

## INNOVATING FOR SUSTAINABILITY: Frameworks and Practices from Global and Local Organizations

Summer Semester: April – July 2026

---

Maximilian Bauer, M.Sc.  
Chair of Innovation & Creativity  
Office: NB-123  
Email: [maximilian.bauer@ku.de](mailto:maximilian.bauer@ku.de)

**Lecture:** Thursday, 12:00-14:00  
**Tutorial:** Thursday, 14:15-16:15  
**Room:** Neubau, NB-207  
**Office Hours:** by prior appointment

---

### Course Objectives

This course on Innovating for Sustainability is designed to teach students frameworks and processes that are aimed at establishing and fostering sustainability-oriented innovation in global and local organizations. Through a focus on sustainable innovation, companies can build more responsible products, processes and practices that benefit the firm and society.

The course will enable students to:

- Understand the concept of sustainability-oriented innovation and how it differs from conventional innovation in organizations
- Identify and examine key stakeholders in sustainability-oriented innovation, including traditional stakeholders such as employees and consumers, as well as social, governmental, and environmental stakeholders
- Understand the frameworks and processes designed for sustainability-oriented innovation
- Learn the different types of sustainability-oriented innovation activities under each of the stages of - optimization, transformation, and systems building
- Acquire knowledge on how to measure sustainability-oriented innovation in organizations, and promote an appreciation of the managerial and societal implications of innovating for sustainability

Students will also be exposed to multiple business managers and executives from global and local organizations who are responsible for innovating for sustainability, during the course. Besides knowledge on the core concepts of innovating for sustainability, students will gain soft skills such as teamwork and communication during the exercises in the tutorials. As lectures and tutorials are held in English, students will have the opportunity to enhance their language skills in a professional setting.

### Course Platform (ILIAS) and Course Materials

The course uses the learning platform ILIAS. All students are required to sign up:

- **Link:**  
[https://elearn.ku.de/ilias.php?baseClass=ilrepositorygui&cmdNode=y6:mb&cmdClass=ilObjCourseGUI&cmd=view&ref\\_id=1194146](https://elearn.ku.de/ilias.php?baseClass=ilrepositorygui&cmdNode=y6:mb&cmdClass=ilObjCourseGUI&cmd=view&ref_id=1194146)
- **Password:** see Welcome Email for registered students

Students will be provided with a list of assigned readings during the course. All class slides and supplemental materials will be uploaded to ILIAS. Class slides will be uploaded to ILIAS after each respective class session.

Please refer to pages 3 - 6 of this Syllabus Document for the Course Timeline.

---

## Evaluation: Graded Components, Grading Scale

---

### Grade Structure

1. Sustainable Innovation Project and Presentation	50%
2. Mini Essays	50%
<b>Total (Portfolio)</b>	<b>100%</b>

### Grading Scale (1.0 - 5.0)

1.0	93-100	Exemplary Performance
1.3	88-92	Strong Performance
1.7	83-87	Good Performance
2.0	78-82	Adequate Performance
2.3	73-77	Adequate Performance, with some deficiencies
2.7	68-72	Adequate Performance, with serious deficiencies
3.0	63-67	Weak Performance
3.3	58-62	Weak Performance, with serious deficiencies
3.7	53-57	Extremely Weak Performance, with serious deficiencies
4.0	50-52	Poor Performance, with pervasive deficiencies
5.0	below 50	Fail

### Guidelines for Graded Components

**Portfolio** **100%**  
 Students will be assigned to teams by the instructor for the Sustainable Innovation Project and submit a portfolio, which includes a presentation and several mini essays. Each component constitutes 50% of the final portfolio grade. **There is no second exam period for this course.**

**Sustainable Innovation Project and Presentation** **50%**  
 Students will be assigned to teams by the instructor for the Sustainable Innovation Project. Each team is required to work on a task. Student teams will present their final results on Thursday, July 16, 2026. Presentation guidelines will be provided in class.

**Mini Essays** **50%**  
 All students are required to write three mini essays during the semester. The topics, deadlines, and guidelines will be provided in class. The mini essays must be submitted via ILIAS by the respective deadlines (only Microsoft Word uploads will be considered). Late submissions will not be considered and graded with a failing grade (5.0). All students must list all the AI tools and softwares used and state what they were used for in a Transparency Statement.

