

FORMULÁRIO DE CRIAÇÃO DE DISCIPLINA	CD-01
--	--------------

1	NOME DO PROGRAMA:	Programa de Pós-Graduação em Administração									
2	Proposta de										
<input checked="" type="checkbox"/>	Criação de disciplina	<input type="checkbox"/>	Exclusão de disciplina da grade curricular	<input type="checkbox"/>	Mudança de denominação da disciplina	<input type="checkbox"/>	Alteração do nº de créditos da disciplina	<input type="checkbox"/>	Alteração de pré-requisitos	<input type="checkbox"/>	Outro _____ _____

3	DISCIPLINA										
Nome: <u>Leading and managing people for sustainable business</u>											
Departamento responsável			Depto. de Ciências Administrativas (CAD)								
Data da Anuência do Departamento: / /								Anexar documento			
Área de Concentração:											
Classificação:		<input type="checkbox"/> Obrigatória			<input checked="" type="checkbox"/> Optativa						
Carga horária		Teórica:		30 horas			Total de <u>02</u> créditos				
		Prática:		-- horas							
Pré-requisitos:			<input checked="" type="checkbox"/> Não			<input type="checkbox"/> Sim:					

A disciplina está sendo proposta para o(s) nível(is) de:

Mestrado profissional Mestrado acadêmico Doutorado

4	Justificativa / Justification
<p>The course is in line with the academic proposal of line 1 of the Academic Master's Degree in Administration, which focuses on studies on strategy in the context of private, public, and non-governmental organizations, both local and regional. Priority is given to the relationship between the topics covered and competitiveness, innovation, sustainability, entrepreneurship, and development (economic and social). It should provide interested students with an important tool for better understanding the phenomena related to this area, which is considered fundamental to the efficiency and effectiveness of organizations in the context of the knowledge society. It is also worth noting that the course addresses an aspect of paramount importance in the contemporary context, which is the contribution to organizational sustainability that can result from investments in leadership and people management.</p>	

5	<p>Objetivos / Goals</p> <p>To encourage students to reflect on the behavior of individuals in organizations and leadership in the context of organizational sustainability, enabling them to apply specific knowledge and learn about the theoretical principles involved in the subject. Another objective of this course is to encourage students to conduct applied research on the topic.</p>
6	<p>Ementa / Program</p> <p>The course discusses sustainability, sustainable development, organizational sustainability, leadership, the behavior of individuals in organizations, and management in relation to these topics.</p> <ul style="list-style-type: none"> - Shaping individuals and creating groups - Turning individuals into real leaders - Leading people - What is sustainability, sustainable development and organizational sustainability? - Turning on the sustainable behavior managing people - Building a sustainable business
7	<p>Bibliografia / References</p>

Básica/ Basic:

Almada, L., & Borges, R. S. G. (2018). Sustainable competitive advantage needs green human resource practices: A framework for environmental management. *RAC. Revista de Administração Contemporânea*, 22(3), 424–442. <https://doi.org/10.1590/1982-7849rac2018170345>

Aziza S.. & Akyürek S.S.. (2024). The Impacts Of Sustainable Leadership On The Organizational Culture: Systematic Literature Review And Conceptual Model; *International Journal of Sustainability -INTJOS*, c.2 s.1. ISSN: 2980-1338.

Berger, P. L., & Luckmann, T. (1966). *The social construction of reality: A treatise in the sociology of knowledge*. Anchor Books.

