



UNIVERSITÀ
DEGLI STUDI
DI PADOVA

Ph.D. Program in “Economics and Management”
2024

Advanced Topics in Management
3th Term

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Course description

This course introduces students to some foundational ideas and discusses emerging research streams in the domain of environmental sustainability in management, by emphasizing the linkages with strategy, innovation and marketing theories and their intersection. The course aims at offering an integrated vision of approaches concerning environmental sustainability within the firm and its role in firm’s competitiveness.

The course covers the following topics:

- a) Introduction to environmental sustainability and circular economy
- b) Environmental sustainability: triple bottom line, hybrid organizations and B Corps
- c) Environmental sustainability and business models
- d) Environmental sustainability and innovation dynamics
- e) Environmental sustainability and marketing: Corporate Social Responsibility and communication
- f) Digital transformation and environmental sustainability

Grading

The grades will be based on the following components:

- Class participation, materials reading and comprehension: 20%
- Paper presentation and discussion: 40%
- Term Paper: 40%

Schedule

Class 1	Thursday April 4 th	9am-1pm
Class 2	Tuesday April 9 th	9am-12pm
Class 3	Thursday April 11 th	9am-1pm
Class 4	Tuesday April 16 th	9am-12pm
Class 5	Thursday April 18 th	9am-12pm
Class 6	Tuesday April 23 rd	9am-12pm

Readings

Each student is supposed to have read the papers indicated in this syllabus before attending the courses. From class 3 students will be assigned specific references (1 or 2 articles) that will be presented and discussed with the instructors and peers in classes (to be assigned the first day of the course). Each student will prepare a presentation of 20 minutes (power point slides required) for each of the papers assigned, followed by 10

minutes of discussion. Refer to Appendix 1 for an outline of how to address the structure and content of the presentation.

Term paper

Each student is expected to write a term paper on a topic relating to the course; specific topics will be clarified and assigned to students at the end of the course by the instructor.

Acceptable forms include:

1. A conceptual study. The paper could be an extensive literature review of a relatively narrow topic related to material studied (supplementary readings as a first support).
2. A plan for an empirical study. This would provide a literature review, identify a focused research opportunity, and then suggest a research design to conduct the research.

The papers are expected to be between 5,000 and 7,000 words inclusive of all exhibits and references. Instructor will communicate the deadline for the submission within the final exam period.

Class 1 – Introduction to environmental sustainability and circular economy (4 hours)

Bansal, P., & Roth, K. (2000). Why Companies Go Green: A Model of Ecological Responsiveness. *Academy of Management Journal*, 43(4), 717–736.

Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, 26(3), 197–218. <https://doi.org/10.1002/smj.441>

Loiseau, E., Saikku, L., Antikainen, R., Droste, N., Hansjürgens, B., Pitkänen, K., Leskinen, P., Kuikman, P., & Thomsen, M. (2016). Green economy and related concepts: An overview. *Journal of Cleaner Production*, 139, 361–371. <https://doi.org/10.1016/j.jclepro.2016.08.024>

Kolk, A., & Pinkse, J. (2005). Business Responses to Climate Change: Identifying Emergent Strategies. *California Management Review*, 4(3), 5–20.

Murray, A., Skene, K., & Haynes, K. (2017). The Circular Economy: An Interdisciplinary Exploration of the Concept and Application in a Global Context. *Journal of Business Ethics*, 140(3), 369–380. <https://doi.org/10.1007/s10551-015-2693-2>

Class 2 – Environmental sustainability: triple bottom line, hybrid organizations and B Corps (3 hours)

Porter, M. E., & Kramer, M. R. (2006). Strategy and society: the link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84(12), 78–92.

Elkington, J. (2013). The Triple Bottom Line. In A. Henriques & J. Richardson (Eds.), *The Triple Bottom Line: Does it All Add Up*. Routledge. <https://doi.org/10.4324/9781849773348>

Stubbs, W. (2017). Sustainable Entrepreneurship and B Corps. *Business Strategy and the Environment*, 26(3), 331–344. <https://doi.org/10.1002/bse.1920>

Kim, S., & Schifeling, T. (2022). Good Corp, Bad Corp, and the Rise of B Corps: How Market Incumbents' Diverse Responses Reinvigorate Challengers. *Administrative Science Quarterly*, 67(3), 674–720. <https://doi.org/10.1177/00018392221091734>

Carmine, S., & De Marchi, V. (2022). Reviewing Paradox Theory in Corporate Sustainability Toward a Systems Perspective. *Journal of Business Ethics*, 0123456789. <https://doi.org/10.1007/s10551-022-05112-2>

Class 3 – Environmental sustainability and business models (4 hours)

Stubbs, W., & Cocklin, C. (2008). Conceptualizing a “Sustainability Business Model.” *Organization & Environment*, 21(2), 103–127. <https://doi.org/10.1177/1086026608318042>

Frishammar, J., & Parida, V. (2019). Circular business model transformation: A roadmap for incumbent firms. *California Management Review*, 61(2), 5–29. <https://doi.org/10.1177/0008125618811926>

