

**IDM 7130 (G01) (1.5 CH)**  
**CONTEMPORARY THEMES IN BUSINESS**  
**WINTER 2021**

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**INSTRUCTORS**

Name:	Bruno Dyck	Office Location/Hours:	On Zoom/by appointment
Phone:	204-474-8184	Class time:	Friday, March 5, 8:45–2:45
Email:	Bruno.Dyck@umanitoba.ca		
Name:	Subramanian Sivaramakrishnan	Office Location/Hours:	On Zoom/by appointment
Phone:	204-474-8437	Class time:	Saturday, March 6, 8:45–2:45
Email:	Subbu.S@umanitoba.ca		
Name:	Mohammed Bhabha	Office Location/Hours:	On Zoom/by appointment
Phone:	204-391-9552	Class time:	Sunday, March 7, 8:45–2:45
Email:	Mohammed.Bhabha@umanitoba.ca		

**COURSE DESCRIPTION**

This course is designed to introduce you to three contemporary business themes that prevail in the marketplace, and accordingly, in the Asper MBA curriculum.

The Sustainability theme approaches business from a triple bottom line perspective of People, Planet, and Profit. Sustainable development recognizes the interconnectedness of economic prosperity, environmental integrity, and social equity, and seeks to balance multiple forms of well-being (e.g., financial, ecological, and social) for multiple stakeholders (e.g., owners, employees, customers, suppliers, partners, government, society, and future generations).

The International & Emerging Markets theme focuses on a mindset and set of skills relevant to the operation of business in international and emerging markets that reflect various levels of economic and social development. It addresses the identification of opportunities, risks, the potential for growth, and the management of challenges as businesses evolve in the developing and developed regions of the world.

The Entrepreneurship and Innovation theme focuses on understanding value creation and re-creation through starting a company or innovating in an existing organization. Key priorities center on the nature of creative, innovative, and entrepreneurial perspectives and behaviors.

As you will be aware, many Asper MBA elective courses are a combination of area (e.g., finance, marketing, leadership & organizations, supply chain) with one or more of the above themes, leading to themed courses such as International Finance, Marketing Innovation, and Sustainable Lean Management, to name a few. The intention of such cross-pollinating courses is that the areas will give you the knowledge needed to perform your job in the workplace while the themes provide the mindset businesses need to have in order to succeed in a competitive environment. As a result of this

combination, we hope that our students will gain an advantage in the employment market by having both the knowledge and themed mindsets that organizations expect of their employees. In addition, from a curriculum standpoint, cross-pollinating courses give Asper MBA students the flexibility to get area concentrations, theme concentrations, or a combination of the two.

In this course, we intend to introduce you to the three themes so that you develop an appreciation for these widespread business themes and are also able to make an informed choice of elective courses.

## COURSE OBJECTIVES

This course is designed with the following objectives in mind:

- Help you understand the importance and role of three contemporary themes in business—Sustainability, International & Emerging Markets, and Entrepreneurship & Innovation.
- Introduce you to some common terminology and concepts in each of the above areas.
- Give you experience in coming up with a business proposal that incorporates all three themes, and make a compelling presentation of it.
- Develop your presentation skills by having you present your business proposal to the class.

## COURSE FORMAT AND ONLINE ACCESS

Classes will be during the scheduled class time and will be “live” via videoconferencing using Zoom and will not involve in-person instruction.

Please check UM Learn for Zoom Meeting links for each of the three classes.

To join the class from your computer, install Zoom Client for Meetings from [zoom.us/download](https://zoom.us/download). To join from your smartphone, install the Zoom app. Detailed instructions are available here.

For recording class participation, you will be expected to have your camera and microphone on during class time. You are expected to leave your camera on for the duration of the class. Have your microphone muted and unmute yourself only when you speak.

Please note that the classes will be recorded and the video recordings are likely to be shared with other students in the class when needed.

## COURSE MATERIALS

As classes will be delivered synchronously via videoconferencing, a device enabled with a camera and microphone is required. Further, you are expected to be in a location with a reliable Internet connection that is strong enough for streaming video.