Boeske, J. (2023). Leadership towards Sustainability: A Review of Sustainable, Sustainability, and Environmental Leadership. *Sustainability*, 15 (16), 12626. <https://doi.org/10.3390/su151612626>

Elkington, J. (1994). Toward the sustainable corporation: Win–win–win business strategies for sustainable development. *California management review*, 36(2), 90-100. <https://doi.org/10.2307/41165746>

Elkington, J. (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37-51. <https://doi.org/10.1002/tqem.3310080106>

Elkington, J. (2018). 25 years ago I coined the phrase “triple bottom line” Here’s why it’s time to rethink it. *Harvard business review*, 25, 2-5. <https://hbr.org/2018/06/25-years-ago-i-coined-the-phrase-triple-bottom-line-heres-why-im-giving-up-on-it>

Fernandez, A., Kullu, F. D., & Shankar, R. (2020). A grounded research approach to sustainable leadership practices and competencies. In *Sustainable human resource management* (pp. 71–86). Springer. https://doi.org/10.1007/978-981-15-5656-2_5

Hartmann, E. (2025). Sustainability strategies: What's in a name? A conceptual restatement of fundamental mechanisms toward sustainability. *Sustainable Development*, 33, 5983–5997. <https://doi.org/10.1002/sd.3443>

Iqbal, Q., & Ahmad, N.H. (2021). Sustainable Development: The Colors of Sustainable Leadership in Learning Organization. *Sustainable Development*, 29(1) , 108–119. doi:10.1002/sd.2135.

Liao, Y (2022). Sustainable leadership: A literature review and prospects for future research. *Front. Psychol.* 13:1045570. doi: 10.3389/fpsyg.2022.1045570

Lélé, S. M. (1991). Sustainable development: a critical review. *World development*, 19(6), 607-621. [https://doi.org/10.1016/0305-750x\(91\)90197-p](https://doi.org/10.1016/0305-750x(91)90197-p)

Maguate, G. S., Kilag, O. K. T., Alegre, A. B., Alegre, J. M. D., Rubin, A. M. M., & Ortiz, J. G. B. (2024). Understanding sustainable leadership: A review and forward outlook. *International Multidisciplinary Journal of Research for Innovation, Sustainability, and Excellence*, 1(6), 573–582. <https://doi.org/10.5281/zenodo.11519443>

Piwowar-Sulej, K., & Iqbal, Q. (2023). Leadership Styles and Sustainable Performance: A Systematic Literature Review. *JCP*, 382, 134600. doi:10.1016/j.jclepro.2022.134600

Purwanto, M., & Ellitan, L. (2024). Sustainable Leadership: A Review of Recent Trend. *International Journal of Research*, 11(1), 249–257. <https://doi.org/10.5281/zenodo.10577492>

Rosário, A.T. & Boechat, A.C. (2025). How Sustainable Leadership Can Leverage Sustainable Development. *Sustainability*, 17, 3499. <https://doi.org/10.3390/su17083499>

Sajjad, A., Eweje, G., & Raziq, M. M. (2024). Sustainability leadership: An integrative review and conceptual synthesis. *Business Strategy and the Environment*, 33(4), 2849–2867. <https://doi.org/10.1002/bse.3631>

Tahir, A. H., Umer, M., Nauman, S., Abbass, K., & Song, H. (2024). Sustainable development goals and green human resource management: A comprehensive review of environmental performance. *Journal of Environmental Management*, 370, 122495. <https://doi.org/10.1016/j.jenvman.2024.122495>

Van Marrewijk, M., & Werre, Marco. (2003). Multiple levels of corporate sustainability. *Journal of Business Ethics*, 44, 107-119. <https://doi.org/10.1023/A:1023383229086>

Yabut, F.D. D. R., Cuyegkeng, M.A.C., Barretto, J., Gabriel D., & Lizares, R.E.J.R. (2024). The Role of Sustainability Leadership in Transforming Business Organizations, *Journal of Management for Global Sustainability*. 12(1), Article 3. DOI: <https://doi.org/10.13185/2244-6893.1225>

Complementar / Complementary:

ALLEN, N. J., MEYER, J. P. The measurement and antecedents of affective, continuance and normative commitment to the organization. **Journal of Occupational Psychology**, v.63, p.1-18, 1990.

ALMADA, L.; BORGES, R.S.G.; MARQUES, A.L. Resistance to change in merger of a Federal Institute in Brazil. **International Business Management**, v.12, n.4, p.370-379, 2018. Disponível em: <https://www.medwelljournals.com/abstract/?doi=ibm.2018.370.379>.

