

COURSE: SL – Sustainable Leadership**PROFESSOR: Umesh Mukhi****DEPARTMENT: Management (ADM)****LINE: Elective - MPGC****2nd/2022****PROFESSOR**Lattes CV: <http://lattes.cnpq.br/9183672233018654>E-mail: umesh.mukhi@fgv.brLinkedIn: [linkedin.com/in/umeshmukhi](https://www.linkedin.com/in/umeshmukhi)Faculty Profile: <https://eaesp.fgv.br/en/faculty/umesh-mukhi>**COURSE DESCRIPTION**

This course aims at developing sustainable mindset among managers who are motivated to improve their leadership skills and are willing to orient their organizations towards sustainability issues. The objective of the course is to equip students to explore their personal and organizational challenges in developing effective leadership skills or strategies (for example ESG or activism). Participants will be encouraged to onboard the reflective learning approach in which they will evaluate their competencies, map short term versus long term gains, explore the broader role of their contribution to the organization and society. The course empowers participants to develop individual and collective learning experience which could be applied in practice.

The course features interdisciplinary perspectives from ethics, history, case studies, autobiography of leaders (such as Nelson Mandela, Gandhi, Dr. King Jr etc). We will discuss organizational and leadership theories to understand how individuals and organizations in society evolve within varied cultural contexts with respect to social, environmental, economic, and political dimensions.

LEARNING OBJECTIVES

MPGC's Objectives	Course objectives	Level of contribution
Specialized knowledge	Understanding historical context for Leadership to be effective Understanding broader perspective of Sustainability Leadership and its meaning for individuals and society	• • •

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Decision making	Analyzing different styles of Leadership for different types of Situations	● ● ○
Problem solving	Identify Sustainability issues in your organizations Developing your leadership journey in practice	● ● ○
Scientific method	Case study methodology	● ○ ○
Soft skills	Developing Interpersonal Skills which value equality and diversity of competencies Increase their understanding of culture, race, inclusiveness, and diversity.	● ○ ○

The full description of the MPGC's learning objectives and other information can be found at <https://rebrand.ly/mpgc-eaesp>.

METHODOLOGY

- Reading historical archives, Inferences from autobiography, business case studies.
- Theoretical Articles, Lectures, and discussions.
- The class is therefore designed to provide plenty of discussion, interaction, and feedback. The more your willingness to share examples, insights, hunches, doubts, and questions, the more successful we will be. Please come ready to share both your thoughts on the readings and your life experiences.

EVALUATION CRITERIA

	Weight	Delivery Method
Class Participation	20%	Individual Class Participation, Group Activity
Group Presentation	40%	Group Discussion and Presentation
Final Exam	40%	Final Report

COURSE CONTENT

Please note that the course syllabus and materials are susceptible to change, prior or during the course.

1. Theoretical Foundations of Sustainable Leadership, Sustainability Mindset, Deep Diving into Sustainability Issues



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2. History Insight: Documentary or Archival Insights of President Lincoln
3. History Insight: Documentary or Archival Insights of Gandhi or Mandela
4. Business Simulation
5. Analysis: Leadership in Critical Situations (Sustainability Issues/ Corporate Crimes)
6. Reflective Exercise: Mapping the Individual and Organizational Challenges for Sustainability Leadership.
7. Case Study Discussion: Business Case on Leadership.
8. Group Work: Identification, Mapping, and Implementation of Sustainability Leadership
9. History Insight: Archival Analysis of Leader's Communication and Speech about Sustainability Issue
10. Group Presentation/ Report/ Final Exam

RECOMMENDED READINGS DURING THIS COURSE

- Team of rivals: The political genius of Abraham Lincoln, DK Goodwin - 2009 - Penguin UK
- Long walk to freedom. Nelson Mandela, Hachette UK, 2013.
- Reading of relevant research and practice articles from References section will be required during the courses

REFERENCES

- Sustainable leadership practices for enhancing business resilience and performance: <https://www.emerald.com/insight/content/doi/10.1108/10878571111128766/full/html>
- Sustainable Leadership: Towards a Workable Definition <https://www.jstor.org/stable/jcorpciti.49.17>
- Mahatma Gandhi At 150: Lessons On Leadership: <https://www.forbes.com/sites/nishacharya/2019/10/02/mahatma-gandhi-at-150-lessons-on-leadership/?sh=4395a13fd7c1>
- [Sustainable Leadership: Talent requirements for sustainable enterprises](#)
- How Does Sustainable Leadership Influence Sustainable Performance? Empirical Evidence From Selected ASEAN Countries: <https://journals.sagepub.com/doi/10.1177/2158244020969394>
- The Impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance: <https://pubsonline.informs.org/doi/abs/10.1287/mnsc.2014.1984>
- Changing words: How temporal consistency in a CEO's use of language toward shareholders and stakeholders affects CEO dismissal: <https://onlinelibrary.wiley.com/doi/10.1111/corg.12302>
- From a shareholder to stakeholder orientation: Evidence from the analyses of CEO dismissal in large U.S. firms: <https://onlinelibrary.wiley.com/doi/full/10.1002/smj.3369>
- The Perceptions of Ethical and Sustainable Leadership: <https://link.springer.com/article/10.1007/s10551-013-1704-4>



- Defining sustainable leadership
<https://www.inderscienceonline.com/doi/abs/10.1504/IJSSM.2010.032561>
- Conceptualising sustainable leadership
<https://www.emerald.com/insight/content/doi/10.1108/ICT-12-2016-0079/full/html>
- Science Mapping of the Knowledge Base on Sustainable Leadership, 1990–2018
<https://www.mdpi.com/2071-1050/10/12/4846>
- Leadership Lessons from Abraham Lincoln <https://hbr.org/2009/04/leadership-lessons-from-abraham-lincoln>
- Nelson Mandela – Leadership Which Ended Apartheid:
<https://www.businessandleadership.com/leadership/item/nelson-mandela-leadership-which-ended-apartheid/>



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