Please adhere to the following formatting instructions for your answer document –

- File name format: Last Name\_First Name.docx (e.g., Bauer\_Maximilian.docx)
- Margins of 2.5 cm on all sides
- All written content (except for tables, figures, images if any) should be typed in Times New Roman font, size 12 point, single spaced
- Transparency Statement at the end of the Paper

More detailed formatting instructions will be published together with the case studies.

## COURSE TIMELINE

\* Please note that in lieu of the First Semester Welcome Week at WFI, we will not have a session that week. Our first session, therefore, will be held on April 23, 2026, at 12:00 – 14:00 and 14:15 – 16:15 in NB-207.

---

### Week 1

---

**April 23**                      **Lecture 1**      **12:00 – 14:00, NB-207**

Lecture on:                      Introduction to Sustainable Innovation

Required Reading: Why Sustainability is Now The Key Driver of Innovation

**April 23**                      **Tutorial 1**      **14:15 – 16:15, NB-207**

Tutorial on:                      Introduction to the Sustainable Innovation Project

---

### Week 2

---

**April 30**                      **Lecture 2**      **12:00 – 14:00, NB-207**

Lecture on:                      Fundamentals of Innovation for Products, Processes and Systems

Required Reading: The 4 Types of Innovation and the Problems They Solve

**April 30**                      **Tutorial 2**      **14:15 – 16:15, NB-207**

Tutorial on:                      Sustainable Innovation Project

---

### Week 3

---

**May 7**                              **Lecture 3**      **12:00 – 14:00, NB-207**

Lecture on:                      Sustainability-Oriented Innovation: Contrasted with  
Traditional Innovation

Required Reading: Sustainability-Oriented Innovation: A Systematic Review  
Innovation and Sustainability

**May 7**                              **Tutorial 3**      **14:15 – 16:15, NB-207**

Tutorial on:                      Sustainable Innovation Project

Please note that Thursday, May 14, 2026, is a public holiday; hence, our next class will be on Thursday, May 21, 2026.

---

**Week 4**

---

**May 21                      Lecture 4      12:00 - 14:00, NB-207**

Lecture on:                      Sustainable Development Goals and Inner Development  
Goals: Transformative Skills for Individuals and  
Organizations to achieve Sustainable Development  
Required Reading: Sustainability as a Business-Model Transformation:  
Approach It as You Would Any Innovation Challenge

**May 21                      Tutorial 4      14:15 - 16:15, NB-207**

Tutorial on:                      Sustainable Innovation Project

---

**Week 5**

---

**May 28                      Lecture 5 (Guest Lecture) 12:00 - 14:00, NB-207**

Lecture on:                      Introduction to the Concept of Responsible Innovation  
Required Reading: Why Responsibel Innovation?

**May 28                      Tutorial 5      14:15 - 16:15, NB-207**

Tutorial on:                      Sustainable Innovation Project

Please Note that Thursday, June 4, 2026, is a public holiday, hence our next class will be on Thursday, June 11, 2026.

---

**Week 6**

---

**June 11**                    **Lecture 6 (Guest Lecture) 12:00 – 14:00, NB-207**

Lecture on:                Transition to a Circular Economy

Required Reading: The Circular Business Model: Pick a Strategy That Fits Your Resources and Capabilities

**June 11**                    **Tutorial 6 (Guest Lecture) 14:15 – 16:15, NB-207**

Tutorial on:                Sustainable Innovation Project

---

**Week 7**

---

**June 18**                    **Lecture 7 (Guest Lecture) 12:00 – 14:00, NB-207**

Lecture on:    Guest Lecture on Global Implications for Sustainable Innovation

Required Reading: Doughnut Economics, Rethinking Economics for the 21st Century. 2018. (Podcast)

**June 18**                    **Tutorial 7 (Guest Lecture) 14:15 – 16:15, NB-207**

Tutorial on:                Sustainable Innovation Project

---

**Week 8**

---

**June 25**                    **Lecture 8    12:00 – 14:00, NB-207**

Lecture on:                Planet Centric Innovation and the Business Model Canvas

Required Reading: Green Innovation Shows New Markets Don't Have to Be Disruptive

**June 25**                    **Tutorial 8    14:15 – 16:15 ,NB-207**

Tutorial on:                Sustainable Innovation Project

**Please Note that in lieu of the WFI Summer School from June 29 - July 3, 2026, we will not have a session on July 2, 2026. Our next session, therefore, will be held after the gap week on July 9, 2026, at 12:00 - 14:00 and 14:15 - 16:15 in NB-207 that day.**

---

**Week 9**

---

**July 9                      Lecture 9      12:00 - 14:00, NB-207**

Lecture on: Different Approaches to Measuring the Effectiveness of Sustainability-Oriented Innovation in Organizations and Best Practices

