

## Environmental Management and Innovation

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### Course Format

We will have 6 four-hour sessions, each of which is dedicated to the analysis of about 2-4 interrelated articles. While sessions may differ somewhat in their execution, each session will generally touch upon the following issues:

- Describe and articulate the research questions raised by a paper.
- Describe the theoretical framework and explicate the arguments that are brought to bear on the research questions.
- Assess how relevant the research questions are in terms of both scientific and societal advancement.
- Assess how sound and convincing are the theoretical arguments developed.
- Describe the data and assess how well they capture the phenomena of interest.
- Describe the research methods and evaluate how appropriate they are in addressing the research questions.
- Summarize the findings and conclusions.
- Point out the scope, limitations, strengths and weaknesses of the study.
- At the end of each session, synthesize (not summarize!) what you have learned from this body of articles, and outline new possible research questions.

**Note that we expect all of you to be prepared to do each of these things on all papers.** Before the session, each student must:

- **Read the papers;**
- **Analyze the papers;**
- **Prepare a short (about 12-15 slides) presentation (please use ppt) in which you highlight:** The theoretical context/framework of the paper, the research question(s)/hypotheses, the methodology used by the author(s), the results, the main conclusions and implications, and the limits and clues for future research suggested by the author(s).  
**Your presentation should also include and point out the main logic flow of the paper, the research question(s), strengths and weaknesses, your critical point of view, your future developments.**

**Assignment for each session to be submitted no later than the day before each session date (midnight!) through Classroom.**

(<https://classroom.google.com/c/NzEwODE0MDIyMjg5?cjc=dper7c4>):

- you have to prepare a presentation (please refer to the indication provided above) for each paper in each session.

### Course evaluation

The final evaluation will consist of:

- Class participation (20%).
- Assessment of each session assignment (30% of grade): Each participant has to be prepared for each session. Reading the articles will hardly be enough. Your objective must be to understand them.
- Final paper (50% of grade).

## Detailed syllabus with sessions' assignment

Session 1	September 12 <sup>th</sup>
Topic	<i>The theoretical framework for sustainability</i>
Assignments	<p><u>Readings:</u></p> <ul style="list-style-type: none"> <li>● Donaldson, T. and L. E. Preston: 1995, 'The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications', <i>Academy of Management Review</i> 20(1), 65-91.</li> <li>● Porter, M. E. and M. R. Kramer: 2011, 'Creating Shared Value', <i>Harvard Business Review</i> 89(1/2), 62-77.</li> <li>● Russo A. &amp; F. Perrini: 'Investigating Stakeholder Theory and Social Capital: CSR in Large Firms and SMEs', <i>Journal of Business Ethics</i> 2010 91, 207–221.</li> <li>● Barney, J. B., &amp; Harrison, J. S. 2018. Stakeholder Theory at the Crossroads. <i>Business &amp; Society</i>, 59(2): 203-212.</li> <li>● Dmytriiev, S. D., Freeman, R. E., Hörisch, J.: 2021, The Relationship between Stakeholder Theory and Corporate Social Responsibility: Differences, Similarities, and Implications for Social Issues in Management, <i>Journal of Management Studies</i> Vol. 58 Issue 6 Pages 1441-1470.</li> </ul>

