GMGT 7350 (G05) (3.0 CH)
MANAGING FOR SUSTAINABLE DEVELOPMENT
FALL 2018

INSTRUCTOR

Name: Jijun Gao
Phone: 204 4747445
Class: 106 Drake
Office Location: 426 Drake Centre
Office Hours: 10:30-11:30am Monday to Friday (Oct. 18-Dec. 8, 2018)
Class Time: Oct. 19-21: F 9:15 – 4:15pm; S 9:15 – 4:00pm; U 9:15-12:30 p.m.
Nov. 30-Dec 2: F 1:15-4:30; S & U 9:15 – 4:15pm

COURSE DESCRIPTION

This course focuses on understanding complexities around the concept of sustainable development and discussing the role of management in pursuing sustainable development at the business level and the society level. The implications of sustainable development to business and the opportunities around it will be highlighted.

We will take a critical approach to conventional business practices and current sustainability initiatives. There will be eye-opening experiences wherein your long-time beliefs and assumptions are challenged and your worldviews may be reconstructed. A variety of teaching methods such as case discussions, research peeks, multimedia, and group reflections and discussions will be used in order to maximize your exposure to important issues and perspectives associated with sustainable development. Both theories and practices of managing sustainability in business will be covered in the course.

COURSE OBJECTIVES

On course completion, you should be able to:

- Recognize the importance of sustainability to strategic management
- Understand the origin and foundation of sustainable development
- Interpret and criticize sustainable initiatives, policies and practices
- Analyze the complex implications and consequences of sustainable initiatives
- Identify and evaluate important strategic opportunities associated with certain sustainability issues
- Apply various tools and approaches for managing sustainable development
- Combine knowledge from various disciplines to create innovative solutions for certain issues of sustainability
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.

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

No textbook will be used. A case package must be purchased in advance at the Ivey Publishing website following the instructions below. Additional readings will be available for download two weeks in advance on UM Learn. Any update on the course outline and reading list will be notified by email.

1. Go to the Ivey Publishing website at www.iveycases.com
2. Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the “Student User” role.
3. Click on this link or copy into your browser: https://www.iveycases.com/CoursepackView.aspx?id=20376
4. Click "Add to Cart".
5. You may choose to order in either print or digital format.
   o To order the material in digital format, check "digital download" and click "OK".
   o To order a printed copy for delivery, enter the print quantity required and click "OK".
   Please note that shipping charges will apply.
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
   o If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
   o If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader. This material is for your personal use only and is not to be shared or distributed in any form.

STUDENT RESPONSIBILITIES

1. Students should bring their name plates every time they come to the class and place the plates in front of them.

2. Students are expected to be ready and willing to discuss both the assigned cases and the related reading(s) for every class as listed on the Class Schedule. This may imply three to four hours of preparation before the class. Clear signal of under-preparation may seriously influence your class contribution performance.

3. It is the students’ responsibility to express their willingness to participate in, thus contribute to class discussion by raising their hands, although the instructor may give cold calls occasionally. The instructor will organize, lead and monitor the discussions, not to give lectures.

4. Students are expected to attend classes regularly and on time. They are responsible for any
course-related announcements, even if not present in a particular session in which the announcement is made. The instructor often sends out important announcements by emails, so all students need to register a valid email address in Aurora/UM Learn and check that email frequently.

5. Students are required to form study teams. The list of team members must be submitted on the form supplied (see attached MULTIFUNCTIONAL TEAM SHEET). Close family members are discouraged from being members of the same team. The team membership should reflect diversity in terms of ethnic, gender and origin country/region background. The instructor has the authority to break a group or move a student to a different group in consideration of diversity and other important factors.

COURSE ASSESSMENT

Student progress will be assessed through:

- Midterm Exam: Group report of industry audit 25%
- Final exam: individual report of organization audit 35%
- Group project & presentation 15%
- Class Contribution 25%

Final grades will be assigned as follows:

<table>
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<tr>
<th>Cumulative Marks</th>
<th>Grade</th>
<th>GPA</th>
<th>Performance</th>
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<tr>
<td>90-100</td>
<td>A+</td>
<td>4.5</td>
<td>Excellent</td>
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<tr>
<td>80-89.99</td>
<td>A</td>
<td>4.0</td>
<td>Very Good</td>
</tr>
<tr>
<td>75-79.99</td>
<td>B+</td>
<td>3.5</td>
<td>Good</td>
</tr>
<tr>
<td>70-74.99</td>
<td>B</td>
<td>3.0</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>65-69.99</td>
<td>C+</td>
<td>2.5</td>
<td>Marginal</td>
</tr>
<tr>
<td>60-64.99</td>
<td>C</td>
<td>2.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>50-59.99</td>
<td>D</td>
<td>1.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>49.99 and below</td>
<td>F</td>
<td>0.0</td>
<td>Unsatisfactory</td>
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NOTE: Class attendance is required. Missing more than 20% of this course due to unexcused 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.
Midterm Exam – Group Based

The mid-term exam is team based and ask each team to provide a sustainability audit report on a select industry or sector. The report should trace how sustainability has influenced the evolution of the industry, summarize current sustainability performance/practices of the industry, provide your comments and reflections on the changes/trends, and present recommendations on the industry governance with respect to sustainable development. Additional exam instructions may be given on the date indicated in the class schedule. The report is limited to 4 pages (Times New Roman 12 point font, single space, 1 inch/2.54cm margins on all sides) and should be submitted to the designated Assignment folder on UM Learn in WORD format by the deadline.

