



**DALHOUSIE
UNIVERSITY**

FACULTY OF MANAGEMENT
Rowe School of Business

MBA - Leadership

BUSI 6996 – Sustainable Leadership

Professor Name: Binod Sundararajan
Room number, Location: Rowe 5094

Phone: 494-1884
E-mail: binod@dal.ca

Course Description:

This course is designed to introduce students to the fundamental key concepts, theories and best practices of the holistic and triple-bottom-line approach to leading organizations sustainably. This course will focus on complexity of organization decision making and the impact these decisions make to society, the environment, individuals, and public stakeholders. Furthermore, students will understand how managers and leaders use qualitative skills to create value in a complex organization (e.g., how managers use heuristics to derive knowledge based on both quantitative and non-quantitative information). Topics covered include moving from data to information to knowledge to action; leadership reasoning skills such as reasoning from context cues, reasoning from competing knowledge sources (e.g., competing stakeholder expectations), reasoning from qualitative information; and persuasive skills. Students will be exposed to general management and organizational theories, articles on the various types of organizational issues, and leadership styles and practices. The context of all the discussions will revolve around how sustainable leadership practices can help organizations be centres of sustainable operations.

Prerequisites:

None

Learning Objectives:

By the end of the course, the students will have competently demonstrated their ability to:

- Understand various management and organizational theories
- Understand various leadership styles and how leadership can be sustainable across multiple organizational contexts
- Devise an organizational strategy that takes into account
 - leadership in various forms
 - management of stakeholder expectations, needs and wants
 - sustainable business practices
- Understand the legal and ethical implications of all leadership, management, and organizational actions.

Learning Materials:

REQUIRED

1. Management and Organization Theory: A Jossey-Bass Reader by Jefferey A. Miles, Wiley

2. Handbook of Principles of Organizational Behaviour: Indispensable Knowledge for Evidence-Based Management, 2nd Edition, Edited by Edwin A. Locke, Wiley

APPROACH TAKEN

- The class will be divided into teams of 3-5 students each, to study each of the two cases; **the teams will change with each case – this is a pedagogical approach to allow students the opportunity to work with different people in the class and thus gain multiple perspectives.**
- The student teams are required to analyze these cases, understand the positions taken by the stakeholders in these cases and collect evidence to back positions or provide solutions to the problems faced by the organizations in the case studies.
- Each student will have a specific role within the team (i.e. write memo, event report etc.).
- Students are required to develop an organizational and leadership strategy portfolio that should contain all the elements listed in the case assignment statement and submit them to the professor for grading.

CLASS DELIVERABLES

Individual Deliverables (four – 5% each for 20% of the course grade):

1. Each student will be assigned one Management/Organizational Theory from the Miles book. They have to create a 5-minute .pptx presentation and deliver it via Panopto or other Presentation Software. The Miles book is a great primer on the most popular and well researched organizational theories, and will provide each student with a strong foundation.
2. Each student will also be assigned one journal article from the Locke book. They have to produce a written critique of the article which involves a summary of the article and its findings, how the leadership approach applies to sustainability in different organizational areas (functional areas, structure, culture, recruitment or HR issues, leadership etc.), and what is your opinion (the student's) on the article and its usefulness for understanding sustainable leadership. The critique can be between 1-2 pages (single or double spaced).
3. Each student will also have to complete a Leader Profile on a top 50 world leader (per Fortune Magazine) and identify elements from the theory they presented and the two articles they critiqued that align with the assigned leader. Details are presented in the Leader Profile assignment statement.

Group Deliverables (two team case assignments @ 15% each for a total of 30% of course grade: Student teams will work together on analyzing a case and will create a portfolio for a stakeholder involved in the case. Each case will typically involve an organization that seeks to adopt new approaches or strategies to grow and will require students to look at the leadership articles/theories and determine which leadership approach would best serve the organization. The contents of the portfolio will cover such material as follows:

- An overall strategy document outlining the response, the position taken and evidence to back the position and suggestions for company leaders on pursuable courses of action. This takes the place of a typical Executive Summary in a report.

- Responses to context, case, and organization specific questions posed in the relevant case assignment statement.

Ground rules:

Late or Missing Assignments

Late assignments or presentations will be penalized 10% per day. Assignments more than five days late will not be accepted. *Missing assignments or absences from presentations will receive a mark of zero.*

Backup Copies

Please keep an electronic copy and a paper copy of every assignment you submit. As stated in the university calendar, doctors' notes must be provided promptly after a missed assignment's due date (i.e., within a week). Extensions may be granted in the case of exceptional and verifiable circumstances. Medical reasons for a late assignment must be documented by a doctor's note. These need to be submitted to the Undergraduate Advising Office for verification.