BOWEN, D. E.; OSTROFF, C. Understanding HRM-firm performance linkages: the role of the “strength” of the HRM system. **Academy of Management Review**, v. 29, n. 2 p. 203-221, 2004.

BORIM-DE-SOUZA, R.; BALBINOT, Z.; TRAVIS, E. F.; MUNCK, L.; TAKAHASHI, A. R. W. Sustainable development and sustainability as study objects for comparative management theory: proposing styles of reasoning for an unknown metropole. **Cross Cultural Management: An International Journal**, v. 22, n. 2, p. 2-20, 2015.

DENISON, D.R. What is the difference between organizational culture and organizational climate? A native’s point of view on a decade of paradigm wars. **Academy of Management Review**, v.21, n.3, p. 619-654, 1996.

CHHIPI-SHRESTHA, G.; RODRIGUEZ, M.; SADIQ, R. Selection of sustainable municipal water reuse applications by multi-stakeholders using game theory. **Science of The Total Environment**, Volume 650, Part 2, 2019, Pages 2512-2526. <https://doi.org/10.1016/j.scitotenv.2018.09.359>

CHRISTMANN, P. Effects of “best practices” of environmental management on cost advantage: the role of complementary assets. **Academy of Management Journal**, v. 43, n. 4, p. 663-680, 2000.

CLARK, C.W. Profit maximization and the extinction of animal species. **The Journal of Political Economy**, v. 81, n. 4, p. 950-961, 1973a.

_____. The economics of overexploitation. **Science**, v. 181, p. 630-634, 1973b.

COLBERT, B. A.; KURUCZ, E. C. Three conceptions of triple bottom line business sustainability and the role for HRM. **Human Resource Planning**, v. 30, n. 1, p. 21-29, 2007.

DOVERS, S. R.; HADMER, J. W. Uncertainty, sustainability and change. **Global Environment Change**, v. 2, n. 4, p. 262-276, 1992.

DYLLICK, T.; HOCKERTS, K. Beyond the business case for corporate sustainability. **Business Strategy and the Environment**, v. 11, p. 130-141, 2002.

DUBOIS, C. L. Z.; DUBOIS, D. A. Strategic HRM as social design for environmental sustainability in organization. **Human Resource Management**, v. 51, n. 6, p. 799-826, 2012.

FERGUS, A. H. T.; ROWNEY, J. I. A. Sustainable development: lost meaning and opportunity? **Journal of Business Ethics**, v. 60, p. 17-27, 2005.

- GLADWIN, T.N.; KENNELLY, J.J.; KRAUSE, T. Shifting paradigms for sustainable development: implications for management theory and research. **The Academy of Management Review**, v. 20, n. 4, p. 874-907, 1995.
- GOODLAND, R.; LEDEC, G. Neoclassical economics and principles of sustainable development. **Ecological Modelling**, v. 38, p. 19-46, 1987.
- HAMEL, G.; DOZ, Y. L.; PRAHALAD, C. K. Collaborate With Your Competitors and Win. **Harvard Business Review**. v. 72, n. 4, p. 133-139, jan/feb., 1989.
- LADO, A. A.; WILSON, M. C. Human resource systems and sustained competitive advantage: a competency-based perspective. **Academy of Management Review**, v. 19, n. 4, p. 699-727, 1994.
- LADO, A. A.; BOYD, N. G.; HANLON, S. C. Competition, Cooperation, and the Search for Economic Rents: a syncretic model. **The Academy of Management Review**, n. 1, p. 110-141, 1997.
- LÉLÉ, S. M. The concept of sustainability. In: CHARLES, A.T.; WHITE, G.N. (eds.). **Natural Resource Modelling and Analysis**. First Interdisciplinary Conference on Natural Resource Modelling and Analysis. Halifax, Canada, sep.29-oct.1, 1988.
- LIPPITT, G.L. Quality of work life: organization renewal in action. **Training and Development Journal**, Alexandria, v.32, n.1, july, 1978.
- MEBRATU, D. Sustainability and sustainable development: historical and conceptual review. **Environmental Impact Assessment Review**, v. 18, n. 6, p. 493-520, 1998.
- NADLER, D.; LAWLER, E. **Quality of work life**: perspectives and directions. Organizational Dynamics. New York, v.1, n.11, 1983.
- OSÓRIO, L. A. R.; LOBATO, M. O.; CASTILLO, X. A. del. Debates on sustainable development: towards a holistic view of reality. **Environment, Development and Sustainability**, v. 7, p. 501-518, 2005.
- PALAFOX-ALCANTAR, P.G.; HUNT, D.V.L.; ROGERS, C.D.F.. The complementary use of game theory for the circular economy: A review of waste management decision-making methods in civil engineering, **Waste Management**, Volume 102, 2020, Pages 598-612.
<https://doi.org/10.1016/j.wasman.2019.11.014>.

