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**DEPARTMENT:** ..... : ADMINISTRAÇÃO DA PRODUÇÃO E OPERAÇÕES (POI)  
**COURSE** ..... : MESTRADO E DOUTORADO EM ADMINISTRAÇÃO DE EMPRESAS (CMCD)  
**SUBJECT** ..... : MANAGEMENT & SUSTAINABILITY RESEARCH (M&SR)  
**PROFESSOR** ..... : RENATO J. ORSATO  
**ROOM**.....: TBD

**2º SEMESTER /2018-2**

## **PROGRAM**

### **BACKGROUND**

In the past two decades, research about the conditions in which social and environmental investments may generate profits, competitive advantages or new markets spaces has grown substantially. The results, however, are inconclusive. In this course we will analyze key articles that best represent the research encompassing the “management & sustainability research” so to identify 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. Sharing Economy
3. Inclusive Strategies
4. Sustainable Supply Chain
5. Business Platforms & Sustainability
6. Remanufacturing
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 (10%):** 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 to evaluate the understanding of the readings.
- **Presentations (30%):** 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 3000 words (maximum) report (Nov 30);
  - B. A presentation of 15 minutes, reflecting the report (Nov 30).

**Session 1 (11/Out): Introduction to the “pays to be green” debate**

- 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 (18/Out): Sharing Economy**

- Muñoz, P.; Cohen, B. Mapping out the sharing economy: A configurational approach to sharing business modeling. *Technological Forecasting and Social Change*, v. 125, p. 21-37, 2017.
- Kumar, V.; Lahiri, A.; Dogan, O. B. A strategic framework for a profitable business model in the sharing economy. *Industrial Marketing Management*, v. 69, p. 147-160, 2018.
- Belk, R. You are what you can access: Sharing and collaborative consumption online. *Journal of Business Research*, v. 67 (8), p. 1595-1600, 2014.

**Session 3 (25/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 (01/Nov): Sustainable Supply Chain**

- Ashby, A., Leat, M., & Hudson-Smith, M. (2012). Making connections: a review of supply chain management and sustainability literature. *Supply Chain Management: An International Journal*, 17(5), 497-516.
- 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.
- Gold, S., Hahn, R., & Seuring, S. (2013). Sustainable supply chain management in “Base of the Pyramid” food projects—A path to triple bottom line approaches for multinationals?. *International Business Review*, 22(5), 784-799.

**Session 5 (08/Nov): Business Platforms for Sustainability**

- Stabell, C. B., & Fjeldstad, Ø. D. (1998). Configuring value for competitive advantage: on chains, shops, and networks. *Strategic Management Journal*, 413-437
- 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 6 (TBD): Remanufacturing**

- Abbey, J. D.; Guide Jr., V. D. R. (2017) A typology of remanufacturing in closed-loop supply chains. *International Journal of Production Research*, 56 (1-2), 374-384.

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- 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). Strategie issues in product recovery management. *California management review*, 37(2), 114-135

### **Session 7 (29/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 (06/Dec): Presentation of the final task**

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

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### **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.