Grading Scale for Masters Students

Grading Scale as per Dalhousie Faculty of Graduate Studies Calendar
Regulation 6.6.2 Grading Policy

Letter Grade	Numerical % equivalent
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	77 - 79
B	73 - 76
B -	70 - 72
F	0-69

Method of Evaluation/ Marking Scheme:

METHOD OF EVALUATION

Course Component	% Allocation	Description	Due Date
Case 1	15%	Team written	Oct 19 th , 2020
Case 2	15%	Team written	Nov 30 th , 2020
Presentation	10%	5-minute Individual Presentation of Management Theory - (5%)	Sep 28 th , 2020
Written Critique – of article from Edwin Locke Book	10%	Individual Critique of Article (5%) – Submitted Electronically.	October 12, 2020
Leader Profile - Written	10%	Individual written Leader profile on Leadership Style	Dec 15 th , 2020

Participation in Online Discussions and during Intensives	15%	See note below	
Final Case - Individual	25%	During Intensives	48 hours start to finish
	100%		

NOTE: As per FGS regulations students must obtain a final course grade of 70% (B-) or higher to pass the course.

Class Participation and Performance:

The case method of instruction requires that all students are prepared and ready to fully participate in the class discussion. Note that this portion of the grade is titled "Class participation"; it is not only the amount that you contribute but also the quality of your contribution that counts. Class discussions will be split into in-class (during intensives) and Brightspace Discussion Board segments. This is to allow everyone in the class to have a voice and say in the matters discussed.

Final Exam(s)

The final exam will be written on the morning of the final day of each intensive respectively. Students must pass the final exam in order to pass the course.

***** In lieu of the final exam, held typically during face-to-face intensives, we will be having a 48-hour case. I will provide information about this as we get closer to the end of the semester, along with the schedule for the intensives. We will have the standard 4 days for the intensives. On days 1 and 2, we will do a deep dive of some of the materials discussed during the semester and will do these in live Collaborate sessions. On the morning of day 3, your Individual Final case will be released to you along with the case statement. You will each have 48 hours to read and respond to the case questions and submit your responses in the appropriate folders.**

Accreditation

As an AACSB (Association to Advance Collegiate Schools of Business) accredited university, Dalhousie University's business programs are subject to Assurance of Learning (AOL) standards. During the semester anonymous data may be collected to assess if AOL goals and objectives are being met. The data collected will be used for program improvement purposes only and will not impact nor be associated with student grades.

Certificates of illness:

Medical notes must be submitted to the MBA Program office or Professor, whichever you prefer. Please note that it is a university regulation that medical notes will not normally be accepted after a lapse of more than one week from the examination date.

Students with Disabilities:

Students may request accommodation as a result of barriers related to disability, religious obligation, or any characteristic under the human rights legislation.

Students who require academic accommodation for either classroom participation or the writing of tests and exams should make their request to the Advising and Access Services Center (AASC) prior to or at the outset of the regular academic year. Please visit www.dal.ca/access for more information and to obtain the Request for Accommodation form.

A note taker may be required as part of a student's accommodation. There is an honorarium of \$75/course/term (with some exceptions). If you are interested, please contact AASC at 494-2836 for more information or send an email to notetaking@dal.ca

Please note that your classroom may contain specialized accessible furniture and equipment. It is important that these items remain in the classroom, untouched, so that students who require their usage will be able to fully participate in the class.

Academic Integrity in the Faculty of Management:

In general:

The commitment of the Faculty of Management is to graduate future leaders of business, government and civil society who manage with integrity and get things done. This is non-negotiable in our community and it starts with your first class at Dalhousie University. So when you submit any work for evaluation in this course or any other, please ensure that you are familiar with your obligations under the Faculty of Management's Academic Integrity Policies and that you understand where to go for help and advice in living up to our standards. You should be familiar with the Faculty of Management Professor and Student Contract on Academic Integrity, and it is your responsibility to ask questions if there is anything you do not understand.

Dalhousie offers many ways to learn about academic writing and presentations so that all members of the University community may acknowledge the intellectual property of others. Knowing how to find, evaluate, select, synthesize and cite information for use in assignments is called being "information literate." Information literacy is taught by Dalhousie University Librarians in classes and through Dalhousie Libraries' online [Citing & Writing](#) tutorials.

Do not plagiarize any materials for this course. For further guidance on what constitutes plagiarism, how to avoid it, and proper methods for attributing sources, please consult the University Secretariat's [Academic Integrity](#) page.

Please note that Dalhousie now subscribes to SafeAssign.com, a computer based service that checks for originality in submitted papers. Any paper submitted by a student at Dalhousie University may be checked for originality to confirm that the student has not plagiarized from other sources. Plagiarism is considered a very serious academic offence that may lead to loss of credit, suspension or expulsion from the University, or even the revocation of a degree. It is essential that there be correct attribution of authorities from which facts and opinions have been derived. At Dalhousie, there are University Regulations which deal with plagiarism and, prior to submitting any paper in a course; students should read the Policy on [Intellectual Dishonesty](#) contained in the Calendar.

