# Sustainability Management

## Prof. Marcela Ciubotaru

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

The course aims to engage students with sustainability concepts, sustainable strategies adopted by companies and main sustainability reporting practices. 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.

Companies, as central economic players, are increasingly pressured by a wide range of actors to not only engage in sustainability management, but also contribute to sustainable development. 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.

***Learning Outcomes***

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***

1. Kick Off and Introduction to the concept of Sustainability management
2. The Triple bottom Line, Sustainability and Sustainable development
3. Stakeholder perspective on Sustainability Management
4. Sustainable Business Models and alternative forms of organizations
5. Sustainable Marketing
6. Sustainable Human Resource Management and workforce wellbeing
7. Sustainable Supply Chain Management
8. Sustainability Accounting and Sustainability Management Control
9. Sustainability Reporting and Corporate Digital Responsibility
10. Final Wrap up and Group Presentations

***READING LIST***

Textbook

* Rüdiger Hahn (2022) Sustainability Management. Global Perspectives on Concepts, Instruments, and Stakeholders

Further readings:

* Carroll, A.B. (1979) Three-Dimensional Conceptual Model of Corporate Performance;
* Global Reporting Initiative (2016) GRI Sustainability Reporting Guidelines;
* Madu, C.N. and Kuei, C. (2011) Introduction to sustainability management;
* Further material will be communicated directly during lectures

***TEACHING METHOD***

The program will be developed through theoretical framework classes, case studies analysis and discussion, focus 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: 30%

Assignments: 30%

Final exam: 40%

Class interaction and case discussion will be part of the learning process.The case studies will be available on Blackboard retrieved from Harvard Business School library.

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

*Evaluation Mode for Non-Attending Students*

NON-ATTENDING STUDENTS:

Individual Assignment: 20%

Final exam: 80%

The individual case assignment available on blackboard. The final test is a written test of 3 open questions which focuses on the course texts and materials provided by the lecturer. 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.

***OFFICE HOURS***

The teacher receives the students on Thursday at 09:00 upon request for an appointment by e-mail.

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