# Companies, institutions and strategies for sustainability

## Proff. Riccardo Torelli, Elisa Mori

# Module I - Strategies for the sustainable company

## Prof. Riccardo Torelli

***COURSE OBJECTIVE AND EXPECTED LEARNING OUTCOMES***

The course focuses on the analysis, evaluation and formulation of strategies at the business level and has the following objectives:

- Build knowledge related to models and theories in business strategy;

- Develop skills in the analysis and evaluation of competitive strategies;

- Set corporate sustainability as a new business strategy.

At the end of the course the student will be able to:

- Analyse the competitive strategies of companies;

- Identify the key factors on which to build a competitive advantage in the markets and develop a successful business model;

- Assess the impact of sustainability in business strategies.

***COURSE PROGRAMME***

1. The principles of sustainable business strategy;

2. The relevant context of companies;

3. The distinctive resources and competencies;

4. Stakeholder approach to strategic management;

5. The sustainable business models;

6. The strategic planning process;

7. Internationalization and innovation strategies;

8. Future scenarios of business strategy towards sustainability.

***BIBLIOGRAPHY***

M. G. Caroli, *Economia e gestione delle imprese sostenibili 1/ed,* McGraw Hill, 2021

A. Grantham, *Sustainable Business Strategy,* De Gruyter, 2022

The chapters and topics to be examined will be indicated in the Syllabus of the course and explained by the teacher in the first lesson. Slides and teaching materials will be uploaded in Blackboard platform.

***TEACHING METHOD***

The course involves the use of a range of different teaching methods in order to develop students' ability to analyse and interpret the implications of the various aspects of sustainable strategies. For those attending the course, in addition to lectures, discussions of business cases and workgroup are planned.

***METHOD AND ASSESSMENT CRITERIA***

The assessment of learning is in written form. Its purpose is to assess the knowledge acquired by the students during the course and their ability to understand and learn. In addition to this, the examination will assess the assimilation of key concepts and the different facets of business strategy in sustainability-oriented companies.

There are two different types of examinations, depending on whether the student is attending or not.

Students who attend the course regularly and actively will have the opportunity - limited to the first exam session, after the end of the lessons (winter session) - to take a written test in a mixed form, including an analysis of a short business case and two open-ended questions on the topics covered and the teaching materials analysed in class. The duration of the test is 60 minutes. Each open question is worth 10 points/30 and the business case is worth 10 points/30.

Non-attending students, on the other hand, will have at their disposal throughout the year the textbooks and the teaching materials and will take a standard exam, which is structured in six questions with open answers. The duration of the test is 60 minutes. Each question is worth 5 points/30.

***WARNINGS AND PREREQUISITES***

In order to attend the course in a profitable manner, students are required to have a basic knowledge of business economics.

***TIME AND PLACE OF RECEPTION FOR STUDENTS***

The timetable and reception arrangements are available online on the teacher's personal page, which can be consulted at <http://docenti.unicatt.it/> .

**Module II - Public and non-profit institutions for sustainability**

## Prof.ssa Elisa Mori

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to apply the conceptual schemes of business economics in the analysis of the main features and managerial issues that characterizes public and non-profit institutions.

The purpose is to understand the evolution of the role of public administrations in modern socio-economic systems and to analyse the concept of sustainability as a paradigm of change for public institutions. Finally, the course allows the student to become familiar with the managerial issues that characterizes non-profit organizations according to their different areas of intervention, by highlighting their contribution to the achievement of sustainable development.

At the end of the course the student will be able to:

* understand the organizational dynamics, managerial problems and the measurement of the results of the various public organizations belonging to the public sector;
* identify areas and managerial levers for modernization of the Italian public administration;
* identify opportunities for collaboration and partnerships between businesses, public administrations and non-profit organizations;
* understand potential levers for innovation in the public administration according to a sustainable view.

***COURSE CONTENT***

The course content is organized as it follows:

* Relations between institutions, sectors and markets within the economic system;
* Overview and evolution of the role of the public administration; Functions of public institutions: from the exercise of superordinate powers to services provision and the regulation of the socio-economic system;
* Characteristics of public organizations and their impact on management;
* Decision-making processes, planning and control systems and the measurement of economic-financial results and non-financial performance in the public sector;
* Partnerships between business and public administration and innovative collaboration forms for the creation of public value according to a sustainable view;
* The most relevant challenges and the management of change in public administrations for the introduction of the sustainability paradigm;
* The third sector and the characteristics that distinguish the actions of non-profit institutions;
* Partnerships between public administration and non-profit institutions.

***READING LIST***

Longo F., Turrini A., [Fattore](http://www.egeaeditore.it/ITA/Autori/fattore-giovanni.aspx) G., Cucciniello M., Ricciuti E. (2018), MANAGEMENT PUBBLICO, Egea, Milano.

Additional teaching material will be uploaded in Blackboard platform.

***TEACHING METHOD***

The course will be taught through a mixture of lectures and discussion of particularly significant business cases.

Additional details will be uploaded in Blackboard.

***ASSESSMENT METHOD AND CRITERIA***

The final exam for attending students consist in a written exam with open questions on the syllabus examined during the course.

Students not attending class on a regular basis will be graded on the basis of a written exam about the issues covered in the textbook.

In both cases, the one-hour exam consists of 4 open questions (7 or 8 points each).

The final exam will test the knowledge and the student's ability to illustrate the topics dealt with, making connections between the different topics, using clear and appropriate language and providing examples.

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

***NOTES AND PREREQUISITES***

Course attendance does not require prerequisites related to the contents. However, the course presupposes that the students have a basic understanding of business management.

***OFFICE HOURS FOR STUDENTS***

Information on office hours are available online on the teacher's personal page, which can be consulted at http://docenti.unicatt.it/