental Studies at Yale. If more than 60 students are interested in taking the course, preference will be given first to students in the final year of their program and second to those with relevant experience in these topics. It is anticipated that we will have up to 10 teams of students, with each team having students from diverse fields of study across multiple locations.

Course timeframe

The SNOC will be offered in Fall 2018. It will run for 16 weeks, and meet for two 90-minute sessions per week – from 8:30 to 10:00am Eastern US time on Tuesdays and Thursdays (see more detailed schedule in Appendix A).

Given the number of schools involved and the variations in their academic schedules, it is likely that a few course sessions will be held during some school’s holidays, breaks, exam periods, etc. Students are expected to make their

best efforts to attend each class session. If they are not able to do so, they should let the teaching team know in advance and watch the recording of the class session afterwards.

Course structure

This course is built around the four key dimensions of city resilience advanced by the 100RC initiative – health & wellbeing, economy & society, infrastructure & environment, and leadership & strategy. It provides a vehicle for students to explore the ways in which resilience is driven by the active consideration of each of these dimensions, in an integrative and holistic manner.

Within each dimension of city resilience, we will consider two drivers:

<i>Dimension of city resilience</i>	<i>Key drivers considered in this course</i>	<i>Indicators</i>
Health & well-being	1. Meeting basic needs	Ability to access resources to ensure survival and wellbeing – housing, water and sanitation, food, and energy
	2. Ensuring public health services	Ability to access healthcare and emergency services
Economy & society	3. Fostering economic prosperity	Availability of funding, business investment, and integration with regional and global economy
	4. Promoting engaged communities	Social support, local identity and culture, and community participation
Infrastructure & environment	5. Reducing physical exposure	Environmental policy, safeguards for critical infrastructure
	6. Ensuring continuity of critical services	Emergency response and contingency plans, physical infrastructure design, and flood risk management
Leadership & strategy	7. Fostering long-term and integrated planning	Access to data and monitoring, strategies and plans, and land-use planning
	8. Promoting leadership and effective management	Multi-stakeholder alignment, collaboration and empowerment, decision making and leadership

The eight drivers will constitute the main themes for the course, and will together serve as the organizing framework for the assignments in the course.

Class interactions

Class interactions will take place virtually on the GNAM online course platform, and the language of instruction and interaction will be English. Class materials – text, reports, videos, etc. – will be posted to Canvas (an online course support platform used by Yale). MBA students are expected to have completed the equivalent of the traditional core curriculum at their business school, or to have taken prior coursework in finance, marketing, operations, business and society or other business-related subjects.

Each session will be 90 minutes long, and will be facilitated by mini-lectures from subject matter experts, conversations with practitioners, discussion forums triggered by cases from target cities in the 100RC network and other leading performance examples in the resilience area.

The course delivery will be facilitated by Teaching Assistants from one or two GNAM schools.

Support from 100RC will be led by Mariane Jang and Marcus Hagberg.

Individual reflections

Each student will submit written reflections (2 pages) on each of the four resilience dimensions addressed in the course. For each reflection, students will respond to specific questions and apply learnings to a city of their choice.

Team project – Resilience challenge

A significant learning platform in this course is the Resilience Challenge. Students will work in virtual teams to engage with a challenge posed by a city or a platform partner associated with 100RC.

For the Fall 2018 SNOG, the following cities will present challenges – Manchester (UK), Salvador (Brazil), Porto Alegre (Brazil), (Montreal (Canada) and Calgary (Canada). *The key client in this option is the CRO or City Manager.* The challenge, presented as ‘raw’ cases, will cover several dimensions of resilience that will be covered in the SNOG, and will require students to adopt a holistic and integrated perspective while addressing the dilemma.

