

Course Title	Organisations' Governance based on the principles of sustainability			
Course Code	DLCLIMA520			
Course Type	Elective – Second direction			
Level	MSc (Level 2)			
Year / Semester	2 nd year/ 3 rd Semester			
Teacher's Name	Dr Aravella Zachariou			
ECTS	7.5	Lectures / week		Laboratories/week
Course Purpose	<p>The course aims to inform students about the principles of sustainability, the processes, mechanisms and achievements of the implementation of these principles at different levels of governance. It also seeks to help students to understand the importance of integrating sustainable development principles at all levels of governance through practical examples, as well as to enable them to study and analyse strategies, policy tools and strategies necessary to ensure the sustainable operation of organisations, taking into account social, economic and environmental factors. Finally, the course seeks to strengthen them in designing strategies and policies that can make an organisation sustainable, as well as to help them understand the importance of improving governance practices based on sustainability principles in different types of organisations.</p>			
Learning Outcomes	<p>Upon completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • They recognise that sustainable development is the only option to address global challenges and a means to ensure the quality of life of society and the planet. • Discuss current policies in relation to the principles of sustainable development • Analyse their reinforcing or inhibiting factors in relation to the application of sustainability principles • They define the role of organisations at international, national and local level as key actors in promoting sustainable development. • Analyse the basic principles of sustainability and how they apply to the governance of organisations. • relate social, economic and environmental factors to the governance of organisations based on the principles of sustainability • Explain and analyse the interactions between social, economic and environmental factors in relation to the governance of organisations based on the principles of sustainability. • Document the differences between strategies and policies used to promote sustainable governance. • Identify the various factors and factors that need to be taken into account for the governance of organisations based on the principles of sustainability 			

	<ul style="list-style-type: none"> • Explain the role of actors and factors to be taken into account for the governance of organisations based on sustainability principles, in relation to sustainable governance of organisations. • Evaluate the effectiveness of different strategies and their implementation through practical examples and real-life situations. • Explain the different governance models based on sustainability principles. • Analyse the advantages and limitations of each model as well as • Document the appropriateness of applying each model to different types of organisations. • They contrast the different models of sustainable governance. • Describe and explain the tools and methods used for the sustainable transformation of organisations. • Recognise that strategies and policies for sustainable governance of organisations require holistic approaches. • Work together to prepare a strategic plan for the sustainable governance of an organisation and justify it. 		
Prerequisites	Sustainable Development: Principles and Goals	Corequisites	-
Course Content	<p>This course is offered in the 2ⁿ specialization "Environmental Governance and Sustainability". It is an immersion course and is offered in the third semester as an elective course. The course addresses key issues related to sustainable governance of organisations as a dominant trend in the transition to green and sustainable development.</p> <p>In particular, the course analyses and discusses basic concepts related to sustainable development and the governance of organisations, such as the integration of the basic principles of sustainability and the objectives of sustainable development in an organisation. In addition, sustainable governance in relation to international policies and laws are examined and discussed, as well as how they are integrated into national policies.</p> <p>Particular attention is paid to important aspects of sustainable governance such as the role of stakeholders in the sustainable governance of an organisation, as well as the role of education, information and awareness-raising in the transformation of an organisation into a sustainable one. Particular reference is made to examples of an organisation's education and training programmes in sustainability, as well as to information and awareness-raising campaigns. The role of the media and media outlets in promoting an organisation's environmental actions is discussed and analysed, as well as critical counter-examples of organisations that use the media and media outlets for greenwashing.</p> <p>At the same time, the course examines the structure and theory of models that can strengthen and empower organisations towards sustainability.</p>		

