UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Management and Sustainable Innovation

2526-2-F6302N057

Learning objectives

Knowledge and understanding (DdD1)
The course provides advanced knowledge of models and tools for sustainability-oriented management, focusing on shared value, social innovation, and impact measurement. Students will become familiar with hybrid public-private partnerships and sustainability frameworks (SDGs, ESG), using real-world cases and emerging practices from various institutional settings.

Applying knowledge and understanding (DdD2)
Students apply the theoretical tools acquired through a project-based learning process called the Impact Challenge. The work includes the design of a Theory of Change, selection of impact metrics (including SROI), data collection and analysis, and the formulation of actionable recommendations. The course enhances problem-solving skills and the ability to design strategies for sustainable innovation.

Making judgements (DdD3)
Through discussion, case analysis and structured feedback, students are encouraged to critically assess strategic options, evaluate sustainability practices, and formulate evidence-based solutions in complex and multi-stakeholder environments. Real-life case studies from business, social enterprises, and public organizations support the development of critical thinking.

Communication skills (DdD4)
Students will improve their oral and written communication skills through project presentations and discussions. The course promotes active participation and peer-to-peer dialogue, with an emphasis on clarity, conciseness, and the ability to communicate with diverse audiences using narrative and visual tools.

Learning skills (DdD5)
The course promotes autonomous learning through readings, case studies, collaborative work, and peer review. Students are encouraged to build a personal learning path by exploring real-world cases, international policy frameworks, and critical reflections on managerial practices. The aim is to enable lifelong learning and critical engagement with sustainability and innovation.

Contents

The course is organized into four thematic modules:

1. Impact Measurement

- Shared value and sustainability
- Theory of Change
- Impact metrics and SROI
- Impact data collection and analysis

2. Social Innovation and the Impact Challenge

- Foundations of social innovation
- Systems thinking and transformative change
- Launch and development of the Impact Challenge

3. Public-Private Partnerships

- Social Impact Bonds and outcomes-based finance
- Co-production and collaborative governance
- Cultural ecosystems and social innovation

4. Sustainable Business Models

- ESG and SDG frameworks
- Regenerative and sustainable business models
- ESG in public procurement
- Community cooperatives and local development models

Detailed program

The course is delivered over ten consecutive weeks, combining Wednesday afternoon sessions and Thursday morning sessions. Teaching takes place on campus, with up to 30% of the hours potentially delivered online in synchronous or asynchronous mode.

Week 1
• Wednesday, 18 February 2026, 13:30–16:30 (3 hours)
• Thursday, 19 February 2026, 08:30–10:30 (2 hours)

Week 2
• Wednesday, 25 February 2026, 13:30–16:30 (3 hours)
• Thursday, 26 February 2026, 08:30–10:30 (2 hours)

Week 3
• Wednesday, 4 March 2026, 13:30–16:30 (3 hours)
• Thursday, 5 March 2026, 08:30–10:30 (2 hours)

Week 4

• Wednesday, 11 March 2026, 13:30–16:30 (3 hours)
• Thursday, 12 March 2026, 08:30–10:30 (2 hours)

Week 5
• Wednesday, 18 March 2026, 13:30–16:30 (3 hours)
• Thursday, 19 March 2026, 08:30–10:30 (2 hours)

Week 6
• Wednesday, 25 March 2026, 13:30–16:30 (3 hours)
• Thursday, 26 March 2026, 08:30–10:30 (2 hours)

Week 7
• Wednesday, 1 April 2026, 13:30–16:30 (3 hours)

Week 8
• Wednesday, 15 April 2026, 13:30–16:30 (3 hours)
• Thursday, 16 April 2026, 08:30–10:30 (2 hours)

Week 9
• Wednesday, 22 April 2026, 13:30–16:30 (3 hours)
• Thursday, 23 April 2026, 08:30–10:30 (2 hours)

Week 10
• Wednesday, 6 May 2026, 13:30–16:30 (3 hours)
• Thursday,7 May 2026, 08:30–10:30 (2 hours)

Prerequisites

Teaching methods

Lectures (in-person and online) – Expository teaching (DE)

Interactive workshops and labs – Interactive teaching (DI)

Group work and collaborative assignments (Impact Challenge)

Guest speakers and real-world case presentations

Up to 30% of the hours may be delivered remotely (synchronous or asynchronous)

Assessment methods

Attending students:

Final oral exam (60%) to assess theoretical knowledge and critical reasoning

Impact Challenge project (40%), evaluated on methodological coherence, analytical quality, communication effectiveness, and teamwork skills. The project will be presented in the final session.

Non-attending students:

Final oral exam (100%), covering course materials and additional readings made available on the platform.

Textbooks and Reading Materials

All readings (academic papers, policy briefs, case studies, and slides) will be provided through the e-learning platform. No mandatory textbook is required.

Semester

Second semester

Teaching language

English

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | SUSTAINABLE CITIES AND COMMUNITIES | PARTNERSHIPS FOR THE GOALS