

Sustainability Management

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COURSE AIMS AND INTENDED LEARNING OUTCOMES

The concept of sustainability is linked to the idea of a social and economic development that will meet the needs of the present without compromising the opportunities of future generations. To meet this challenge, over the past ten years, a wide range of actions and initiatives have been developed on the basis of the so-called triple bottom line (tbl). The tbl focuses on the ability of a company to achieve good results in terms of economic development, limiting their effects on the environment and contribution to social development. This capability enables companies to orient their strategy not only towards the profits' maximization but also to a wider social responsibility. The challenges of sustainability and social innovation lead companies to collaborate in order to contribute to the improvement of social, ecological and economic equilibrium.

Corporate sustainability is therefore a management approach that can simultaneously create value for shareholders and for the community, turning the issue of protection of scarce and non-renewable resources of the planet into an opportunity for efficiency and competitive advantage. The course objectives consist precisely in developing this managerial attitude and increasing expertise about best practices in place at the global level. The lessons focus alternately on theoretical frameworks, case studies and relevant practices.

In terms of skill-objectives at the end of the course the student should demonstrate to:

- Develop a wide knowledge about trends and practices in sustainability management;
- Understand the main issues and consequences related to sustainability in a critical way and contribute to transfer these concepts into business strategy, management and reporting;
- Be able to discuss the conditions for implementing sustainability both at strategic and operational level;
- Apply its knowledge and understanding, and problem-solving abilities in sustainability management related issues;
- Communicate in effective way how a company is pursuing and promoting sustainability inside and outside the organization.

COURSE CONTENT

- Introduction to the concept of sustainability management and Kick off
- Integrating the three pillars of sustainability
- Sustainability metrics and reporting
- Sustainable human resource management and workforce wellbeing
- Sustainable marketing
- Sustainable operations and environmental management
- Sustainable supply chain management
- Developing sustainably responsible strategies in business
- Final Wrap up and group Presentations

Through the presentation and discussion of case studies, the course also gives students the opportunity to interpret the specific content of the sustainability management processes and meet managers who will present the best practices.

READING LIST

Textbook

- Molthan-Hill, P. (2017) *The Business Student's Guide to Sustainable Management. Principles and Practice (2nd edition)*

Further readings:

- Carroll, A.B. (1979) Three-Dimensional Conceptual Model of Corporate Performance;
- European Commission (2018) Communication on a monitoring framework for the circular economy;
- Global Reporting Initiative (2016) GRI Sustainability Reporting Guidelines;
- Madu, C.N. and Kuei, C. (2011) Introduction to sustainability management;

TEACHING METHOD

The program will be developed through theoretical framework classes, case studies analysis and discussion, focuses on successful methodologies and experiences and relevant testimonials. Teaching methods have the common goal of developing the students' ability to analyze and interpret the implications of the sustainability approach in business strategies.

ASSESSMENT METHOD AND CRITERIA

Course attendance is strongly recommended due to the course aim to develop analytical and managerial skills through case studies' discussion and testimonial presence.

The course evaluation is expressed by means of a grade on a 30-point scale.

Evaluation methods for attending students

The assessment method will be presented in class during the first class will be as follows:

ATTENDING STUDENTS:

Workgroup: 45%

Assignments: 20%

Final exam: 35%

Class interaction and case discussion will be part of the learning process. The case studies will be available on Blackboard and on HBS library (the course pack will be purchased on HBS library).

The instructor will be posting on BB the questions to prepare each single case study.

Case studies have to be prepared before class.

Evaluation mode for non-attending students

The overall evaluation is based 20% on an individual case assignment available on blackboard and 80% on the outcome of a written test of 3 open questions which focuses on the course texts and materials provided by the teacher. The evaluation criteria for the individual case memo are: ability to frame the topic, analysis of the problems, development of hypotheses and solutions consistent with the context, quality of the presentation and the final document. The evaluation criteria for the written test are: completeness and clarity of the exposed contents, ability to decline concepts in the analysis of practical cases, ability to connect theoretical references and examples with each other.

NOTES AND PREREQUISITES

The course presupposes that student enrolling already have a good understanding of management and reporting.

Information on office hours available on the teacher's personal web page at: <http://docenti.unicatt.it/>.