Final Exam – Individual Based

This assignment requires each student to identify an organization and develop a comprehensive audit report on the sustainability performance of the organization. The report must include 1) brief background of the organization, 2) the evaluation of its sustainability performance, and 3) your strategic recommendations to the organization with respect to issues of sustainable development and competitive advantages. The evaluations and recommendations should reflect well balanced appreciation of sustainability and deep thoughts on the organization’s future. The report shall be presented on 2-3 pages (Times New Roman 12 point font, single space, 1 inch/2.54cm margins on all sides), excluding references and tables/figures. Please note that organizations that are discussed in the class should not be used for the exam. Additional instructions may be given in the last class.

Unlike the preparation for the in-class case discussions, this assignment is a strictly individual exercise, intended to assess your individual ability to evaluate sustainability performance and present your thoughts clearly and professionally. No discussion of the exam is permitted with anyone else. Each student’s written case report, including all attachments and exhibits, must be strictly the work of the individual student, in both content and form. Any instance in which a student’s written analysis contains sections of text or attachments essentially identical in content and/or form to that of another student’s report, will be considered a breach of academic integrity on the part of both students.

Multifunctional Team Project

Each team will have a maximum of 10 minutes to present their project and 5 minutes for Q&A. In the presentation, each team is expected to identify a specific issue of sustainability (e.g., clean water accessibility in certain regions and plastic waste in certain industries), provide clear yet concise background on the issue, and develop an innovative business solution to address the challenge. The business you propose needs to be able to sustain itself. Please note that the creativity, effectiveness, and feasibility are some of the important criteria in evaluating your business plan. All teams should submit their presentation slides to the designated Assignment folder to receive grades on this component.
Class Contribution

The grade for a student’s class contribution will be based on three factors: the number of the student’s participation in class discussions, the quality of his/her participation, and the student’s professionalism and attitude in the class.

For each class of case/reading discussions, you (or everyone in your group, if the discussion or presentation is group based) may earn up to four marks/credits towards your class contribution. To earn such credit, your contributions must demonstrate that you have a thorough grasp of the case information, and have considered at least the issues raised in the accompanying readings. Factual contributions that help to organize basic information into useful format for analysis will earn one mark credit. To earn two-mark credit for a case discussion, you must provide some synthesis beyond the basic case facts, such as connecting two or more pieces of information, or conducting some quantitative analysis, to draw a sound conclusion. To earn three-mark credit for a case discussion, your contribution must demonstrate real insight into the key issues of the case, and/or recommend detailed, well-supported actions to address the strategic challenges involved. Exceptional students in terms of both the quality and quantity of comments will be given four-mark credit.

The instructor may discount a student’s contribution credit because of his/her missed classes, coming late or leaving early, apparent lack of participation in group activities, or other such reasons. A student may also lose contribution credits for instances in which he/she proves to be insufficiently prepared for the class, commits disrespectful or unprofessional behaviours, or makes comments that are obviously flippant or clearly out of line of a discussion. Please note that there is no contribution credit for simply being present in the class. Even with perfect attendance, individuals who do not participate at all during class discussions will receive a zero for class contribution.

A student who misses a class is solely responsible for getting notes from other students and making him/herself aware of announcements made, handouts delivered, or any other activities conducted in that class. If you are absent and would like the instructor to know about it, send an E-mail message for the instructor’s record. Keep in mind that busy periods at your workplace or exams in this or another course are not valid reasons for absences. Further, class dependent activities such as class contribution cannot be made up outside of class or at a later date, unless, under highly special circumstances, preapproved by both the instructor and the MBA program office at the beginning of the term.

As you may already be aware, use of tobacco, alcohol, or other such substances is not allowed in the classrooms. Laptops may be used in the class only for the purpose of working on assignments in the respective class. Using laptops and other electronic devices for other purposes such as working on other assignments/exams will seriously downgrade your mark of class contribution.

DEADLINE

The electronic copy of the exam reports shall be submitted to the designated Assignment folders on UM Learn (D2L) before the deadline.

Late submissions, including those delayed by computer-related difficulties, will be penalized ten percentage points for every 24 hour period (including weekend time), or portion thereof late (even if it’s just a few minutes). Exceptional circumstances which might jeopardize your ability to meet this deadline must be brought to your instructor’s attention prior to the due date, or else they cannot be
considered as grounds for exemption from this late penalty. If you are involved in any co-curricular activities (e.g., case competitions at another university), you are expected to complete and submit the paper prior to the deadline.

