

GMGT 7350 (G09) (3.0 CH)
STRATEGIC LEADERSHIP AND SUSTAINABILITY
FALL 2020

INSTRUCTOR

Name:	Dr. Zhenyu Wu	Office Location:	318 Drake
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Fax:	(204) 474-7545	Class Room:	Zoom
Email:	zhenyuwu@umanitoba.ca	Class Time:	October 2-4 & 23-25 F & S 9:00-4:00 and U 9:00-12:15

Virtual Classroom: <https://zoom.us/j/91003488134?pwd=eGdkeHloK21GOUxGVnJ5aol4ZERYQTog>

COURSE DESCRIPTION

Welcome to Strategic Leadership and Sustainability. Instead of focusing on the individual component of leadership, this course addresses how the strategic side of leadership play a role in three pillars of sustainability, economy, society, and environment.

This course is designed to be **highly experiential** as students are strongly encouraged to present live cases about strategic leadership in maintaining economic, social, and environmental sustainability. Other components of this course include team-based debates, a comprehensive simulation, and so on.

COURSE OBJECTIVES

The objectives of this course are to deepen students' understanding of roles played by strategic leadership in sustainability. The following list details the specific objectives to be covered.

1. Recognize the important of strategic leadership to sustainability;
2. Understand the foundations of leadership and sustainability;
3. Identify and evaluate strategic opportunities related to sustainability;
4. Combine knowledge from various disciplines to create innovative solutions for sustainable development; and
5. Presentation Skills: Understanding the role various presentation styles.

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 this Course	Course Item(s) Relevant to these Goals and Objectives
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.		Real story-telling and term project
	A. Students are able to identify situations where strategic thinking is necessary.	✓	
	B. Students are able to identify different strategies.	✓	
	C. Students are able to perform a basic strategic analysis.	✓	
	D. Students are able to recommend strategic alternatives and their implementations.	✓	
2	Global Perspective Students will adopt a global mindset in considering organizational decisions.		
	A. Students have an awareness of global diversity, and multicultural awareness.		
	B. Students have an awareness of different global perspectives.		
	C. Students have been exposed to global business environments through course materials		
3	Ethical Mindset Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.		Debate and term project
	A. Students demonstrate an understanding of the responsibility of business in society.	✓	
	B. Students demonstrate an understanding of ethical decision making.	✓	
	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.	✓	
4	Quantitative and Financial Proficiency Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.		Simulation
	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 FORMAT AND ONLINE ACCESS

This course will be conducted “live” via videoconferencing using Zoom and will not involve in-person instruction. Classes will be during the scheduled class time. To join the class from your computer, install Zoom Client for Meetings from <https://zoom.us/download>. To join from your smartphone, install the Zoom app. Detailed instructions are available [here](#).

For recording attendance and class participation, you will be expected to have your camera and microphone on during class time and exams. 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 all classes will be recorded and the video recordings are likely to be shared with other students upon request and at the discretion of the instructor.

COURSE MATERIALS

No textbooks are required for this course. A simulation from Harvard Business Publishing Education may be purchased at: <https://hbsp.harvard.edu/import/756765>

COURSE ASSESSMENT

Assessment Tasks

Live case presentations	30%
Simulation	30%
Debate I	15%
Debate II	15%
Class Participation	10%

Teams: Each student will work with two teams in this course, one for live case presentations and debates, and the other for simulation. Teams will be assigned by the professor. Peer evaluations may be considered by the professor when final grades are assigned.

Live case presentations: Each team is reasonable for three live case presentations, 10 minutes in length each. Detailed instructions will be provided at the beginning of the course.

Simulation: There are a total of six rounds of in-class simulations, and a short report will be due BEFORE or AT 11:59pm Sunday December 6, 2020.

Debates: One debate will be on September 27, and the other will be on November 29. Topics and rules will be announced one day before each debate.

Class Participation: Class participation grade is received through class presentations, inquiring questions, insightful comments, sharing of relevant experience, and class attendance. **Quality is more important than quantity.**

Final grades will be assigned as follows:

Cumulative Marks	Grade	GPA	Performance
95-100	A+	4.5	Excellent
90-94.99	A	4.0	Very Good
85-89.99	B+	3.5	Good
80-84.99	B	3.0	Satisfactory
70-79.99	C+	2.5	Marginal
60-69.99	C	2.0	Unsatisfactory
50-59.99	D	1.0	Unsatisfactory
Below 50	F	0.0	Unsatisfactory

NOTE: 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. In the event of a skewed distribution of grades, the total course marks may be curved up or down as necessary (the weighting of each component will remain unchanged).

TENTATIVE COURSE SCHEDULE

Date	Topic/Assignment
September 25	Introduction & Timeline Guest Speaker(s) Simulation – Rounds 1&2 Team discussions on Economic Viability
September 26	Live case presentations - Economic Viability Part I Simulation – Rounds 3&4 Live case presentations - Economic Viability Part II Team discussions on Debate I
September 27 (morning)	Debate I
November 27	Live case presentations - Environmental Protection Part I Simulation – Round 5 Live case presentations - Environmental Protection Part II Guest Speaker(s)
November 28	Live case presentations - Social Equity Part I Simulation – Round 6 Live case presentations - Social Equity Part II Team discussions on Debate II
November 29 (morning)	Debate II

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

ACADEMIC INTEGRITY

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
- 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.

FACULTY BIOGRAPHY

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



Dr. Zhenyu Wu

Associate Dean Research and Graduate Research Programs
Canada Research Chair in Entrepreneurship and Innovation
IG Wealth Management Chair in Leadership Research
Professor of Entrepreneurship and Finance
I.H. Asper School of Business
University of Manitoba

Dr. Zhenyu Wu holds an MA in Economics, an MBA in Finance, and a Ph.D. in Finance from the University of Calgary. He also holds two chair positions, Canada Research Chair (CRC) in Entrepreneurship and Innovation and IG Wealth Management Chair in Leadership Research, and is a Full Professor (tenured) of Entrepreneurship and Finance at the University of Manitoba. Before being the CRC, he held the Stu Clark Professorship in Financial Management at the I.H. Asper School of Business.

Zhenyu joined the University of Manitoba in 2011. Before that, he was an Associate professor and held the position of Centre for Strategic Financial Management Scholar of Corporate Governance at the Edwards School of Business, University of Saskatchewan. He taught courses such as New Venture Finance, Entrepreneurial Finance and Venture Capital, Small Business Finance, and New Venture Analysis at the University of Calgary, University of Saskatchewan, and University of Manitoba. In the meantime, Zhenyu has been very active in the business communities by involving in both new ventures and publicly listed companies.

Zhenyu's research primarily focuses on entrepreneurship, entrepreneurial finance, and corporate governance, especially the application of agency theory in these fields. He serves on the editorial boards of *Entrepreneurship Theory & Practice*, *Journal of International Financial Markets, Institutions, & Money (JIFMIM)*, and *Family Business Review*. He has also served as a guest editor for special issues published by *JIFMIM*, *European Journal of Finance*, and *International Journal of Managerial Finance*, and co-organized multiple international finance conferences. Since 2006, he has published more than 50 refereed articles in leading business journals and 8 book chapters.