
DEPARTMENT: : ADMINISTRAÇÃO DA PRODUÇÃO E OPERAÇÕES (POI)
COURSE : MESTRADO E DOUTORADO EM ADMINISTRAÇÃO DE EMPRESAS (CMCD)
SUBJECT : COPETITIVENESS & SUSTAINABILITY (C&S)
PROFESSOR..... : RENATO J. ORSATO
ROOM.....: TBD

2º SEMESTER /2016

PROGRAM

BACKGROUND

Although research about the profitability of social and environmental investments has grown substantially in the past two decades, so far the results are inconclusive. In this course we will analyze key articles that best represent the research encompassing the “competitiveness & sustainability” debate, so to identify research opportunities for masters and doctoral students.

COURSE OBJETIVOS

At the conclusion of the course, the students will be able to understand the relationship between sustainability and competitiveness in the following topics:

1. The “pays to be green” debate
2. Base of the pyramid and shared value
3. Intangibles and reputational value
4. Value creation and sustainability
5. Organizational adaptation to climate change
6. Ecosystems service and business strategy

APPROACH

The course uses a learning by doing approach in which the sessions have the following structure:

1. The professor presents the key questions of the chosen research topic;
2. Three students (one per article) make a 20 minutes presentation of the indicated articles, followed by a group discussion (around 30 minutes each);
3. The professor helps the group to identify research gaps/opportunities.

EVALUATION CRITERIA

Participation (10 points)

Participation is based on the quality of the interpretation of articles, and interventions during classes.

Presentations (20 points)

Students will be evaluated by the clarity of the presentation, encompassed in the capacity to express the main ideas of the author(s), the objectives of the article, methodology and main conclusions.

Quizzes (30 points)

Throughout the course, students will (randomly) be asked to answer three quizzes, which aim at evaluating the understanding of the readings.

Final Task (40 points)

Students will be required to choose one of the topics dealt with during the course in order to develop: (i) basic structured literature review, preferentially indicating a research gap; (ii) a presentation (On Nov 24) and; (iii) a 2500 words (maximum) report, to be handed in on Nov 20.

CLASS PLAN AND REFERENCES

(The references below are only indicative. The final program will be presented in the beginning of the course).

Session 1 (06/Oct): Introduction to the “pays to be green” debate

- Reinhardt, F. (1999). Market Failure and the Environmental Policies of Firms: Economic Rationales for ‘Beyond Compliance’ Behavior. *Journal of Industrial Ecology*, 3 (1), 9-21.
- Orsato, R. (2006). Competitive Environmental Strategies: When Does It Pay to Be Green? *California Management Review*, 48 (2), 127-141.
- Berchicci, L., & King, A. (2007). Postcards from the Edge: A Review of the Business and Environment Literature, *The Academy of Management Annals*, 1 (1), 513-547.

Session 2 (12/Oct): Academic Week - No Class

Session 3 (20/Oct): Base of Pyramid and Shared value

- Hillman, A.J., & Keim, G.D. (2001). Shareholder Value, Stakeholder Management, and Social Issues: What's the bottom line? *Strategic Management Journal*, 22 (2), 125-139.
- Karnani, A. (2007). The Mirage of marketing to the Bottom of the Pyramid. *California Management Review*, 49 (4), 90-111.
- London, T., Anupindi, R.; Sheth, S. (2010). Creating mutual value: Lessons learned from ventures serving base of the pyramid producers. *Journal of Business Research*, 63(6), 582-594

Session 4 (27/Oct): Intangibles and Reputational Value

- Berens, G., & Van Riel, C. B. (2004). Corporate associations in the academic literature: Three main streams of thought in the reputation measurement literature. *Corporate Reputation Review*, 7 (2), 161-178.
- Doh, J.P., Howton, S.D., Howton, S.W., & Siegel, D.S. (2010). Does the Market Respond to an Endorsement of Social Responsibility? The Role of Institutions, Information, and Legitimacy. *Journal of Management*, 36 (6), 1461-1485.
- Surroca, J., Tribó, J.A., & Waddock, S. (2010). Corporate Responsibility and Financial Performance: The role of intangible resources. *Strategic Management Journal*, 31 (5), 463-490.

Session 5 (03/Nov): Value Creation and Sustainability

- Bowman, C., & Ambrosini, V. (2000). Value Creation Versus Value Capture: Towards a Coherent Definition of Value in Strategy. *British Journal of Management*, 11 (1), 1-15.
- Orlitzky, M., Siegel, D. S., & Waldman, D. A. (2011). Strategic Corporate Social Responsibility and Environmental Sustainability. *Business Society*, 50 (1), 6-27.
- Hart, S.L., & Dowell, G. (2011). Natural-Resource-Based View of the Firm: Fifteen Years After. *Journal of Management*, 37 (5), 1464-1479.

Session 6 (10/Nov): Organizational Adaptation to Climate Change

- Goodal, A.H. (2008). Why Have the Leading Journals in Management (and Other Social Sciences) Failed to Respond to Climate Change, *Journal of Management Inquiry*, 17 (4), 408-420.
- Linnenluecke, M., Griffiths, A., & Winn, M. (2012). Extreme Weather Events and the Critical Importance of Anticipatory Adaptation and Organizational Resilience in Responding to Impacts. *Business Strategy and Environment*, 21 (1), 17-32.
- Berkout, F. (2012). Adaptation to climate change by organizations. *WIREs Clim Change*, 3 (1), 91–106.

Session 7 (17/Nov): Ecosystems Services & Business Strategy

- Liu, S., Costanza, R., Farber, S., & Troy, A. (2010). Valuing ecosystem services: theory, practice, and the need for a transdisciplinary synthesis. *Annals of the New York Academy of Sciences*, 1185, 54–78. doi:10.1111/j.1749-6632.2009.05167.x
- Houdet, J., Trommetter, M., & Weber, J. (2012). Understanding changes in business strategies regarding biodiversity and ecosystem services. *Ecological Economics*, 73, 37–46. doi:10.1016/j.ecolecon.2011.10.013
- Laurans, Y., Rankovic, A., Billé, R., Pirard, R., & Mermet, L. (2013). Use of ecosystem services economic valuation for decision making: questioning a literature blindspot. *Journal of Environmental Management*, 119, 208–19. doi:10.1016/j.jenvman.2013.01.008

Session 8 (24/Nov): Presentation of the final task

COMPLEMENTARY BIBLIOGRAPHY (BOOKS)

- Epstein, M. (2008). *Making Sustainability Work: Best Practices in Managing and Measuring Corporate, Social, Environmental, and Economic Impacts*. Sheffield: Greenleaf.
- Orsato, R. (2009) *Sustainability Strategies, When does it Pay to be Green*. London: Palgrave MacMillan.
- Reinhardt, F. (2000). *Down To Earth: Applying Business Principles to Environmental Management*. Boston, USA: Harvard Business School Press.
- Russo, M. (2010). *Companies on a Mission: Entrepreneurial Strategies for Growing Sustainability Responsibility and Profitability*. Stanford University Press. Stanford, CA.
- Vogel, D. (2006). *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*. Brookings Institution Press: Washington, DC.