

**GMGT 7350 (G09) (3.0 CH)**  
**STRATEGIC LEADERSHIP AND SUSTAINABILITY**  
**FALL 2021**

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Please note: This course will be offered on-line. Computer, internet connection and webcam will be required to take part in this course.

**INSTRUCTOR**

Name:	Nathan S. Greidanus	Office Location:	642 Drake
		Office hrs	By Appointment
Email:	Nathan.greidanus@umanitoba.ca	Class Room:	On-line (Zoom; see UMLearn for link)
		Class Time:	8:00am-1:45pm F, Sa, Su September 24,25,26 November 26, 27, 28

**COURSE DESCRIPTION**

Strategic Leadership and Sustainability focuses on the strategic issues related to the manager's role in Sustainable Development. The course highlights both the necessity for, and strategic opportunities available in, managing and adapting to the demands of firm growth, economic and social development and concern for the natural environment.

In evaluating Sustainable Development initiatives an emphasis is placed on the need to identify, incorporate and manage a wide range of stakeholder perspectives. This course is highly participative and utilizes a combination of lectures, videos, case studies, gamification, and student lead activities

**COURSE OBJECTIVES**

At the completion of this course students will be able to analyze and communicate the importance and implications of sustainable development to management.

Specific learning outcomes include the ability to:

- Understand the various facets of Sustainable Development
- Appreciate the complexities involved in managing Sustainable Development
- Use tools for managing Sustainable Development including:
  - Systems thinking
  - Life cycle assessment
  - Stakeholder management
  - Measurement tools
- Apply an innovation framework to Sustainable Development challenges
- Identify unique Sustainable Development issues within a variety of industry and social contexts

## AACSB Assurance of Learning Goals and Objectives.

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement for the School and our students. Part of “student improvement” is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the **learning goals and objectives** listed below for the **MBA Program**. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

	<b>Goals and Objectives in the MBA Program</b>	<b>Goals and Objectives Addressed in this Course</b>	<b>Course Item(s) Relevant to these Goals and Objectives</b>
1	<b>Strategic Thinking</b> Students will think critically and creatively about solutions to organizational problems, considering short-term and long-term goals, resources, risks, and opportunities.		
	A. Students are able to identify situations where strategic thinking is necessary.	X	Cases; Real world analysis
	B. Students are able to identify different strategies.	X	Cases; Real world analysis
	C. Students are able to perform a basic strategic analysis.		
	D. Students are able to recommend strategic alternatives and their implementations.		
2	<b>Global Perspective</b> Students will adopt a global mindset in considering organizational decisions.		
	A. Students have an awareness of global diversity, and multicultural awareness.	X	Global compact; readings
	B. Students have an awareness of different global perspectives.	X	Global compact; readings
	C. Students have been exposed to global business environments through course materials		
3	<b>Ethical Mindset</b> Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.		
	A. Students demonstrate an understanding of the responsibility of business in society.	X	Readings, lectures, assignments
	B. Students demonstrate an understanding of ethical decision making.	X	Readings, lectures, assignments
	C. Students demonstrate moral development in ethical decision making.		
	D. Students demonstrate an understanding of the responsibilities of a leader’s role as it relates to ethics.	X	BOD assignment
4	<b>Quantitative and Financial Proficiency</b> Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.		
	A. Students are able to identify that a problem containing a quantitative aspect exists.		
	B. Students are able to apply financial methodologies in the answering of business questions.		
	C. Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.		
	D. Students are able to interpret the results of a financial analysis.		

## COURSE MATERIALS

Required readings will be posted on UMLearn; most readings can be accessed through the library databases; the occasional case may be required for purchase

## COURSE ASSESSMENT

Component Marks:

Class participation	20%
Innovating for sustainability assignment*	20%
Sustainability research paper summary	25%
Real world sustainability audit *	35%
	100%
*groups / pairs	

\*\*Grade may be adjusted dependent on peer evaluation of contribution to the project

**Class participation:** To enhance the learning experience, all students are expected to participate in class discussion and in-class exercises. Quantity and quality of questions, comments, contributions and insights offered during class is important to the success of the course and you will be graded for your overall engagement and participation. Absences will significantly impact your class participation grade. Specific participation marks will be allotted to an annotated bibliography of readings and informal assignments and presentations assigned in class.

**Innovating for sustainability assignment:** This assignment draws on a problem-solution framework for sustainable development. The assignment entails identifying a current sustainability related problem and offer an innovative and economically viable solution to that problem. Deliverables are a one page maximum (exclusive of appendixes) summary of the problem and corresponding innovation as well as an elevator pitch of the idea. Pitches will be given during the November class as part of a sustainability pitch competition. More details on the assignment will be given in class and on UMLearn.