Ritala, P., Huotari, P., Bocken, N., Albareda, L., & Puumalainen, K. (2018). Sustainable business model adoption among S&P 500 firms: A longitudinal content analysis study. *Journal of Cleaner Production*, 170, 216–226. <https://doi.org/10.1016/j.jclepro.2017.09.159>

Bocken, N. M. P., & Geradts, T. H. J. (2020). Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities. *Long Range Planning*, 53(4), 101950. <https://doi.org/10.1016/j.lrp.2019.101950>

Lüdeke-Freund, F., Carroux, S., Joyce, A., Massa, L., & Breuer, H. (2018). The sustainable business model pattern taxonomy—45 patterns to support sustainability-oriented business model innovation. *Sustainable Production and Consumption*, 15, 145–162. <https://doi.org/10.1016/j.spc.2018.06.004>

Class 4 – Environmental sustainability and innovation dynamics (3 hours)

- De Marchi, V. (2012). Environmental innovation and R&D cooperation: Empirical evidence from Spanish manufacturing firms. *Research Policy*, 41(3), 614–623. <https://doi.org/10.1016/j.respol.2011.10.002>
- Brown, P., Bocken, N., & Balkenende, R. (2019). Why Do Companies Pursue Collaborative Circular Oriented Innovation? *Sustainability*, 11(3), 635. <https://doi.org/10.3390/su11030635>
- Bocken, N., & Ritala, P. (2022). Six ways to build circular business models. *Journal of Business Strategy*, 43(3), 184–192. <https://doi.org/10.1108/JBS-11-2020-0258>
- Nielsen, E., Jolink, A., Lopes de Sousa Jabbour, A. B., Chappin, M., & Lozano, R. (2017). Sustainable collaboration: The impact of governance and institutions on sustainable performance. *Journal of Cleaner Production*, 155, 1–6. <https://doi.org/10.1016/j.jclepro.2016.12.085>

Class 5 – Environmental sustainability and marketing: Corporate Social Responsibility and communication (3 hours)

- Carroll, A. B. (1979). A Three-Dimensional Conceptual Model of Corporate Performance. *Academy of Management Review*, 4(4), 497–505. <https://doi.org/10.5465/amr.1979.4498296>
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38, 932-968
- Delmas, M. A., & Burbano, V. C. (2011). The drivers of greenwashing. *California management review*, 54(1), 64-87.
- Halme, M., Rintamäki, J., Knudsen, J. S., Lankoski, L., & Kuisma, M. (2020). When Is There a Sustainability Case for CSR? Pathways to Environmental and Social Performance Improvements. *Business and Society*, 59(6), 1181–1227. <https://doi.org/10.1177/0007650318755648>
- Matten, D., & Moon, J. (2008). “Implicit” and “explicit” CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33, 404-424.
- Vaaland, T. I., Heide, M., & Grønhaug, K. (2008). Corporate social responsibility: Investigating theory and research in the marketing context. *European Journal of Marketing*, 42(9–10), 927–953. <https://doi.org/10.1108/03090560810891082>

Class 6 – Digital transformation and environmental sustainability (3 hours)

- De Marchi, V., & Di Maria, E. (2020). Achieving circular economy via the adoption of industry 4.0 technologies: A knowledge management perspective. *Knowledge Management and Organizational Learning*, 9, 163–178. https://doi.org/10.1007/978-3-030-43589-9_7
- Di Maria, E., De Marchi, V., & Galeazzo, A. (2022). Industry 4.0 technologies and circular economy: The mediating role of supply chain integration. *Business Strategy and the Environment*, September 2020, 1–14. <https://doi.org/10.1002/bse.2940>
- Bohnsack, R., Bidmon, C. M., & Pinkse, J. (2021). Sustainability in the digital age: Intended and unintended consequences of digital technologies for sustainable development. *Business Strategy and the Environment*, 1–4. <https://doi.org/10.1002/bse.2938>
- Schiavone, F., Leone, D., Caporuscio, A., & Lan, S. (2022). Digital servitization and new sustainable configurations of manufacturing systems. *Technological Forecasting and Social Change*, 176(December 2021), 121441. <https://doi.org/10.1016/j.techfore.2021.121441>
- Rajala, R., Hakanen, E., Mattila, J., Seppälä, T., & Westerlund, M. (2018). How Do Intelligent Goods Shape Closed-Loop Systems? *California Management Review*, 60(3), 20–44. <https://doi.org/10.1177/0008125618759685>

APPENDIX 1 – Assessing a scholarly article

1. Motivation and literature review

- Is the research question interesting and relevant based on the literature review?
- Do they review the literature relevant to the research question?

2. Theoretical framework

- Is it clear which theory or theories the authors draw from to develop their hypotheses and are they fully explored?

3. Methodology

- Are the methods consistent with the theory?

- Are the data collection efforts unbiased?
- Does the data offer adequate control variables?
- Are the variables measured in a reasonable way and consistently with the theoretical framework?

4. The discussion

- Does it correctly reconcile the theory and evidence found in the paper?
- Does it place the paper in the context of the larger literature?
- Does it identify limitations and opportunities for future research?