



ENERGY  
STUDIES  
INSTITUTE

# ESI Seminar

National University of Singapore

---

## Strategic Management Approaches to Confront Global Warming

**Michael Nippa, PhD**

**Professor, Faculty of Economics and Management**

**Free University of Bozen-Bolzano**

**Monday, 29 August 2016**

**2:00 pm to 3:30 pm**

**ESI Conference Room**

**29 Heng Mui Keng Terrace**

**Block A, #10-01, Singapore 119620**

Please send us your name, organisation and email address via the ESI website [here](#).

### Synopsis

Global Warming and Climate Change caused by humans is a certainty! The question is not whether it will occur but whether we are able to keep it at a level that will not destroy the foundations of the existence of future generations. And it is mainly the rampant hunger for energy of a still growing world population that sparks and fuels global warming through the emission of greenhouse gases in the process of transforming fossil fuels into energy. Hence, an extensive and immediate transformation of energy systems is unalienable.

Despite urgent calls for immediate action and some promising initiatives, however, there is manifold evidence that much more is needed to rise to this global challenge. Given its strategic dimension one would expect that strategic management research increasingly addresses related topics. As it can be shown that this is -with rare exceptions- not the case the seminar is aiming at elaborating into the specific characteristics of the conjoined phenomena Climate Change and Energy Change to better understand its strategic management dimension and at subsequently proposing alternative research avenues at different levels.

Rather than providing the answer to the challenge or presenting results of a highly specialized study the presentation intends to provoke discussions and ideas for interdisciplinary research.

## Tentative Structure

### **Part 1: “Grasping the unprecedented characteristics of the strategic challenge”**

Comprehension regarding the need to fight global warming and to dramatically convert our energy systems increases, however, why is it so hard to develop and implement successful strategies? What are the peculiarities of the problem compared to other strategic challenges?

### **Part 2: “Clear enough visions and aims – Commenting on prerequisites”**

Successful strategies need clear visions and aims, which they have to communicate well.

### **Part 3: “Assessing the effectiveness of strategies from the top”**

Following the design school of strategic thinking successful strategies have to be formulated by leaders and have to be implemented in ruling systems or concerted action.

### **Part 4: “Assessing the effectiveness of strategies from the bottom”**

The emerging school of strategic thinking as established by Henry Mintzberg argues that successful strategies will be the result of initiatives from the bottom. Similar to social movements changes of behavior at the micro-level will finally change of the whole system.

### **Part 5: “If nothing else will help – Pushing innovation”**

Changing the behavior of independent and partly competing actors in a coordinated way without effective power to implement efficient strategies which frequently hurt short-term cost-benefit ratios and require sacrifices and discernment maybe a losing game. Hence, is technological progress the only option mankind has?

### **Part 6: Open discussion among seminar participants**

## About the Speaker



Michael Nippa is a Full Professor of Strategic Leadership and International Management at the Faculty of Economics and Management at the Free University of Bozen (Italy).

From 1982 until 1996 he was co-founder and managing director of a management consulting firm specialized in strategy-led reorganization and reengineering. Until 2014 he held a Chair of Management, Leadership, and Human Resources at the Technische Universität Bergakademie Freiberg. He has spent research sabbatical leaves at the Marshall School of Business (USC), at the Australian Graduate School of Management (UNSW), and at the Lee Kong Chian School of Business (SMU).

His predominantly interdisciplinary research addresses strategic management issues in the fields of international management, innovation management, social acceptance of technologies and energy sources, organizational design, leadership and motivation. Recent work has been published in journals and periodicals such as *Academy of Management Perspectives*, *Advances in International Management*, *Journal of World Business*, *Management and Organization Review*, or *Management International Review*.

By invitation of Professor Chou he has contributed two articles for the *Handbook of Clean Energy Systems* (Vol. 6) edited by S.K. Chou, Yi-Ming Wei, and Jinyue Yan.