Sustainability: The lectures and class discussions for these classes will draw from and build upon a reading available on UM Learn one week prior to first class. The reading will also serve as helpful reference material when students prepare their final projects.

International & Emerging Markets: Please purchase the below case from [Ivey Publishing](#) (or any other case retailer) and read it prior to class.

“Sarva Pharmaceuticals: International Expansion to Myanmar”, 2020, Case# 9B20A016.

Familiarize yourself with these government resources, which you will find useful when you are considering taking your business international:

- [Government of Canada – Trade Commissioner Service](#)
- [Export Development Canada](#)
- [CIA – The World Factbook](#)

Entrepreneurship & Innovation: Please read the article below prior to class.

Thornhill, Stewart, “Ten Dirty Little Secrets of Successful Entrepreneurs”, Ivey Business Journal, 11/01/1012.

Students are each expected to bring to class an innovative idea that:

- has the potential to be turned into a profitable venture,
- is scalable and sustainable, and
- could have global implications (that is, has the potential to add value in many countries).

**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.

	Goals and Objectives in the MBA Program	Goals and Objectives Addressed in Course	Course Item(s) Relevant to these Goals and Objectives
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.		
	Students are able to identify situations where strategic thinking is necessary.	✓	Throughout all three modules
	Students are able to identify different strategies.	✓	
	Students are able to perform a basic strategic analysis.	✓	E & I module
	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.		
	Students have an awareness of global diversity, and multicultural awareness.	✓	I & EM module
	Students have an awareness of different global perspectives.	✓	E & I and I & EM modules
	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.		
	Students demonstrate an understanding of the responsibility of business in society.	✓	E & I and Sustainability modules
	Students demonstrate an understanding of ethical decision making.	✓	Throughout all three modules
	Students demonstrate moral development in ethical decision making.	✓	Sustainability module
	Students demonstrate an understanding of the responsibilities of a leader’s role as it relates to ethics.	✓	Sustainability module
4	<b>Quantitative and Financial Proficiency</b> Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.		
	Students are able to identify that a problem containing a quantitative aspect exists.	✓	E & I module
	Students are able to apply financial methodologies in the answering of business questions.	✓	E & I module
	Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.	✓	E & I module
	Students are able to interpret the results of a financial analysis.		

## COURSE ASSESSMENT

Business Proposal (group work; due April 6; see Appendix)	-	55 % **
Presentation of your Proposal (group work; April 9, 6:15–9:30 pm)		
- Group mark (based on overall presentation/content)	-	25 %
- Individual mark (based on each individual's presentation and Q&A)	-	10 %
Class Participation	-	10 %

For each component, the three instructors grade their respective parts and these are weighted equally in calculating the final grade.

\*\* End-of-Course Peer Evaluation: Each member's grade will be adjusted to reflect individual contribution through a confidential peer evaluation at the end of the course. Make sure you are a team player throughout.

Cumulative Marks	Grade	GPA	Performance
90-100	A+	4.5	Excellent
80-89.99	A	4.0	Very Good
75-79.99	B+	3.5	Good
70-74.99	B	3.0	Satisfactory
65-69.99	C+	2.5	Marginal
60-64.99	C	2.0	Unsatisfactory
50-59.99	D	1.0	Unsatisfactory
49.99 and below	F	0.0	Unsatisfactory

NOTE: Class attendance is required. Missing more than 20% of this course (which is 3 hours of class) for unexcused reasons may result in a failing grade. It is your responsibility to inform your professor in advance of your absence and the reason for it (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.

For recording your class participation, you will be required to have your camera and/or microphone on when you speak or for the duration of the class.

When joining the class on Zoom, please make sure you enter your full name (first and last names).