Furthermore, the University's Senate has affirmed the right of any instructor to require that student assignments be submitted in both written and computer readable format, e.g.: a text file or as an email attachment, and to submit any paper to a check such as that performed by the

SafeAssign anti-plagiarism software. As a student in this class, you are to keep an electronic copy of any paper you submit, and the course instructor may require you to submit that electronic copy on demand. Use of third-party originality checking software does not preclude instructor use of alternate means to identify lapses in originality and attribution. The result of such assessment may be used as evidence in any disciplinary action taken by the Senate.

Finally: If you suspect cheating by colleagues or lapses in standards by a professor, you may use the confidential email: managementintegrity@dal.ca which is read only by the Assistant Academic Integrity Officer.

Faculty of Management clarification on plagiarism versus collaboration:

There are many forms of plagiarism, for instance, copying on exams and assignments. There is a clear line between group work on assignments when explicitly authorised by the professor and copying solutions from others. It is permissible to work on assignments with your friends but only when the professor gives you permission in the specific context of the assignment. University rules clearly stipulate that all assignments should be undertaken individually unless specifically authorised.

Specific examples of plagiarism include, but are not limited to, the following:

- **Copying a computer file from another student, and using it as a template for your own solution**
- **Copying text written by another student**
- **Submitting the work of someone else, including that of a tutor as your own**

An example of acceptable collaboration includes the following:

- **When authorised by the professor, discussing the issues and underlying factors of a case with fellow students, and then each of the students writing up their submissions individually, from start to finish.**

STATEMENT ON THE USE OF SCENTED PRODUCTS

Dalhousie University and the organizations which represent students, faculty and other employees support the efforts of the Dalhousie University Environmental Health and Safety Committee to create a scent-free University. In consideration of the difficulties that exposure to these products cause sensitive individuals, the University encourages faculty, staff, students and visitors to avoid the use of scented personal care products. Thank you for helping us all breathe easier!

Course Schedule

Date	Focus	Due Dates for Assignments	Live Sessions - Collaborate	Discussions
Sep 1	Introductions, review of syllabus and expectations for the course	All individual 5-minute theory presentations due on or before Sep 28 th , 2020	Live Session – To discuss the course and the moving parts and any questions around theory presentations	Discussion 1 – on topics related to case assignment 1 – articles will be sourced from the general press and possibly some academic articles
Sep 8	Understanding Organizational Issues/Connect Framework and Working in virtual teams			
Sep 14	Leadership theories & styles Drivers of sustainable leadership Characteristics of leaders for Sustainable leadership			
Sep 21	Sustainability Challenges and what Leaders can do to respond to them Sustainable leadership in action around sustainability - moving from data to information to knowledge to action		Live Session – To discuss the course and any questions around written critiques	
Sep 28	Academic and Practitioner Dialogue on Sustainability Issues Entrepreneurs as sustainability leaders – Bcorps and Social Enterprises			
Oct 5	Role of Leadership in Driving Organizational Change towards Sustainability – Decision Making and Conflict Management	All individual written critiques from Locke Book due on Oct 12 th , 2020		

Oct 12	Sustainable Leadership – Change Agents		Live Session – To discuss the course and any questions around 1 st Case assignment	
Oct 19	Collaboration and Engagement Around Sustainability.	Case 1 Portfolio Due – Online in case assignment submission folders		
Oct 26	Leadership Communication around CSR and Sustainability - Persuasion			
Nov 2	Leadership around sustainability Policies, partnerships & Advocacy - leadership reasoning skills such as reasoning from context cues		Live Session – To discuss the course and any questions around Leader Profile assignment	Discussion 2 – on topics related to case assignment 2 – articles will be sourced from the general press and possibly some academic articles
		Nov 9 – 13 – Fall Study Break		
Nov 16	Leader Sustainability and PESTLE Political, Environmental, Social, Technological, Legal, Ethical - reasoning from competing knowledge sources (e.g., competing stakeholder expectations),	All Individual written Leader Profile assignments Due Dec 15 th , 2021.		
Nov 23	Leadership around Sustainable Production and Consumption; around Sustainable Finance and Investment - reasoning from		Live Session – To discuss the course and any questions around 2 nd Case assignment	

	qualitative and quantitative information;			
Nov 30	Leadership and Governance strategies around Sustainability	Case 2 Portfolio Due – Online in case assignment submission folders		
Intensive are from Jan 4 th till Jan 7 th . The final individual case being released to students on the 3 rd day of the intensives (Jan 6 th). Students will have 48 hours to submit individual case responses. The final case will be similar to cases 1 and 2, but shorter and responses are expected to follow along the same lines as cases 1 & 2.				