UNIVERSITÀ CATTOLICA del Sacro Cuore

Green Management & Sustainability

PROF. **MARCO MINCIULLO**

Area of study:	Business and Economics
Course Code:	ZXP710
Method of Instruction:	In-person

DESCRIPTION

Sustainability is reshaping how organizations compete, innovate and create value. Businesses face rising expectations around climate and nature impacts, resource use, supply chains, social outcomes and the credibility of their public claims. This course helps students understand the business case and the management choices behind a meaningful sustainability transition.
Students move from foundational concepts to applied analysis: they examine how firms respond to environmental and social pressures, where sustainability creates strategic opportunity, and how to design actions that are both commercially grounded and accountable for their impacts.

What you will learn

- Explain core sustainability concepts, systems thinking and the role of business in sustainable development;
- Identify environmental and social impacts, dependencies, risks and opportunities across a firm's activities and value chain;
- Compare strategic responses, from operational efficiency to circular business models and sustainability-led innovation;
- Evaluate metrics, targets, standards and sustainability claims with attention to evidence and credibility;
- Build a practical transition roadmap that links priorities, actions, responsibilities and measures of progress.

COURSE CONTENTS

- The Sustainability challenge
- Overview of Sustainability Debate
- Sustainability Strategies for firms
- Sustainability Practices
- Sustainable Entrepreneurship

METHOD OF TEACHING

- Interactive Lectures
- Group discussions
- Case studies
- Fieldtrips
- Simulations
- Action research

PREREQUISITES

None

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COURSE REQUIREMENTS

Students are expected to:

- regularly attend class sessions and to actively take part in class debate and case discussions;
- take part in the fieldtrips;
- be prepared on the assigned readings before the lectures;
- deliver and present group assignments.

CREDITS

6 ECTS

GRADING

Midterm exam	10% of final grade
Final exam	30 % of final grade
Group project	40 % of final grade
Participation	20% of final grade

COURSE READINGS AND MATERIALS

(All the readings and the lecturer's slides will be available on Blackboard)

CLASS MATERIALS

- Lecturers' slides and/or teaching notes.
- Selected videos

READINGS

- [R1] Orsato, R. J. (2006). Competitive environmental strategies: when does it pay to be green?. California management review, 48(2), 127-143
- [R2] Geissdoerfer, M., Vladimirova, D., & Evans, S. (2018). Sustainable business model innovation: A review. *Journal of cleaner production*, *198*, 401-416.
- [R3] Tyler, B., Lahneman, B., Beukel, K., Cerrato, D., Minciullo, M., Spielmann, N., & Discua Cruz, A. (2020). SME managers' perceptions of competitive pressure and the adoption of environmental practices in fragmented industries: a multi-country study in the wine industry. *Organization & Environment*, *33*(3), 437-463.
- [R4] Saebi, T., Foss, N. J., & Linder, S. (2019). Social entrepreneurship research: Past achievements and future promises. Journal of Management, 45(1), 70-95
- [R5] Schaltegger, S., & Wagner, M. (2011). Sustainable entrepreneurship and sustainability innovation: categories and interactions. Business strategy and the environment, 20(4), 222-237

Additional readings are the following:

- [A1] Hancock, J. (Ed.). (2005). An investor's guide to ethical & socially responsible investment funds. Kogan Page Publishers
- [A4] Hahn, R. (2022). *Sustainability management: Global perspectives on concepts, instruments, and stakeholders*. Rüdiger Hahn.

CASE STUDIES

- [C1] Case IKEA TNS
- [C2] Case Electrolux TNS
- [C3] Case Pure
- [C4] Case Ferrero
- [C5] Case Patagonia

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INSTRUCTOR BIO

Marco Minciullo, Ph.D. in Management, is Associate Professor of Strategy at Università Cattolica del Sacro Cuore in Milan (Italy), where he teaches “Business Strategy”, “Corporate Strategy”, “Strategies for Emerging Technologies” and “Green Management & Sustainability”. He is also Researcher at ALTIS-Graduate School “Business & Society”, and Visiting Researcher at University of California – Irvine (USA). He has been visiting scholar in Sweden, Portugal, India and Mozambique. His research interests are mainly related to the integration of Sustainability in Strategy and Corporate Governance.

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