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

2º SEMESTER /2017-2

PROGRAM

BACKGROUND

Research about the conditions in which social and environmental investments may generate profits, competitive advantages or new markets spaces has grown substantially in the past two decades. The results, however, 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. ESG and Financial Performance
3. Inclusive Strategies
4. Remanufacturing
5. Sustainable Supply Chain
6. Business Platforms & Sustainability
7. Organizational Adaptation to Climate Change

APPROACH

The course uses the “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 minute 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 (20%):** Participation is based on the quality of the interpretation of articles, and interventions during classes.
- **Quizzes (20%):** Throughout the course, students will (randomly) be asked to answer quizzes, which aim at evaluating the understanding of the readings.
- **Presentations (20%):** 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.
- **Final Task (40%):** Students will be required to choose one of the topics dealt with during the course, in order to develop an initial literature review, preferentially indicating a research gap, formalized in:
 - A. A 2500 words (maximum) report (Nov 30);
 - B. A presentation of 15 minutes, reflecting the report (Nov 30).

Session 1 (5/Oct): Introduction to the “pays to be green” debate (class via “Zoon” software)

- Course Programme
- 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.
- Orsato, R. (2006). Competitive Environmental Strategies: When Does It Pay to Be Green? *California Management Review*, 48 (2), 127-141.

Session 2 (19/Oct): ESG and Financial Performance

- Garcia, A. S., Mendes-Da-Silva, W., & Orsato, R. J. (2017). Sensitive industries produce better ESG performance: Evidence from emerging markets. *Journal of Cleaner Production*, 150, 135-147.
- Rodrigo, P., Duran, I. J., & Arenas, D. (2016). Does it really pay to be good, everywhere? A first step to understand the corporate social and financial performance link in Latin American controversial industries. *Business Ethics: A European Review*, 25(3), 286-309.
- 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 3 (26/Oct): Inclusive Strategies & Sustainability

- Chliova, M., & Ringov, D. (2017). Scaling Impact: Template Development and Replication at the Base of the Pyramid. *The Academy of Management Perspectives*, 31(1), 44–62.
- Mair, J., Martí, I., & Ventresca, M. (2012). Building inclusive markets in rural Bangladesh: how Intermediaries work institutional Voids. *Academy of Management Journal*, 55(4), 819–850
- Ansari, S., Munir, K., & Gregg, T. (2012). Impact at the “Bottom of the Pyramid”: The role of social capital in capability development and community empowerment. *Journal of Management Studies*, 49(4), 813–842.

Session 4 (02/Nov – there is no class! Reposition date TBD): Remanufacturing

- Guide Jr, V. D. R., & Van Wassenhove, L. N. (2009). The evolution of closed-loop supply chain research. *Operations research*, 57(1), 10-18.
- Atasu, A., Sarvary, M., & Van Wassenhove, L. N. (2008). Remanufacturing as a marketing strategy. *Management science*, 54(10), 1731-1746.
- Thierry, M., Salomon, M., Van Nunen, J., & Van Wassenhove, L. (1995). Strategic issues in product recovery management. *California management review*, 37(2), 114-135

Session 5 (09/Nov): Sustainable Value Chain Management

- Fahimnia, B., Sarkis, J., & Davarzani, H. (2015). Green supply chain management: A review and bibliometric analysis. *International Journal of Production Economics*, 162, 101-114.
- Beske, P., & Seuring, S. (2014). Putting sustainability into supply chain management. *Supply Chain Management: 19(3)*, 322-331.
- Pagell, M., & Shevchenko, A. (2014). Why research in sustainable supply chain management should have no future. *Journal of supply chain management*, 50(1), 44-55.

Session 6 (16/Nov): Business Platforms for Sustainability

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- Boudreau, K. J., & Jeppesen, L. B. (2015). Unpaid crowd complementors: The platform network effect mirage. *Strategic Management Journal*, 36(12), 1761-1777.
 - Gawer, A. (2014). Bridging differing perspectives on technological platforms: Toward an integrative framework. *Research Policy*, 43(7), 1239-1249
 - Thomas, L. D., Autio, E., & Gann, D. M. (2014). Architectural leverage: putting platforms in context. *The Academy of Management Perspectives*, 28(2), 198-219.

Session 7 (23/Nov): Organizational Adaptation to Climate Change

- Berkout, F. (2012). Adaptation to climate change by organizations. *WIREs Clim Change*, 3 (1), 91–106.
- Goodall, 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.

Session 8 (30/Nov): Presentation of the final task

- In this session, each student will present the literature review paper under the subjects of the course.

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 McMillan.
- 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.