

**IDM 7130 (G01) (1.5 CH)**  
**CONTEMPORARY THEMES IN BUSINESS**  
**FALL 2023**

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**INSTRUCTOR**

Name: Mohammed Bhabha  
Phone: 204-391-9552  
Email: Mohammed.Bhabha@umanitoba.ca

Office Hours: Oct. 1, 2:45 – 3:45, or by appt  
Class time: Sunday Oct. 1, 8:45 am – 2:45 pm

Name: Subramanian Sivaramakrishnan  
Phone: 204-474-8437  
Email: Subbu.S@umanitoba.ca

Office Location/Hours: 316 Drake, by appt  
Class time: Friday, Oct. 13, 8:45 am – 2:45 pm

Name: Bruno Dyck  
Phone: 204-474-8184  
Email: Bruno.Dyck@umanitoba.ca

Office Location/Hours: 658 Drake, by appt  
Class time: Saturday, Oct. 14, 8:45 am – 2:45 pm

**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 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.

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 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).

As you will be aware, many Asper MBA elective courses are a combination of area (e.g., finance, marketing, leadership & organizations, supply chain) combined 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— Entrepreneurship & Innovation, International & Emerging Markets, and Sustainability.
- 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 MATERIALS**

Entrepreneurship & Innovation: Please purchase the article below from Ivey Publishing (or any other case retailer) prior to class and read it prior to the 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).

International & Emerging Markets: Read the Get Well Spoon case and Target Canada article available on UM Learn.

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](#)

Please bring an Internet-enabled device to class (don't go out and buy one if you don't have any).

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.

### **COURSE ASSESSMENT**

Business Proposal (group work; due Thursday, Nov 9, 11:59 pm; see Appendix)	- 55 % *
Presentation of your Proposal (group work; Sunday, Nov 12, 2:00 –5:30 pm; see Appendix)	
- 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.

\*\* Arriving in class late or leaving class early will result in a loss of class participation marks. This applies to returning to class after a break and to Presentation day as well.

Final grades will be assigned as follows;

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

**NOTE: Class attendance is required. Missing more than 20% of this course (which is 3 hours) may result in a failing grade.** If you will be missing any class or part of it, it is your responsibility to inform your professors in advance along with documentation, as explained below:

- 1) if **medical**, self-declaration form must be submitted for an illness lasting 5 consecutive days or less <https://umanitoba.ca/governance/governing-documents-students#self-declaration-for-brief-or-temporary-student-absences>, no later than 48 hours after the end of the brief absence; a medical note from your physician must be submitted for an illness lasting more than 5 days;

- 2) if a **work commitment**, a signed letter on letterhead from your work supervisor is required in advance, noting clearly the date(s) you must be away for your work commitment(s);
- 3) if for **student competition**, an email from your Asper team coach must be received in advance indicating the dates you are away at the competition.

The professors will then decide how to deal with the impact of the missed classes on your final grade.

## **COURSE SCHEDULE**

Sunday Oct 1, 8:45 am – 2:45 pm (includes breaks), Rm 530 Drake

General introduction  
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

Friday, Oct. 13, 8:45 am – 2:45 pm (includes breaks), Rm 530 Drake

Going international—its importance, myths, realities, and idiosyncrasies  
What is Globalization?  
Degrees of going international, Mode of Entry  
The Standardization vs. Adaptation dilemma  
Case: *Get Well Spoon*  
Role of Culture  
Guest Speaker on International Business

Saturday, Oct. 14, 8:45 am – 2:45 pm (includes breaks), Rm 530 Drake

Need for sustainable business  
A typology of sustainable organizing  
A "how to" process model  
Sustainability in practice

Thursday, Nov 9 Upload Business Proposal to UM Learn by 11.59 pm

Sunday Nov. 12 Upload the Group Presentation PPT to UMLearn by 1:00 pm  
Presentations from 2:00 – 5:30 pm, Rm 530 Drake  
(all group members must present and stay for all presentations; this is considered to be a Final Exam)

## **ACADEMIC REGULATIONS**

### **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.

The following do not require REB approval:

- a) Projects where students are conducting the research on themselves during class time;
- b) Projects involving the use of records or information that is in the public domain, including the use of anonymous secondary data and surveys or questionnaires that have already been published;
- c) Projects involving the use of naturalistic observation where there is no reasonable expectation of privacy (i.e. public park).
- d) Practicum or job training projects where students are fully integrated into the organization's operational practices and are not conducting research;
- e) Projects where the intent is to use the information to provide advice, diagnosis, identification of appropriate interventions or general advice for a client;
- f) Projects where the intent is to develop skills which are standard practice within a profession (e.g. observation, assessment, intervention, evaluation, auditing); or
- g) Projects where the information gathering processes are part of the normal professional relationship between the student and the participants.

**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.

<b>For Information on...</b>	<b>...follow this link</b>
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	<a href="#">Asper Graduate Student Resources</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>

## **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 Thursday, November 9.** Only one group member should 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 the material on those pages will be considered missing from your Business Proposal.
- 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 can 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 in-text and appropriately in your Bibliography. This is included in the 12 pages.
- A title page and Table of Contents are not required. But if you choose to include them, they must be within the 10 pages.
- In the interest of environmental sustainability, please make your Proposal single-spaced (assume your instructors may print 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 your proposal 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, both comprehensiveness and conciseness are important.

**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 (e.g., Operational Considerations, Value Creating, Mode of Entry, etc.) is expected.

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**:

- 1) The presentation is scheduled for **Sunday, November 12, 2023 from 2:00 – 5:30 pm in Rm 530 Drake**. Everyone is expected to be present and stay for all presentations.
- 2) Upload the Group Presentation to UMLearn by 1:00 pm on Sunday, Nov 12, 2023.
- 3) Although this could change depending on the final number of students registered in the course, we expect each group will have 12 minutes to present uninterrupted, followed by 4 minutes of Q&A. The 12-minute time limit is a strict one. At the end of 12 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.
- 4) 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.
- 5) 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.

- 6) 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.
- 7) Everyone is required to stay for all the groups' presentations. Do not plan to leave early.
- 8) 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

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 Manitoba

### **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 over 30 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 recently worked for the Treasury Board Secretariat for the Province of Manitoba, where he works on the government's fiscal plan (annual budget, quarterly reports and public accounts). He currently works for Shared Health Manitoba where he manages the province's Diagnostic Imaging 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.

### **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), Marketing Management (MBA), Fundamentals of Marketing (UG), Consumer Behaviour (UG), and Organization Brand (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 several organizations such as 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 public school teacher and has two human kids and a bear that pretends to be a dog. He enjoys photography and is a compulsive singer, much to the annoyance of his family! Believing maybe a bit too optimistically that it's never too late to learn new skills, he is taking vocal and piano lessons.

## **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 courses "Sustainable Business", "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>. For more information about Social and Ecological Thought management, and some sample chapters, feel free to visit <https://www.setmanage.org>