## COURSE SCHEDULE

Friday, March 5, 8:45 am to 2:45pm (1-hour break for lunch)

- General introduction
- Need for sustainable business
- A typology of sustainable organizing
- A “how to” process model
- Sustainability in practice

Saturday, March 6, 8:45 am to 2:45pm (1-hour break for lunch)

- Going international—its importance, myths, and realities
- What is Globalization?
- Degrees of going international, Mode of Entry
- The Standardization vs. Adaptation Dilemma
- Role of Culture
- Emerging Markets
- Case discussion: *Sarva Pharmaceuticals: International Expansion to Myanmar*

Sunday, March 7, 8:45 am to 2:45pm (1-hour break for lunch)

- Entrepreneurship: What it was, what it is, and what it is becoming
- Idea versus Solution
- Key aspects of Market Validation
- Business Proposal Basics
- How do you finance your idea?
- Article Discussion: “Ten Dirty Little Secrets of Successful Entrepreneurs”
- Guest Speaker on Entrepreneurship

Tuesday, April 6            Upload Business Proposal to UM Learn by 11.59 pm

Friday, April 9            Presentations from 6:15-9:30 pm  
(all group members must present and stay for all presentations; this is to be considered to be a Final Exam)

Presenting as a group via Zoom requires coordination and practice. We will have a ‘dry run’ of the presentations on Wednesday, April 7 at 5 pm. This is to ensure that your group presentations go smoothly, with minimal tech issues or interruptions. Unless it’s impossible, at least some group members need to be present for this session.

## 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 Behaviour</a>

## APPENDIX: GUIDELINES FOR BUSINESS PROPOSAL AND PRESENTATION

This project is on writing a Business Proposal and also presenting it to a simulated audience of venture capitalists. It doesn't have to be as extensive as a Business Plan, but a fair amount of detail is expected. The primary expectation in the Proposal is that you cover all the three themes in it. That is, it must be an innovative entrepreneurship idea, incorporate sustainability, and be international in scope.

You will be assigned to a group. The groups will be announced on the first of day of class.

Assume you are preparing this Business Proposal for a new venture capitalist. Therefore, your proposal needs to be realistic, implementable, and based on facts and figures (educated estimates, when facts are not available). Please contact the Management Library staff for help finding data.

**The Business Proposal is to be uploaded to the UM Learn Assignments folder by 11:59 pm on Tuesday, April 6.** Only one group member must upload the proposal to UM Learn – please coordinate with your group to designate a member for that. Late submission will impact your Professionalism grade.

Please upload the Proposal as one Word or PDF file. Please do not upload multiple files that have to be concatenated—it will lead to confusion.

- There is no minimum page limit. Maximum page limit is 10 pages of body + 2 pages of appendices (explained below), single-spaced, all-inclusive. The document you submit must not have more than 12 pages; this includes everything; if you choose to add a cover page, that is to be counted in the 12 pages. Excess pages will be disregarded and will impact your Professionalism grade.
- Minimum 12-point font, 1" margin on all four sides. Grading will be based on the quality and comprehensiveness of the Proposal, not length.
- The body of the proposal must not exceed 10 pages. In addition, you may have 2 pages of appendices to present your market validation instrument, research techniques and target interviewees (see Entrepreneurship & Innovation below).
- Any material you use that is not your own, including websites, has to be cited appropriately in your Bibliography. This is included in the 12 pages.
- In the interest of environmental sustainability, please make your Proposal single-spaced (assume everyone concerned will be printing it off).
- Please make sure you proofread the entire Proposal before submitting it.

Here's what is expected in the (written) **Business Proposal**:

Come up with an innovative business idea.

You have to address all the three themes taught in the course as part of your proposal, that is, your idea must be of an entrepreneurial nature that is sustainable and can be taken international.

Make sure it includes the following specific aspects for each of the three themes (all three will be weighted equally while grading):



#### Entrepreneurship & Innovation:

- Briefly outline the problem and your solution.
- Present your market validation tools, your techniques, and target interviewees. You will not be required undertake market validation but will be required to indicate how you would go about undertaking the market validation and develop an instrument that will obtain the information you are needing. You will have 2 additional pages (appendix) in your report to present your Market Validation instrument, research instruments and target market(s).
- Outline how to create/build your product and the primary operational considerations (staffing, office, equipment, distribution and logistics, etc.).
- Outline how you would finance the initial 12-24 months of your business.

