# Sustainability Management

## Prof. Davide Galli

***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***

The course develops following contents:

* Introduction to the concept of sustainability management;
* 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;
* Sustainability, smart cities and urban development;
* Circular economy and sustainability.

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.

***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;
* OECD (2011) Sustainable manufacturing toolkit.

***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.

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

*Evaluation methods for attending students*

The overall evaluation is based on the outcome of 2 group assignments and a written test related to the entire course materials (course readings, theacher readings posted on Blackboard, slides, case studies).

The group assignments has a weight of 60% on the overall evaluation and consist of the analysis of sustainability management case study. Objective of the assignment is to evaluate the capacity of critical reading and interpretation of corporate dynamics in terms of sustainability. Each case study will be discussed in the class room. The evaluation criteria 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 final test has a weight of 40% and it consists of a written examination that covers the entire course program. It includes 5 short open-ended questions that test the level of knowledge of the course content. Each question is 6 points/30. The evaluation criteria 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.

*Evaluation mode for non-attending students*

The overall evaluation is based 20% on an individual case memo 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. Each question is 10 points/30. 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 students 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/>.