	<p>Models such as ESG and Triple Bottom Line are analysed and correlated in terms of their similarities and differences, as well as in terms of the benefits that an organisation has to gain in relation to promoting social and environmental responsibility. Finally, the strategy of social corporate responsibility is examined and discussed in terms of its contribution to an organisation's contribution to environmental and social justice and responsibility. The course concludes with a section on the holistic approach as a key method for redesigning an organization into a sustainable one since it puts sustainability at its core and takes an organization holistically and in all its dimensions in relation to adopting sustainable practices.</p> <p>More specifically, the lesson includes the following units within the 13 weeks of the semester:</p> <ul style="list-style-type: none"> • Introduction to Sustainability and Organisational Governance • Sustainable Governance Policies and Principles • The Role of Organisations in Sustainable Governance • Organisations and sustainable practices • Sustainable Governance, and Education • Sustainable Governance: Information and Awareness Raising • Sustainable Governance and social partners • Sustainable Governance Strategies and Models • Sustainable Governance and a holistic approach
<p>Teaching Methodology</p>	<p>The course is structured and developed based on the principles of distance learning, good practices as well as the guidelines of the Assessment Body and finally the Pedagogical Framework developed and implemented by our University. Also, through the design and development of distance learning courses, the synchronous and asynchronous interaction, communication and collaboration at 3 levels are taken into account.</p> <p>The course is taught entirely online via Moodle LMS online platform. Mandatory, optional and additional literature (e.g., books, articles, links, open educational resources, case studies) along with notes, course presentations and suggestions for readings (bibliography) are available to students via the online platform. Also, a variety of appropriate educational material is provided through the online platform in the form of presentations with notes, presentations with narration, interactive presentations and videos, interactive learning scenarios, gamification activities, avatars, digital twins, audio files, online quizzes). Use is made of various online tools, new and emerging technologies: communication tools (e.g. tele-conferencing, chat rooms), collaboration tools (e.g. discussion forums, blogs, wikis), as well as content development tools. Students are encouraged through the platform and the various technological tools to interact with their peers and the instructor, in order to become active members of the online learning community created within the course. Finally, by using the various technological tools, each student is expected to create his/her own online learning community.</p>
<p>Bibliography</p>	<p>Compulsory</p> <ul style="list-style-type: none"> • Bebbington, J., & Unerman, J. (2023). Advancing research into accounting and governance for sustainable development. <i>Accounting, Auditing & Accountability Journal</i>, 36(2), 245–267. https://doi.org/10.1108/AAAJ-03-2022-5725 • Christou, O., Manou, D. B., Armenia, S., Franco, E., Blouchoutzi, A., & Papathanasiou, J. (2024). Fostering a whole-institution approach to

sustainability through systems thinking: An analysis of the state-of-the-art in sustainability integration in higher education institutions. *Sustainability*, 16(6), 2508. <https://doi.org/10.3390/su16062508>

- Dhahri, S., Omri, A. (2018). Entrepreneurship contribution to the three pillars of sustainable development: What does the evidence really say? *World Development*, 106, 64-77.
- Economic and Social Council (2018) *Principles of effective governance for sustainable development* Official Records, Supplement no 24, E/2018/44-E/C.16/2018/8, para. 31
https://publicadministration.un.org/portals/1/images/cepa/principles_of_effective_governance_english.pdf
- European Commission. (n.d.) *EU Whole of Government Approach. The EU comprehensive EU approach towards implementing the UN's 2030 Agenda for Sustainable Development*
https://commission.europa.eu/strategy-and-policy/sustainable-development-goals/eu-whole-government-approach_en
- European Economic and Social Committee 2019. *Βιώσιμη ανάπτυξη για όλους: Employment and Social Developments in Europe επιλογές για το μέλλον της Κοινωνικής Ευρώπης. Σύνοψη*
https://ec.europa.eu/social/BlobServlet?docId=21412&langId=el&http://nestor.teipel.gr/xmlui/bitstream/handle/123456789/15486/SDO_D_MTA_01069_Medium.pdf?sequence=1
- Guderjan, M. (2025). The partnership principle in times of crisis: Between continuity and change in EU cohesion policy. *Journal of Common Market Studies*. <https://doi.org/10.1002/cep4.70025>
- Hickel, J., & Kallis, G. (2020). Is Green Growth Possible? *New Political Economy*, 25(4), 469–486.
<https://doi.org/10.1080/13563467.2019.1598964>
- Hussain, N., Rigoni, U., & Orij, R. P. (2018). Corporate governance and sustainability performance: Analysis of triple bottom line performance. *Journal of business ethics*, 149, 411-432.
<https://link.springer.com/content/pdf/10.1007/s10551-016-3099-5.pdf>
- Kohl, K., Hopkins, C., Barth, M., Michelsen, G., Dlouhá, J., Razak, D. A., ... & Toman, I. (2022). A whole-institution approach towards sustainability: a crucial aspect of higher education's individual and collective engagement with the SDGs and beyond. *International Journal of Sustainability in Higher Education*, 23(2), 218-236.
- Leal Filho, W., Platje, J., Gerstlberger, W., Ciegis, R., Käärjä, J., Klavins, M., Kliucininkas, L. *The role of governance in realising the transition towards sustainable societies* *Journal of Cleaner Production*.
<https://doi.org/10.1016/j.jclepro.2015.11.060>
- Leal Filho, W., Salvia, A. L., Frankenberger, F., Akib, N. A. M., Sen, S. K., Sivapalan, S., ... & Emblen-Perry, K. (2021). Governance and sustainable development at higher education institutions. *Environment, Development and Sustainability*, 23, 6002-6020.
- Mao, J., Li, C., Pei, Y., & Xu, L. (2018). Sustainable development enterprise. In *Circular Economy and Sustainable Development Enterprises* (pp. 201-221). Springer, Singapore
- Perrott, B. (2014). The sustainable organisation: Blueprint for an integrated model. *Journal of Business Strategy*, 35(3), 26-37.
<https://www.emerald.com/insight/content/doi/10.1108/JBS-07-2013-0061/full/html>

