School of Business  
Department of Management  

GDBU1846 / GDSC 1846 Leadership in Sustainability  
Course Outline  
1st Semester 2014-2015  

Lecturer: Dr. Yu Ha Cheung, 3411-2129, WLB716, yhcheung@hkbu.edu.hk

Course Objectives

This course aims to introduce students to various theories, concepts and issues associated with the effective leadership for a sustainable world. After completing this course, students are expected to be able to:

1. develop leadership and followership skills required to implement changes;
2. sharpen their strategic thinking and problem solving skills when challenged to provide solutions;
3. discover the success of sustainability practices through research methods to unfold how specialized expertise, organizational processes and human factors work together to bring about sustainable practices;
4. use critical thinking skills and environmental management skills and related knowledge in identifying sustainability reporting weaknesses practiced by business organizations; and
5. awaken service leadership awareness and deepen their strong sense of responsibility, work ethics and care for communities.

The subject matter will be addressed through a mix of lectures, case analyses, and experiential exercises.

References


**Readings**

Students are required to read the assigned readings listed on the reading list before coming to class each week.

**Assessment**

- Experiential Group Project 60%
- Self-reflection Papers 20%
- Sustainability Report Critique 10%
- Class Participation 10%

**Details of Course Requirements**

**Experiential Group Project (60%)**

Students are required to organize and conduct an outreach event/activity (e.g., talk, exhibitions, competition, games) on issues relating to sustainability for the public. The target clients may include, but not limit to, primary schools, secondary school, youth centers, or the elderly centers, etc. Students will find a client and work with the client to deliver an event/activity that aims at promoting “Environmental Sustainability”. This experiential group project aims at providing an opportunity for students to develop leadership and fellowship skills, acquire more in-depth understanding about sustainability practices, and experience service leadership.

**Deliverables**

1. **Project Proposal Presentation (16%)**
   Each group will make a **15-minute** presentation in class on 28 October 2014. The proposal should be approximately 10-15 pages long (1.5-line spaced, 12 point font, excluding appendices). A minimum of 5 journal articles or book chapters should be used for the project.

2. **Minutes of 7 Project Meetings (14%)**
3. **The Event**
   Each group is expected to implement the outreach event/activity at the client’s organization during the week of 15 to 30 November 2014.

4. **Post-event Report and Sharing (30%)**
   Each group will make a **15-minute** presentation in class (**including a 3 to 5 minutes video**) on the event on 2 December 2014.

**Self-Reflection Papers (20%)**

1. **Chairperson Self-reflection paper (10%)**
   Students will take turns to serve as the Chairperson of the 7 meetings. After serving as the Chairperson, students will describe their own reflection, opinions or personal feelings towards the experience.

2. **Post-event Self-reflection paper (10%)**
   Students will reflect on what they learned about the topic and provide solutions that can create long term value and sustainability of an organization.
The self-reflection papers should be approximately 500 words each and be submitted on or before 8 December 2014.

**Sustainability Report Evaluation (10%)**
Students will evaluate one published sustainability report of a local Hong Kong organization against an assigned sustainability report. Due on 17 October 2014.

**Class Participation (10%)**
A mark will be allocated to each student for attendance, and contribution to class discussions and activities. Student involvement is important in this course and, students will be expected to actively participate.

**Further Reading**


For more information about service leadership in Hong Kong, students can visit the website of Hong Kong Institute of Service Leadership & Management Ltd. [http://hki-slam.org/index.php](http://hki-slam.org/index.php)
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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lecture Topic</th>
<th>Special Topic / Activities</th>
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<td>1</td>
<td>Sept 16</td>
<td>Introduction to Sustainability</td>
<td>Project Briefing</td>
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<td>2</td>
<td>Sept 23</td>
<td>Managing Sustainability for Corporations</td>
<td>Workshop on Project Initiation</td>
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<td>3</td>
<td>Sept 30</td>
<td>Measuring Social, Environmental, and Economic Impacts</td>
<td>Waste Management (WGO) Meeting 1</td>
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<td>4</td>
<td>Oct 7</td>
<td>Personal and Corporate Audit</td>
<td>Energy Consumption (WGO) Meeting 2</td>
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<td>5</td>
<td>Oct 14</td>
<td>Stakeholder and Sustainability Reporting</td>
<td>Air Quality (WGO) Meeting 3</td>
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<td>Oct 21</td>
<td>Leadership for Corporate Sustainability</td>
<td>Water Conservation (WGO) Meeting 4</td>
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<td>7</td>
<td>Oct 28</td>
<td><strong>Project Proposal Presentation</strong></td>
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<td>8</td>
<td>Nov 4</td>
<td>Leadership and Fellowship</td>
<td>Meeting 5</td>
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<td></td>
<td>Nov 8 (a.m.)</td>
<td>Service Leadership Seminar</td>
<td>Speaker: Dr. William Yu</td>
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<td>9</td>
<td>Nov 11</td>
<td>Leadership Skills and Managing Change</td>
<td>Meeting 6</td>
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<tr>
<td>10</td>
<td>Nov 18</td>
<td>Experiential Group Project Implementation (NO CLASSROOM MEETING)</td>
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<td>11</td>
<td>Nov 25</td>
<td>Experiential Group Project Implementation (NO CLASSROOM MEETING)</td>
<td>Meeting 7</td>
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<tr>
<td>12</td>
<td>Dec 2</td>
<td><strong>Group Project Presentation</strong></td>
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Reading List

Week 1

Week 2
1. *Greening the organization*


Week 3
1. *Measuring Social, Environmental, and Economic Impacts*


Week 4
1. *Internal and external sustainability audits*


Week 5
1. *Managing stakeholders in a complex world*

2. *Sustainability and social responsibility reporting*


Week 6
1. *Leadership for sustainability*

2. *Leadership in reinventing notions of success*


Week 8
1. *Dyadic Theories and Followership*


Week 9
1. *Two leadership approaches to transformation*