



Scuola Superiore
Sant'Anna

PhD in MANAGEMENT



Title of the course: ***Sustainability Management***

Lecturers: Prof. Marco Frey (m.frey@sssup.it); Prof. Fabio Iraldo (f.iraldo@sssup.it)

Short description of the course:

The course is designed to introduce PhD students to the fundamental skills and tools regarding sustainability management in general and its effect on environmental and competitive performance in particular. The aim of the course is to present different and multidisciplinary approaches that can be applied to investigate this topic. Management students will benefit from knowing the scientific literature and from analyzing some practical implications presented by external speakers. The course will include some “traditional” one-way teaching but will be mostly based on students’ presentations and case study analysis.

Student commitment

Upon enrolling into this course, students commit to come to class prepared to comment on the readings, where required. During the course students will be divided into study groups, which will deliver in-class presentations. Attendance is compulsory.

Schedule, topics, descriptions, readings

The course can be divided in three parts. In the Lectures 1, 6, 7, 8, 9 we will explore relevant theories from business studies that are useful to improve our skills on sustainable management. In the Lectures 2-5 some relevant practical tools/approaches that are going to be useful to apply on the field will be presented with the support of researchers. In the last lectures, study groups will be created to discuss, by in-class presentations, some relevant academic contributions on this field.

The course will take place **on Wednesdays, from January 30 to May 8**, in **Room 1**, Istituto di Management, Pisa, Piazza Martiri della Libertà, 24.

All lectures will take place from 11 am to 1 pm. Only the three first lectures will take place from 3 pm to 5 pm.

Date	Title	Main Topics	Hours
Jan 30	<i>Sustainability Management – Overview and objectives</i>	<ul style="list-style-type: none">○ Sustainability: meanings and definitions○ The integration of sustainable development concept into the	2

Date	Title	Main Topics	Hours
		<ul style="list-style-type: none"> public policies ○ Enterprises and sustainability: role & responsibility ○ The dimension of sustainability; ○ From policy to market: overview of most innovative policy instruments and tools 	
Feb 6	<i>Integrated assessment of sustainability for decision making</i>	<ul style="list-style-type: none"> ○ Cost-benefit analysis ○ Social Multi-criteria evaluation ○ Multi-scale integrated assessment of societal and eco-system metabolism <p><i>Article:</i> Borzoni, M., Frey, M., Rizzi, F. (2012) Assessing the sustainability of energy and environmental policies in the era of the green economy. In Agustoni, A. and Maretti, M (Eds) Energy issues and social sciences: theory and applications. Mc-Graw-Hill. Pp. 45-60</p>	2
Feb 13	<i>Life Cycle analysis</i>	<ul style="list-style-type: none"> ○ Environmental performance: meanings and definitions ○ Local and global environmental impacts ○ The greening of processes: a life-cycle approach ○ LCA – empirical applications <p><i>Article:</i> I. Bartolozzi, F. Rizzi, M. Frey, Comparison between hydrogen and electric vehicles by life cycle assessment: A case study in Tuscany, Italy, Applied Energy, Volume 101, January 2013, Pages 103-111</p>	2
Feb 20	<i>Case study methodology (Action research) - some practical implications</i>	<ul style="list-style-type: none"> ○ <i>Action research</i>: theoretical profile and practical tools ○ CSR management: definitions and tools ○ Action research experience in an Italian Retailing Cooperative in the field of CSR management <p><i>Article:</i> Sustainability reporting and corporate identity: action research evidences in an Italian Retailing Cooperative. Unpublished work</p>	2
Feb 27	<i>Survey methods – practical</i>	<ul style="list-style-type: none"> ○ The application of survey approach 	2

Date	Title	Main Topics	Hours
	<i>implications</i>	<p>in the environmental management studies</p> <ul style="list-style-type: none"> ○ The sampling process –an empirical application ○ Questionnaire design - ○ Data collecting and analysis <p><i>Article:</i> F. Testa, F. Iraldo, (2010), Shadows And Lights Of GSCM (Green Supply Chain Management): Determinants And Effects Of These Practices Based On A Multi-National Study Journal of Cleaner Production 18 , pp 953 – 962</p>	
Mar 6	<i>Effects of management practices on Environmental and Social performance at the firm level</i>	<ul style="list-style-type: none"> ○ Environmental and social performance: definitions and measures ○ The effects of policies and instruments on firms’ environmental and social performance; ○ Empirical evidence and future research <p><i>Article:</i> T. Daddi, M. Magistrelli, M. Frey, F. Iraldo,, 2011. Do Environmental Management Systems improve environmental performance? Empirical evidence from Italian companies. Environment, Development And Sustainability, 845–862</p>	2
Mar 13	<i>Effects of management practices on competitive performance at the firm level</i>	<ul style="list-style-type: none"> ○ Competitiveness: definitions and measures ○ The effects of policies and instruments on firms’ competitive performance; ○ Theoretical framework: neoclassic, Porter hypotheses and Resource-Based View ○ Empirical evidence and future research <p><i>Article:</i> F. Testa, F. Iraldo, M. Frey (2011) The effect of environmental regulation on firms’ competitive performance: the case of the Building & Construction sector in some EU regions, Journal of Environmental Management, 92, pp. 2136 - 2144</p>	2

Date	Title	Main Topics	Hours
Mar 20	<i>The environmental policies assessment and the effect of environmental regulation at firm level</i>	<ul style="list-style-type: none"> ○ The assessment of environmental policies and environmental regulation: a literature overview ○ The effects of environmental regulation at firm level ○ Introduction to the articles discussion: the case of IPPC Directive ○ Empirical evidence and future research <p><i>Articles:</i></p> <ol style="list-style-type: none"> 1. T. Daddi, M. R. De Giacomo, F. Testa, Marco Frey, F. Iraldo (2012) Lights and shadows in the implementation of Integrated Pollution Prevention and Control (IPPC) Directive in Europe, 2. F. Testa, T. Daddi, M. R. De Giacomo, Marco Frey, F. Iraldo (2012) A combined approach in the environmental regulation: the IPPC directive and its effect on firm performance, 	2
Mar 27	<i>Eco system services and implication for business strategy and public policies</i>	<ul style="list-style-type: none"> ○ Ecosystem services ○ Ecosystem embeddedness of organization ○ The quantification issues ○ The role of public –private partnerships <p><i>Article:</i> Pogutz S., Winn M., (2009), “Organizational ecosystem embeddedness and its implication for sustainable fit strategies”, Academy of Management Annual Meeting, Green Management Matters, Chicago, US, August, 7-11.</p> <p><i>Article:</i> N. Gusmerotti, F. Testa, D. Amirante, M. Frey, (2012) The role of negotiating tools in the environmental policy mix instruments: determinants and effects of Environmental Agreements Journal of Cleaner Production 35, 39-49</p>	2
Apr 10	<i>Reading, analysis and discussion</i>	Study groups will be created to discuss, by in-class presentations, some relevant academic contributions on this field. Required reading will be provided .	2
Apr 17	<i>Reading, analysis and discussion</i>		2
Apr 24	<i>Reading, analysis and discussion</i>		2

Date	Title	Main Topics	Hours
May 8	<i>Reviewing exercise</i>	Study groups will be created to simulate reviewing exercise of selected manuscripts	2

Final Examination

A final take-home exam will take place at the end of the course. Further details about the exam will be given at the beginning of the course.

Readings

Required readings will be distributed electronically by instructors.