Required Reading: Sustainable Innovation Measurement: Approaches and Challenges

**July 9                      Tutorial 9      14:15 - 16:15, NB-207**

Tutorial on: Sustainable Innovation Project

---

**Week 10**

---

**July 16                      FINAL TEAM PRESENTATIONS                      12:00 - 16:15, NB-207**

---

## Assigned Course Readings

---

### Required Course Readings (Articles)\*

\*All articles are accessible from our online library

1. Nidumolu, Ram, C. K. Prahalad, and M. R. Rangaswami. 2009. Why Sustainability Is Now the Key Driver of Innovation. Harvard Business Review.
2. Satell, Greg. 2017. The 4 Types of Innovation and the Problems They Solve. Harvard Business Review.
3. Adams, Richard, Sally Jeanrenaud, John Bessant, David Denyer, and Patrick Overy. 2016. Sustainability-Oriented Innovation: A Systematic Review. *International Journal of Management Reviews* 18 (2): 180–205.
4. Hoang, Cuong Van, Thinh Gia Hoang, Nam Hai Vu, and Dat Anh Le. 2021. Innovation and Sustainability. In *The Palgrave Handbook of Corporate Social Responsibility*, edited by David Crowther and Shahla Seifi, 1245–67. Cham: Palgrave Macmillan.
5. Visnjic, Ivanka, Felipe Monteiro, and Michael L. Tushman. 2025. Sustainability as a Business-Model Transformation: Approach It as You Would Any Innovation Challenge. Harvard Business Review.
6. Von Schomberg, René. 2019. Why Responsible Innovation. In *The International Handbook on Responsible Innovation: A Global Resource*, edited by René von Schomberg and Jonathan Hankins, 12–32. Cheltenham and Northampton: Edward Elgar Publishing.
7. Atasu, Atalay, Céline Dumas, and Luk N. Van Wassenhove. 2021. The Circular Business Model: Pick a Strategy That Fits Your Resources and Capabilities. Harvard Business Review.
8. Azeem Azhar's Exponential View. 2018. Doughnut Economics, Rethinking Economics for the 21st Century. Podcast, Season 2, Episode 10.
9. Kim, W. Chan, Renée Mauborgne, and Mi Ji. 2024. Green Innovation Shows New Markets Don't Have to Be Disruptive. Harvard Business Review.
10. Gunarathne, Nuwan. 2020. Sustainable Innovation Measurement: Approaches and Challenges. In *Innovation for Sustainability: Business Transformations Towards a Better World*, edited by Nancy Bocken, Paavo Ritala, Laura Albareda, and Rob Raven, 179–200. Cham: Palgrave Macmillan.

---

## Course Instructor Biography

---

### **Maximilian Bauer, M.Sc.**

Doctoral Candidate and MBA Program Manager

#### **Education:**

M.Sc., WFI – Ingolstadt School of Management

B.Sc., WFI – Ingolstadt School of Management

#### **Contact Information:**

E-mail: [maximilian.bauer@ku.de](mailto:maximilian.bauer@ku.de)

Phone: +49 8421 93 – 21843

[LinkedIn Profile](#)



### **Biography**

Maximilian Bauer is a Doctoral Candidate at the Chair of Innovation and Creativity, and the MBA Program Manager, at WFI - Ingolstadt School of Management at the Catholic University of Eichstätt Ingolstadt (KU).

He has a Bachelor's degree in Business Administration with a major in International Management, and a Master's degree in Business Administration with a major in Market-oriented Management from WFI. He studied abroad at the Pontificia Universidad Javeriana in Cali, Colombia during his Bachelor's, and was part of the MBA Program at the University of California at Davis during his Master's degree.

His research objective is to develop managerially relevant theory and recommendations in the areas of innovation and growth strategies, entrepreneurship models, digital transformation, and well-being. His expertise is in Open Innovation and Innovation Strategies in Small and Medium-Sized Enterprises (SMEs) as well as Responsible Innovation in multinational organizations.

Maximilian's industry experience, prior to starting his doctoral program, includes working student positions and internships as a Sales Manager for a Recruitment Company in Munich, Germany, working in the departments of Strategic Marketing, International Marketing, and Product & Alliances International of MediaMarktSaturn in Munich, Germany, as an in-house consultant for Deutsche Bahn in Berlin, Germany, and as a consultant at Achtzig20 in Ingolstadt, Germany.