



Scuola Superiore
Sant'Anna

PhD in MANAGEMENT

Title of the course: *Sustainable Enterprise: Strategic Value, Approaches, and Policy Outcomes*

Instructor:

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Short description of the course:

Sustainability concerns are fast becoming a strategic issue for organizations in all sectors. In the last ten years numerous many organizations have completely redefined their business strategies in line with principles of sustainability by balancing the requirements for economic development, environmental quality and social justice, and governments worldwide are developing programs and policies that encourage these activities. This short course explores the connections between management strategy, sustainability and public policy. Through a combination of readings, and lectures, class sessions will engage students in discussions aimed at developing sustainability assessment models.

The course will take place from July 6 to July 8, in Room 1 at Institute of Management in Pisa at 11,00 am (2 hours).

SCHEDULE OF COURSE MEETINGS AND ASSIGNMENTS:

DAY	TOPIC	ASSIGNMENT
July 6	Organizational Value of Being Green	<ul style="list-style-type: none">• Darnall N. 2009. Regulatory stringency, green production offsets and organizations' financial performance. <i>Public Administration Review</i> 69(3), 418-434.• Kurapatskie B & Darnall N. 2013. Are some corporate sustainability activities associated with greater financial payoffs? <i>Business Strategy and the Environment</i>, 22(1), 49-61.• Ferron-Vilchez V & Darnall N. 2015. Two are better than one: The link between management systems and business performance. <i>Business Strategy and the Environment</i>. (in progress)
July 7	Voluntary Environmental Programs – Design, Environmental	<ul style="list-style-type: none">• Darnall N & Carmin J. 2005. Cleaner & greener? The signaling accuracy of U.S. voluntary environmental programs. <i>Policy Sciences</i>, 38(2-3), 71-90.• Darnall, Ji & Potoski. 2015. The institutional design of ecolabels: A comparative analysis. (in progress)• Rivera J & deLeon P. 2004. Is greener whiter? The sustainable slopes program & the

Outcomes, & Public Policy Implications	<ul style="list-style-type: none"> voluntary environmental performance of western ski areas. <i>Policy Studies Journal</i>, 32(3), 417-437. • Rivera, J. 2002. Assessing a voluntary environmental initiative in the developing world: The Costa Rican certification for sustainable tourism. <i>Policy Sciences</i>, 35(4), 333-360.
July 8 Environmental Management Systems & ISO 14001 – Environmental Outcomes & Spillover Benefits	<ul style="list-style-type: none"> • Darnall N. & Kim Y. 2012. Which types of environmental management systems are related to greater environmental improvements? <i>Public Administration Review</i> 72(3), 351-365. • Arimura T., Darnall N. & Katayama H. 2011. Is ISO 14001 a gateway to more advanced environmental action? The case for green supply chain management. <i>Journal of Environmental Economics and Management</i> 61(2), 170-182. • Arimura T, Darnall N, Iguchi H & Katayama H. 2014. Retailors as regulators: voluntary environmental action through green supply chain management. (<i>in progress</i>)

Readings

Required readings will be distributed electronically by instructors.