#### Sustainability:

- Describe how the business idea enhances social well-being (discuss negative, neutral, and positive externalities as appropriate).
- Describe how the business idea enhances ecological well-being (discuss negative, neutral, and positive externalities as appropriate).
- Discuss the relative emphasis on “value creation” versus “value capture”.
- Provide a brief overview/analysis of a holistic “map/table” that situates your idea in terms of at least three levels of analysis (e.g., household, organizational, societal) and across the four dimensions of the triple-loop learning model (problem/opportunity, behaviour, worldview, structure and systems).

#### International & Emerging Markets:

- Your target countries and your rationale for choosing those countries.
- Analysis of your competition within each target country/countries. Consider competition from sources other than just competing brands (e.g., the biggest competition for coffee in a country may be tea rather than another brand of coffee).
- Mode of entry into foreign markets (export, licensing, franchising, IJV, direct investment, etc.) and rationale for choosing that mode.
- Standardization vs. Adaptation of product, price, distribution, promotion, and overall image, with rationale for it.
- From which country/countries you will source your materials, people, and knowhow, with rationale for why.
- Long-term international growth strategy. Explain which countries you will expand to, why those countries, and in what chronological order you will enter those countries.

The above list is a minimum expectation and it is expected you will address all of them. For all three themes, you are welcome and encouraged to go beyond the above listed topics, without exceeding the page limit. Therefore, conciseness is key.

**As all three themes are weighted equally; therefore, it is expected that about one-third of your Proposal will be devoted to each of the three themes.**

The entire Proposal will be read by all three instructors. However, as each instructor grades the content related to their respective theme, please organize your Proposal so that it is clear as to which sections are on Entrepreneurship & Innovation, Sustainability, and International & Emerging Markets respectively (preferably in that order). Organizing by headings is highly encouraged.

Of the 55 marks for the written Business Proposal, 90% (49.5 marks) will be for the three themes divided equally and 10% (5.5 marks) for professionalism. Any typos, grammatical errors, lack of flow, incoherent sentences/paragraphs, poor formatting, exceeding page length, not following the font/margin specifications, etc. will adversely impact the Professionalism grade.

Here's what is expected for the **Presentation** (via Zoom):

- 1) The presentation is scheduled for **Friday, April 9, 2021 from 6:15-9:30 pm** via Zoom (meeting link will be provided prior to that date). Everyone is expected to be present and stay for all presentations.
- 2) Your group will have 15 minutes to present uninterrupted, followed by 7 minutes of Q&A (to be confirmed after class list is final). The 15-minute time limit is a strict one. At the end of 15 minutes, you will be required to stop immediately. You may wish to use a stopwatch to time yourselves. Rehearsing your presentation several times will help with the time management.
- 3) Your presentation has to be consistent with the Business Proposal that you submitted. Any inconsistencies between your written and presented proposals will surprise the instructors and could adversely affect your grade. You should, of course, add value to your presentation by explaining aspects better than they have been in the written proposal, which is the primary purpose of a presentation.
- 4) All members must present, i.e., everyone has to speak. How you want to divide the presentation amongst the group members is up to you. But be fair so that every member has more or less equal 'airtime'. Please bear in mind that 25% of the course grade is for the overall quality of the group presentation and 10% is for the quality of your individual presentation. This includes your ability to answer any questions the instructors or other students may ask.
- 5) The order of presentations will be decided at the beginning that evening. Please be prepared to present, regardless of whether your group has to go first or last.
- 6) Everyone is required to stay for all the groups' presentations. Do not plan to leave early.
- 7) Please organize your presentation so that it is very clear which aspects are on Entrepreneurship & Innovation, Sustainability, and International & Emerging Markets respectively (not necessarily in that order). **As the three topics are weighted equally, budget about one-third of your presentation time for each.**

## 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 dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty 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 (includes Chat messages posted during class)
- 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
- taking the help of another individual on a graded component, unless authorized by the instructor

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 dishonesty. Because of the unique nature of group projects, all group members must exercise extraordinary care to ensure 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 dishonesty involving a graduate student (i.e. MBA, 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 Manitoba

### **Bruno Dyck**

Department of Business Administration  
I. H. Asper School of Business

Bruno is a Full Professor of Organization Theory and holds the Norman Frohlich Professorship in Business Sustainability. Bruno is a born and raised Winnipegger who has his B.Comm. from the University of Manitoba and a Ph.D. in Business from the University of Alberta.