COURSE SCHEDULE

The instructor may change scheduled cases and readings with notices well in advance (a minimum of one week ahead). Such changes, if announced, are to incorporate emerging important content or to better reflect class background and dynamics.

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Module 1: What is sustainable development (SD) really</strong></td>
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</tbody>
</table>
In class exercise |
| 3     | Oct. 20, 2018, 8:45-12pm | Case: Tata Nano: Dilemmas in sustainable development  
In class exercise |
| 4     | Oct. 20, 2018, 12:50-3:45pm | Documentary: The True Cost  
Reflections and discussions |
Case: “Growing Tentree: Social enterprise, social media and environmental sustainability”  
*Midterm Exam Instructions* |
|       | Saturday, Nov. 3, 2018 | Midterm Exam report is due in the designated Assignment folder on UM Learn by 11am |
| 6     | Nov. 30, 2018, 1:15pm-4:30pm | Case: “Passion and Strategy: Novozymes’ embrace of the UN sustainable development goals”  
In class exercise |
| 7  | Dec. 1, 2018, 8:45-12pm | Case: “Sustainable development at Shell (A)”  
Case: “Allied Electronics Corporation Ltd: Linking compensation to sustainability metrics”.
Module 4: Managing for societal SD |
|----|------------------------|--------------------------------------------------------------------------------------------------|
| 8  | Dec. 1, 2018, 12:50pm-3:45pm | Documentary: Cowspiracy  
Reflections and discussions |
| 9  | Dec. 2, 2018, 8:45-12pm | Case: “Calvert Investments: Environmental, social, and governance sustainability” |
| 10 | Dec. 2, 2018, 12pm-3:45pm | Multifunctional team project presentation  
Course evaluation  
Final exam instructions |
|    | Saturday, Dec. 8, 2018 | Final exam report is due in the designated Assignment folder on UM Learn by 11am. |

**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/human_ethics_REB_forms_guidelines.html](http://umanitoba.ca/research/orec/ethics/human_ethics_REB_forms_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 or your instructor.
EXAM RESCHEDULING POLICY

Students are expected to write ALL exams with their classmates at the scheduled exam time. Requests for final exam rescheduling must be referred to the Graduate Program Office (rescheduling of midterm tests is overseen by individual instructors). Please refer to Missing a Test/Exam on page 14 of the MBA Student Handbook for further information:


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.

COPYRIGHT REGULATIONS

All students are required to respect copyright as per Canada’s Copyright Act. Staff and students play a key role in the University’s copyright compliance as we balance user rights for educational purposes with the rights of content creators from around the world. The Copyright Office provides copyright resources and support for all members of the University of Manitoba community.
Visit http://umanitoba.ca/copyright for more information.

STUDENT SUPPORT RESOURCES AND ACADEMIC POLICIES

For a list of free Academic and Mental Health support services please refer to the “Student Support Resources and Academic Policies” PDF found on our website:

STUDENT ACCESSIBILITY SERVICES

Students are encouraged to contact Accessibility Services at 474-6213, or the instructor, should special arrangements need to be made to meet course requirements. For further information please visit http://umanitoba.ca/student/saa/accessibility/
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
- 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 dishonesty. 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 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.
Dr. Jijun Gao  
Head, Department of Business Administration  
Associate Professor  
Asper School of Business

Dr. Gao joined the Asper School of Business in 2008. He earned his PhD in General Management from the Richard Ivey School of Business at the University of Western Ontario (now Western University). Dr. Gao had over seven years of industry experience as a marketing and sales senior executive in the information technology, food and e-learning industries in China before he came to the PhD program at Ivey School. Besides supervising MSc and PhD students, Dr. Gao has been teaching across all levels including undergraduate, MBA, and PhD at the Asper School.

Broadly concerned with the role of business in society, Dr. Gao’s research has been focused on the theories of organizations and strategy that involve issues of social expectations and ecological concerns. In particular, he studies the issues of corporate social responsibility (CSR) and business sustainability, attempting to discover the implications of the interaction between competitive strategy and social expectations on strategy formulation, firm performance, and public policy-making. In this direction, Dr. Gao has published articles in top tier journals such as Organization Studies, Journal of International Business Studies, Journal of Business Ethics, and Organization and Environment. Having won two SSHRC grants, Dr. Gao recently investigates irresponsible innovations in the global food industry.
EXHIBIT 1 (Due in Class 2)

MULTIFUNCTIONAL TEAM MEMBERSHIP

M.B.A. Strategy - Fall 2018 Team Name/Number (to be assigned)

<table>
<thead>
<tr>
<th>Please Print Your NAME</th>
<th>EMAIL ADDRESS</th>
<th>PHONE NUMBER</th>
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<td>6.</td>
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</table>

Important Note: 1. Please keep a copy of the completed Form for your own record
2. The instructor has the authority to change teams such as moving a person to a different team, in consideration of diversity within teams.