PARKES, C.; BORLAND, H. Strategic HRM: transforming its responsibilities toward ecological sustainability – the greatest global challenge facing organizations. **Thunderbird International Business Review**, v. 54, n. 6, p. 811-824, novembro/dezembro de 2012.

PETTIGREW, A.M. On studying organizations culture. **Administrative Science Quarterly**, Vol. 24, No. 4, Qualitative Methodology., p. 570-581, Dec. 1979.

SAMAIE, F., JAVADI, S., MEYAR-NAIMI, H. et al. Environmental sustainability policy on plug-in hybrid electric vehicle penetration utilizing fuzzy TOPSIS and game theory. *Clean Techn Environ Policy* 22, 787–801 (2020). <https://doi.org/10.1007/s10098-020-01821-2>

TAJFEL, H. **Human groups and social categories**. Cambridge: Cambridge University Press, 1981.

TAJFEL, H.; TURNER, J.C. The social identity theory of intergroup behavior. In: WORCHEL, S.; AUSTIN, W.G. (Ed.). **Psychology of intergroup relations**. 2 ed. Chicago: Nelson-Hall, 1985, p. 7 – 24.

UNFCCC. United Nations Framework Convention on Climate Change. **Kyoto Protocol**, 2014a. Disponível em: http://unfccc.int/kyoto_protocol/items/2830.php. Acessado em 18 de maio de 2018.

UNFCCC. United Nations Framework Convention on Climate Change. **Status of the Doha Amendment**, 2014b. Disponível em: http://unfccc.int/kyoto_protocol/doha_amendment/items/7362.php. Acessado em 18 de maio de 2018.

VIDAL-SALAZAR, M. D.; CORDÓN-POZO, E.; FERRÓN-VILCHEZ, V. Human resource management and developing proactive environmental strategies: the influence of environmental training and organizational learning. **Human Resource Management**, v. 51, n. 6, p. 905-934, 2012.

WECD (1987). **Our common future**. Nova York: Oxford University Press.

LINKS ÚTEIS:

<https://gamesforsustainability.org/educators/>

<https://games4sustainability.org/gamepedia/>

8	Forma(s) de avaliação / Assessment
----------	---

The grade / concept will be based on individual and group work, which will be presented by the students, distributed as follows:

- Day presentation (individual)
- Day review (individual)
- Research problem (with scientific justification) (individual)
- Final work (leadership tool) (group)

The final grade will be a simple average of each item.

9	DOCENTE(S) RESPONSÁVEL(IS)
----------	-----------------------------------

Nome:

Lívia Almada Neves

DOCENTE UFJF DOCENTE EXTERNO - INSTITUIÇÃO:

Nome:

DOCENTE UFJF DOCENTE EXTERNO - INSTITUIÇÃO:

10	RECURSOS HUMANOS E MATERIAIS
-----------	-------------------------------------

Não serão necessários recursos humanos e/ou materiais adicionais em consequência da criação da disciplina.

Serão necessários recursos humanos e/ou materiais em consequência da criação da disciplina. Citar e justificar.

11	APROVAÇÃO
Aprovado pelo Colegiado do Programa em: _____ / _____ / _____	
Carimbo e Assinatura do(a) Coordenador/a	