- Soma, K., Termeer, C. J., & Opdam, P. (2016). Informational governance—A systematic literature review of governance for sustainability in the Information Age. *Environmental Science & Policy*, 56, 89-99.
- Teixeira Dias, F., de Aguiar Dutra, A. R., Vieira Cubas, A. L., Ferreira Henckmaier, M. F. Courval, M., & de Andrade Guerra, J. B. S. O. (2023). Sustainable development with environmental, social and governance: Strategies for urban sustainability. *Sustainable Development*, 31(1), 528-539.
- Αποστολοπούλου, Γ. (2015). Η συμβολή των τοπικών φορέων στη περιβαλλοντική διακυβέρνηση της πόλης της Πάτρας. Πτυχιακή Εργασία ΑΤΕΙ Καλαμάτας. Σελ 38-43, 79-84.
- Γεράκης, Π. Α., Ντάφης, Σ., Αλεξανδρίδου, Ε., Τσιούρης, Σ., Τσιαούση, Β., Μπόλη, Κ., ... & Ταοξή, Ε. (2010). Επιχειρησιακό σχέδιο για την εκπαίδευση για την αειφόρο ανάπτυξη: Π. 2Α Μελέτη για την ενότητα «Παρακολούθηση Ι-Γνώση για τα χερσαία οικοσυστήματα» και Π. 2Β: Μελέτη για την ενότητα «Παρακολούθηση ΙΙ-Γνώση για τους υδροτόπους, για τα θαλάσσια και τα παράκτια οικοσυστήματα».

Βιβλιογραφία για Επιπλέον Μελέτη

- Alcaraz-Quiles, F. J., Navarro-Galera, A., & Ortiz-Rodríguez, D. (2014). Factors influencing the transparency of sustainability information in regional governments: An empirical study. *Journal of Cleaner Production*, 82, 179-191.
- Azapagic, A. (2003). Systems approach to corporate sustainability: a general management framework. *Process Safety and Environmental Protection*, 81(5), 303-316.
- Backer, L. C. (2012). From institutional misalignments to socially sustainable governance: The guiding principles for the implementation of the united nations protect, respect and remedy and the construction of inter-systemic global governance. *Pac. McGeorge Global Bus. & Dev. LJ*, 25, 69.
- Balaceanu C., Apostol D. and Penu D. (2012) Sustainability and Social Justice *Procedia - Social and Behavioral Sciences* 62 (677 – 681)
<https://www.sciencedirect.com/science/article/pii/S1877042812035562/pdf?md5=70299cbbb9bf53974430ec13c762a9c1&pid=1-s2.0-S1877042812035562-main.pdf>
- Bonn, C. (2020). Voluntary Local Review Agenda 2030 on the local level Implementation of the UN Sustainable Development Goals in Bonn. Bonn: Mayor of the City of Bonn/Department of International Affairs and Global Sustainability/ Press Office.
- Carroll, Archie B., ' A History of Corporate Social Responsibility: Concepts and Practices', in Andrew Crane, and others (eds), *The Oxford Handbook of Corporate Social Responsibility* (2008) ; online edn, Oxford Academic, 2 Sept. 2009), <https://doi.org/10.1093/oxfordhb/9780199211593.003.0002>, accessed 3 June 2024.
- Christou O, Manou DB, Armenia S, Franco E, Blouchoutzi A, Papatthanasiou J. (2024) Fostering a Whole-Institution Approach to Sustainability through Systems Thinking: An Analysis of the State-of-the-Art in Sustainability Integration in Higher Education Institutions.

