

DEPARTMENT: ..... : ADMINISTRAÇÃO DA PRODUÇÃO E OPERAÇÕES (POI)  
 COURSE ..... : MESTRADO E DOUTORADO EM ADMINISTRAÇÃO DE EMPRESAS (CMCD)  
 SUBJECT ..... : PESQUISA EM GESTÃO E SUSTENTABILIDADE  
 PROFESSOR ..... : RENATO J. ORSATO  
 ROOM.....: TBD

2º SEMESTER /2019-2

## 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.

### LEARNING OBJETIVOS

The learning objectives of the course are presented in the table below, showing how they contribute to the objectives of the CMCDAE:

Objectives of CMCDAE	Course objectives	Degree of Contribution
Qualitative Research Methods	Develop competences to evaluate the quality of papers based on qualitative methods in the area of <i>Management &amp; Sustainability</i> (M&S)	● ● ○
Quantitative Research methods	Develop competences to evaluate the quality of research papers based on quantitative methods in the area of M&S.	● ○ ○
Knowledge of the research theme/theory	Know key articles – and the reason for their excellence - that best represent the research encompassing the M&S research	● ● ●
Research proceedings	Be able to identify basic research proceedings within the methodology of the papers under analysis throughout the course	● ○ ○
Research relevance and innovation	Be able to identify areas of relevant academic research with high potential for publication and career development with the M&S area	● ● ●
Paper development	Be capable of developing a review paper within the area of M&S	● ● ○

A complete description of the learning objectives of the CMCDAE and other information can be found in <https://rebrand.ly/cmae-eaesep> (mestrado) e <https://rebrand.ly/cdae-eaesep> (doutorado).

### 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 (30%):** Students will have to answer four quizzes in the first 30 minutes of classes, randomly chosen. Only the best three grades will be considered (in other words, students can miss one quiz without missing points)
- **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 (30%):** Students will be required to: (a) choose one of “exemplary work” within the topics dealt with during the course; (b) make a 20’ presentation, providing the rationale for the choice, and explaining why the article represents an exemplary research.

---

## SESSION BY SESSION PLAN & REFERENCES

### Session 1: 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: 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: 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.
- Jha, S. K., Pinsonneault, A., & Dubé, L. (2016). The evolution of an ICT platform-enabled ecosystem for poverty alleviation: The case of eKutir. *MIS Quarterly*, 40(2), 431-445.
- 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: Sustainable Supply Chain

- Tang, C. S. (2018). Socially responsible supply chains in emerging markets: Some research opportunities. *Journal of Operations Management*, 57, 1-10.
- 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.
- Yawar, S. A., & Seuring, S. (2017). Management of social issues in supply chains: a literature review exploring social issues, actions and performance outcomes. *Journal of Business Ethics*, 141(3), 621-643.

---

### **Session 5: Business Model & Sustainability**

- Teece, D. J. (2010). Business models, business strategy and innovation. *Long range planning*, 43(2-3), 172-194.
- Evans, S., Vladimirova, D., Holgado, M., Van Fossen, K., Yang, M., Silva, E. A., & Barlow, C. Y. (2017). Business model innovation for sustainability: Towards a unified perspective for creation of sustainable business models. *Business Strategy and the Environment*, 26(5), 597-608.
- Geissdoerfer, M.; Vladimirova, D.; Evans, S. (2018). Sustainable business model innovation: A review. *Journal of Cleaner Production*, 198, 401-416.

### **Session 6: 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 7: Fundamental Issues in Sustainability**

- Barr, S., Gilg, A., & Shaw, G. (2011). Citizens, consumers and sustainability:(Re) Framing environmental practice in an age of climate change. *Global Environmental Change*, 21(4), 1224-1233.
- Gendron, C. (2014). Beyond environmental and ecological economics: Proposal for an economic sociology of the environment. *Ecological Economics*, 105, 240-253.
- Gladwin, T. N., Kennelly, J. J., & Krause, T. S. (1995). Shifting paradigms for sustainable development: Implications for management theory and research. *Academy of management Review*, 20(4), 874-907.

### **Session 8: Exemplary Research in Sustainability (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 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.

---

### **BIO**

**Prof. Renato J. ORSATO** is a Professor at Fundação Getúlio Vargas, São Paulo, Brazil since 2011, and a Scholar at the INSEAD Global Institute for Business & Society (previously the Social Innovation Centre), Fontainebleau, France since 2004. As a researcher, educator, and consultant, in the past 20 years he taught at MBA and Executive Programs at INSEAD and HEC (France), Lund University (Sweden) and University of Technology Sydney (Australia). He worked with public organizations and private businesses in more than 30 countries. Prof. Orsato holds a Ph.D. in Management, a Masters (Honors) in Organization Studies and BA (Honors) in Civil Engineering and Business Administration. His work has mainly focused on

---

the global automobile industry, with a particular emphasis on low carbon vehicles and transportation systems. Business platforms for sustainability is the main focus of Dr. Orsato's current research. Dr. Orsato is the author of *Sustainability Strategies - When does it pay to be green?* (Palgrave Macmillan, INSEAD Business Press 2009) – Runner up for the 2010 Book Award of the Academy of Management, translated into Arabic, Chinese and Portuguese. He has also written several book chapters and teaching cases, and published in academic journals such as *California Management Review*, *Organization Studies*, *Journal of Industrial Ecology*, *Energy Policy Journal* and *Business Strategy & Environment*.