**Sustainability research paper summary:** This individual assignment will ask students to research and write a short research paper related to the required readings and class lectures. Topic(s) and further details will be posted on UMLearn.

**Real world sustainability audit:** Produce a sustainability audit for a real world organization. The audit should give a brief background on the organization and describe the sustainability challenges relevant to the organization. The analysis should draw on material from class to evaluate the organization's current challenges and practices as well as propose solutions to address these challenges. The findings of the audit should be provided in a professional style report (15 pages max, exclusive of appendixes) and a brief presentation to the class at the end of the term.

In fairness to others, late work will be penalized 10% per day overdue. Final grades will be assigned as follows (please note the MBA office reserves the right to determine the final grade distribution).

Marks	Letter Grade
94 and above	A+
88 – 93.9	A
82 – 87.9	B+
76 – 81.9	B
70 – 75.9	C+
64 – 69.9	C
50 – 63.9	D
Below 50	F

**NOTE: On-line Class attendance is required. Missing more than 20% of this course due to absences may result in a failing grade. It is your responsibility to inform your professor in advance of your absence and the reason for it (medical documentation or employer note if away for a work commitment) is required. The professor decides how to deal with the impact of missed classes on your final grade.**

## ACADEMIC REGULATIONS AND STUDENT SERVICES

### HUMAN ETHICS APPROVAL FOR DATA COLLECTION

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM's Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. When in doubt, please talk to your instructor.

Instructions and forms to apply for human ethics approval can be found at:  
<http://umanitoba.ca/research/orec/ethics/guidelines.html>

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

If you will be collecting data only from other students in the class, you do not need REB approval. If you have any questions, please contact [humanethics@umanitoba.ca](mailto:humanethics@umanitoba.ca) or your instructor.

### UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee's approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

## STUDENT SERVICES AND SUPPORTS

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

For Information on...	...follow this link
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	<a href="#">MBA Course Information</a>
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 18 of the MBA Student Handbook</i>	<a href="#">MBA Student Handbook</a>
Help with research needs such as books, journals, sources of data, how to cite, and writing	<a href="#">Library Resources</a>
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	<a href="#">Writing and Learning Support</a>
Support and advocacy for students with disabilities to help them in their academic work and progress	<a href="#">Student Accessibility Services</a>
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	<a href="#">Copyright Office</a>
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	<a href="#">Academic Integrity</a>
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	<a href="#">Student Discipline</a>
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	<a href="#">Student Advocacy</a>
Your rights and responsibilities as a student, in both academic and non-academic contexts	<a href="#">Your rights and responsibilities</a>
Full range of medical services for any physical or mental health issues	<a href="#">University Health Service</a>
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	<a href="#">Health and Wellness</a>
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	<a href="#">Student Counselling Centre</a>
Support services available for help regarding any aspect of student and campus life, especially safety issues	<a href="#">Student Support Case Management</a>
Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	<a href="#">Live Well @ UofM</a>
Help with any concerns of harassment, discrimination, or sexual assault	<a href="#">Respectful Work and Learning Environment</a>
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	<a href="#">Violent or Threatening Behavior</a>

## ACADEMIC INTEGRITY

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I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic misconduct. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic misconduct involving a graduate student (i.e. MBA, MFin, MSCM, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

## FACULTY BIOGRAPHY

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I.H. Asper School of Business, The University of Manitob

**Nathan S Greidanus**  
**Entrepreneurship and Innovation**  
**Asper School of Business**

Nathan holds undergrad degrees in Psychology and Finance, an MBA in Entrepreneurship and a PhD in Strategic Management. He is the Academic Director for Manitoba's Corporate Directors' Education Program and the Manitoba representative for the Canadian Global Entrepreneurship Monitor team.

Professor Greidanus' research and teaching intersect the broad areas of Entrepreneurship, Sustainable Development and Governance. He is a seven-time award winning teacher, former chair of the Asper MBA committee and current lead for the Sustainability and Entrepreneurship themes in the MBA program. Dr. Greidanus' recent research projects range from developing the behavioral assumption of Bounded Reliability (BRel) to offer better governance of firm and individual level commitments to entrepreneurship's relationship with positive failure; the natural environment; subjective well-being; indigenous people; and economic inequality. His publications include a book on the adoption of Telework, articles in leading journals such as the Journal of International Business Studies, and over 30 conference presentations

Nathan's professional experience includes working in the investment banking industry, owning and managing two franchises, and running his own business development consulting company (including developing a comprehensive business case that resulted in the establishment of the National Canadian Centre for Unmanned Vehicle Systems). Nathan has also spent a year as a volunteer in Costa Rica and Nicaragua and holds both Canadian and Dutch citizenship.