Session 2	September 17 <sup>th</sup>
Topic	<i>Does it pay to be green?</i>
Assignments	<p><u>Readings:</u></p> <p><b>PRESENTER</b></p> <ul style="list-style-type: none"> <li>● Hart, S. L. &amp; Ahuja, G. 1996. Does it Pay to be Green? An Empirical Examination of the Relationship between Emission Reduction and Firm Performance. <i>Business Strategy and the Environment</i>, 5(1): 30-37.</li> </ul> <p><b>DISCUSSANT:</b></p> <ul style="list-style-type: none"> <li>● King, A. &amp; Lenox, M. J. 2001. Does It Really Pay to Be Green? An Empirical Study of Firm Environmental and Financial Performance. <i>Journal of Industrial Ecology</i>, 50(1): 105-116.</li> </ul> <p><b>PRESENTER</b></p> <ul style="list-style-type: none"> <li>● Dyllick, T., Hockerts, Kai, 2011, Beyond the business case for corporate sustainability, <i>Business Strategy and the Environment</i>, 11(29), 130–141.</li> </ul> <p><b>DISCUSSANT</b></p> <ul style="list-style-type: none"> <li>● Russo, A., Pogutz, S., &amp; Misani, N. 2021. Paving the road toward eco-effectiveness: Exploring the link between greenhouse gas emissions and firm performance. <i>Business Strategy &amp; the Environment</i> (John Wiley &amp; Sons, Inc): 1.</li> </ul> <p><b>PRESENTER</b></p> <ul style="list-style-type: none"> <li>● Klassen, R. D. &amp; McLaughlin, C. P. 1996. The impact of Environmental Management on Firm Performance. <i>Management Science</i>, 42(8): 1199-1214.</li> </ul> <p><b>DISCUSSANT</b></p> <ul style="list-style-type: none"> <li>● Vastola, V., Russo, A., Vurro, C. 2017, “Dealing with Cultural Differences in Environmental Management: Exploring the CEP-CFP Relationship”, <i>Ecological Economics</i>, 134(April): 267-275.</li> </ul>



<b>Session 3</b>		<b>September 27th</b>	
<i>Topic</i>		<i>A strategic approach toward innovation: exploration and exploitation</i>	
<i>Assignments</i>		<p><u>Readings:</u></p> <ul style="list-style-type: none"> <li>● March, J., 1991, “Exploration and exploitation in organizational learning”, <i>Organization Science</i>, 2(1): 71–87.</li> <li>● Lavie, D. and L. Rosenkopf, 2006, “Balancing exploration and exploitation in alliance formation”, <i>Academy of Management Journal</i>, 49(4): 797–818.</li> <li>● Russo, A., Vurro, C. (2010), “Cross-Boundary Ambidexterity: Balancing Exploration and Exploitation in the Fuel Cell Industry”, <i>European Management Review</i>, 7(1): 30-45.</li> </ul>	

<b>Session 4</b>		<b>October 1st</b>	
<i>Topic</i>		<i>Corporate development strategies toward sustainability</i>	
<i>Assignments</i>		<ul style="list-style-type: none"> <li>● Seitanidi, M., &amp; Crane, A. 2008. Implementing CSR Through Partnerships: Understanding the Selection, Design and Institutionalisation of Nonprofit-Business Partnerships. <i>Journal of Business Ethics</i>, 85(S2).</li> <li>● Berchicci, L., Dowell, G., &amp; King, A. 2012. Environmental capabilities and corporate strategy: exploring acquisitions among US manufacturing firms. <i>Strategic Management Journal</i>, 33(9): 1053–1071.</li> <li>● Dacin, P. A., M. T. Dacin and M. Matear (2010), 'Social Entrepreneurship: Why We Don't Need a New Theory and How We Move Forward From Here', <i>The Academy of Management Perspectives</i>, 24 (3): 37-57.</li> </ul>	

<b>Session 5</b>		<b>October 8th</b>	
<i>Topic</i>		<i>Developing your theoretical framework in EM&amp;I</i>	
		<ul style="list-style-type: none"> <li>● Schätzlein, L., Schlütter, D. &amp; Hahn, R. (2023) Managing the external financing constraints of social enterprises: A systematic review of a diversified research landscape. <i>International Journal of Management Reviews</i>, 25, 176–199</li> </ul>	

<b>Session 6</b>		<b>October 18th</b>	
<i>Topic</i>		<i>Final presentation</i>	
<i>Assignments</i>		<p>Prepare your research proposal to develop your final paper. Please highlight:</p> <ul style="list-style-type: none"> <li>● Why your research question is relevant</li> <li>● Which session does your research proposal refer to</li> <li>● What method are you going to apply</li> <li>● What your work plan is</li> <li>● What is your submission strategy</li> </ul> <p>Be ready with a power point presentation. Presentations will last for about 25-30 minutes + Q&amp;As</p>	