Bruno teaches in the Undergraduate, MBA, and Ph.D. programs, including the course “Corporate Social and Environmental Responsibility” and “Seminar in Organization Theory.” Bruno has co-authored three textbooks, written so that each chapter describes and compares a “conventional” versus a “sustainable” approach to management theory and practice.

Bruno’s research looks at factors that help to explain and facilitate sustainability. He often focuses on how values influence management theory and practice, and examines key processes that explain how organizational change unfolds. He is also interested in how the moral-point-of-view that underpins conventional management theory and practice differs from the moral-point-of-view that underpins sustainable theory and practice. For more information on Bruno’s research and writing, feel free to visit his website at <http://brunodyck.weebly.com>

### **Subbu Sivaramakrishnan**

Department of Marketing / Dean’s Office  
I. H. Asper School of Business

Subbu is an Associate Professor of Marketing and Associate Dean at the Asper School. He has a B.Sc. in Mathematics and an MBA from India, where he also worked as a management information analyst before getting a Ph.D. in Marketing from Penn State University. Prior to coming to Winnipeg, Subbu taught at the University of Arkansas at Pine Bluff.

At the Asper School, Subbu has taught at the Undergraduate, MBA, Ph.D. and Executive Education levels. Recent courses he has taught are Contemporary Themes in Business (MBA), Fundamentals of Marketing and Consumer Behaviour (UG), and Organization Branding (Exec Ed). Subbu has also taught courses in the US, Spain, Taiwan, Singapore, and India. He has co-authored four marketing textbooks, two Canadian editions each of *Marketing Management* (with Philip Kotler) and *Marketing Research Essentials*.

Subbu’s research is in the area of consumer behavior. His publications have appeared in the Journal of Business Research, International Journal of Research in Marketing, Journal of International Consumer Marketing, International Journal of Knowledge Management, Journal of Product & Brand Management, Journal of Interactive Marketing, and Journal of Strategic Marketing.

Besides academic work, Subbu has conducted marketing research studies for a number of organizations including the Canadian Museum for Human Rights, Labatt Breweries, MTS, MB Hydro, WAG, RWB, Investors Group, Manitoba Museum, Red River Ex, and UofM.

Subbu is married to a school teacher and has two kids and a dog.

### **Mohammed Bhabha**

Sessional Instructor

I. H. Asper School of Business

Mohammed received his B.A. in Economics and Political Science from York University in Toronto, Canada and earned an MBA in 1999 from the Asper School of Business, University of Manitoba, Canada.

Mohammed is an international business specialist with 27 years of experience who worked in strategy, business development and mergers & acquisitions in the areas of engineering consulting, mining & minerals, energy, infrastructure, and private sector development.

For almost 10 years, Mohammed drove the international growth of Tetra Tech (formerly Wardrop Engineering) into 5 countries in Latin America and established operations in Europe and Asia. He has driven acquisitions in Latin America from initial identification through to integration, and has championed the development of new lines of business to address critical issues in the Mining & Minerals industry.

Mohammed also worked for a provincial government trade agency where he worked with companies to identify new opportunities internationally. He was one of the first Private Sector Liaison Officers for the World Bank Group, where he promoted the projects and financial services of The World Bank Group and other international financial institutions to the private sector in Canada to grow trade and investment with developing countries. He has also worked with international companies and entrepreneurs to attract investment and new business ventures to Manitoba.

Mohammed currently works for the Treasury Board Secretariat for the Province of Manitoba, identifying opportunities for streamlining and/or outsourcing government operations.

Mohammed is a founding member of the Energy Sector Alliance of Manitoba (ESAM), an alliance of companies focused on energy development around the world. He was President of ESAM until 2008, and continued to serve on the Board of Directors until 2017.