One or two teams may work on a project for GNAM and 100RC focused on understanding how different cities are addressing the displacement that can accompany the “gentrification” of historically less wealthy neighborhoods. Members of the team will dig into these issues in cities they know well and compare what they learn. The key client in this option is the *Global Network for Advanced Management in its work with 100RC.*

On project solutions

The situations presented in the class have yet to be solved. Students will be asked to draw on the fundamental business and other analytical tools to which they have been exposed in their studies – finance, strategy, marketing, operations and others – and work with colleagues from other disciplines to develop new and innovative approaches to addressing these situations. In the spirit of continuous improvement, students are expected to offer constructive feedback on the course structure and materials, giving students in this next cohort the opportunity to continue to shape the course and related efforts for the future.

Course flow

The course is delivered over 26 class sessions, and is divided into three modules:

Module 1: Introduction and agenda setting

- What is urban resilience, why is it important?
- How does resilience thinking help to define more meaningful responses to urban challenges?
- An introduction to resilient project planning

Module 2: City resilience dimensions

- Health & well-being
- Business & economy
- Infrastructure & environment
- Leadership & strategy

Module 3: Integration & student presentations on projects

- Bringing it all together
- Student teams present solutions to project options

Each session will be facilitated by mini-lectures from subject matter experts, conversations with practitioners, discussion forums triggered by cases from target cities in the 100RC network, and other leading performance examples in the resilience area.

Course deliverables and grading

The final grades for the course will be based on the following deliverables:

- Your individual reflections on four selected drivers of resilience (5% each; 20% total)
- Final project interim report (10%)
- Your group's final team project (20%)
- Your teammates' evaluations of your contributions to the cases and final project – peer evaluation (20%)
- Your reflections on how the learning from this course might apply to your career (10%)
- Your overall level of participation as evidenced by synchronous class participation, discussion board participation and quality of contributions (20%)

Course schedule

In order to accommodate time zones across the GNAM schools, the course will be offered Tuesdays and Thursdays from 8:30am to 10:00am, US Eastern Time, starting on Tuesday, 4 September 2018 and ending on Thursday, 13 December 2018. The latest draft course schedule is included in Appendix A. Actual on-line interactions will consist of: same-time video discussions with faculty, TAs and guests; moderated on-line discussion threads; group sessions – both video and on-line – and; other methods as fit the class best.

**PLEASE NOTE THE TIME CHANGE STARTING NOVEMBER 5th
WHEN CLOCKS GO BACK IN NORTH AMERICA BY ONE HOUR**

Appendix A – Draft course schedule

Session	Week day	Date	Topic
0	Th	30-Aug	“Strategy and leading change” overview for non-MBA students
1	Tu	04-Sep	Course introduction and kick-off
2	Th	06-Sep	Urbanization and resilience
3	Tu	11-Sep	Resilience Strategy Process
4	Th	13-Sept	Perspectives on Resilience
5	Tu	18-Sep	Resilience challenges – Advancing the project
6	Th	20-Sep	Working in Global Virtual Teams
7	Tu	25-Sep	Public health systems
8	Th	27-Sep	Water resilience
9	Tu	02-Oct	Affordable Housing
10	Th	04-Oct	Student reflections on Dimension 1 – Health & Well-being
11	Tu	09-Oct	Investment in cities
12	Th	11-Oct	Engaged communities
	Tu	16-Oct	NO CLASS
	Th	18-Oct	NO CLASS
13	Tu	23-Oct	Social cohesion
14	Th	25-Oct	Student reflections on Dimension2 – Economy & Society
15	Tu	30-Oct	Reduced physical exposure
16	Th	01-Nov	Mobility and infrastructure
17	Tu	06-Nov	Climate
18	Th	08-Nov	Student reflections on Dimension 3 – Infrastructure & Environment
19	Tu	13-Nov	Long-term integrated planning
20	Th	15-Nov	Leadership
	Tu	20-Nov	NO CLASS
	Th	22-Nov	NO CLASS
21	Tu	27-Nov	Asset Management
22	Th	29-Nov	Student reflections on Dimension 4 – Leadership & Strategy
23	Tu	04-Nov	Final student presentation
24	Th	06-Dec	Final student presentation
25	Tu	11-Dec	Final student presentation
26	Th	13-Dec	Course wrap up
	Tu	18-Dec	Final project submission