Sustainability. 16(6):2508. <https://doi.org/10.3390/su16062508>
<https://www.mdpi.com/2071-1050/16/6/2508>

- Council of the European Union. (2017). 2030 Agenda for Sustainable Development: Establishment and Mandate of a Dedicated Working Party. 14809/17. Brussels
- Guesta, J. Madrigal, L. Pecorari, N. (2022). Social sustainability, poverty, and income. An empirical exploration. Policy Research Working Paper. World Bank
- Jacobo-Hernandez, C. Jaimes-Valdez, M. Ochoa Jiménez, S. (2021). Benefits, challenges and opportunities of corporate sustainability. *Management*. 25. 51-74.
- Johnson, M. P., & Schaltegger, S. (2016). Two decades of sustainability management tools for SMEs: How far have we come?. *Journal of small business management*, 54(2), 481-505.
- Kenton W. (2024) Triple bottom line. Investopedia. <https://www.investopedia.com/terms/t/triple-bottom-line.asp> (online article with examples)
- Lehtonen, M., Sébastien, L., & Bauler, T. (2016). The multiple roles of sustainability indicators in informational governance: between intended use and unanticipated influence. *Current Opinion in Environmental Sustainability*, 18, 1-9.
- Long, T. B., Looijen, A. Blok, V. (2018). Critical Success Factors for the Transition to Business Models for Sustainability in the Food and Beverage Industry in the Netherlands. *Journal of Cleaner Production*. 175, 82–95.
- Makridou, G. (2021). Why should businesses embrace sustainability? Lessons from the world's most suitable energy companies. ESCP Research Institute of Management. Impact Paper No. 2021-33-EN.
- Niedlich, S., Bauer, M., Doneliene, M., Jaeger, L., Rieckmann, M., & Bormann, I. (2020). Assessment of sustainability governance in higher education institutions—A systemic tool using a governance equalizer. *Sustainability*, 12(5), 1816.
- Niedlich, S., Kummer, B., Bauer, M., Rieckmann, M., & Bormann, I. (2020). Cultures of sustainability governance in higher education institutions: A multi-case study of dimensions and implications. *Higher Education Quarterly*, 74(4), 373-390.
- Tirole, J. (2001), *Corporate Governance*, *Econometrica* 69, pp.1-35.
- Εθνικό Στρατηγικό πλαίσιο αναφοράς 2007-2013 <http://www.espa.gr/el/Pages/Proclamationsfs.aspx?item=1592>
- Πράσινη Βίβλος (2001), «Πρώθηση ενός Ευρωπαϊκού Πλαισίου για την Εταιρική Κοινωνική Ευθύνη»
- Ταπαζίδου, Α. (2019). Διερεύνηση της ευαισθητοποίησης του κοινού σχετικά με την Κυκλική Οικονομία. <https://hellenicus.lib.aegean.gr/handle/11610/23951>
- Φουτάκης, Δ. (2004). Χώρος, ανταγωνιστικότητα και κοινωνικό κεφάλαιο: Μία κριτική ανασκόπηση. Στο Καυκαλάς, Γ., (επιμ.) Ζητήματα Χωρικής Ανάπτυξης: Θεωρητικές Προσεγγίσεις και Πολιτικές. Αθήνα: Κριτική, σελ. 39-71.

Assessment	<ul style="list-style-type: none"> • 1 individual assignment (study of a given scenario and critical discussion) 15% weight • 1 group written assignment, with presentation (development of an educational programme) 25% weight • 1st Dynamic Online, interactive activity (discussion of case studies – examples of good and bad practices) 5% weight • 2nd Dynamic Online, interactive activity (discussion of examples of campaigns for awareness raising and information) 5% weight • Final Exam 50% Weight
Language	Greek / English