

**National University of Singapore
NUS Business School
Department of Management and Organisation**

MNO3714: Business with a Social Conscience

Session: Semester 2, 2022/2023

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Course Description

Business is of the community and by the community. What effect can and should businesses have on the communities in which they operate? This module is designed around four inter-related themes/questions.

1. What is a business for?

We start by surveying the evolution of thinking about the relation between business and social conscience. We examine the assumptions that have underpinned different models of business.

2. What is a social conscience and why does it matter in business?

Our purpose is to identify and improve our understanding of the elements of conscience, including ethics, responsibility, and values. The social nature of business is also explored.

3. Having a conscience is not enough

We shall learn how to integrate social conscience into business systems, processes, functions, and outcomes.

4. New forms of business

We trace the recently evolved forms of business in which conscience is at the nucleus – social businesses, social-purpose organisations and social investors.

Learning outcomes

By the end of this module, you should:

- Have a deeper understanding of the purpose of business and the social dimensions of business.
- Be able to suggest how social conscience can be integrated into business processes and functions.
- Be more aware of changing stakeholder and societal expectations of business.
- Know about the new business forms that have evolved to meet the demands for a social conscience in business.

Modes of learning and learners' responsibilities

Classes will be conducted in a seminar format. The course will be learner-centered. I will set norms of openness, participation, and preparedness because much of the learning in this course will be through peer- and self-learning. Before each class, you will be given a set of questions to think about. To gain the most from each class, you should:

- Be prepared for all classes, having completed the readings and assignments.
- Be responsible for participating actively in class
- Be willing to question, think critically, and learn from others.

You will also learn from the variety of readings and resources that we will examine throughout the course. Learning activities will include analyses of cases (local/regional and foreign), debates, critiques of papers, simulation/role-play and talks by invited speakers.

Outside of classes, my main mode of communication with the class will be via Canvas and e-mail. It is your responsibility to check your NUS mailbox regularly, and to read the announcements, updates and other materials uploaded to Canvas.

Some sessions will include group exercises as part of the learning process. You have a responsibility to the class to be prepared for the exercise and to show up for the class to play your part.

Learning resources

To gain different perspectives, you will read journal articles, book chapters/books and published cases. The readings present ways of thinking, illustrative cases, and experience-based reflections. They will be made available in Canvas.

Academic honesty

Please acknowledge all references and sources that you use in your work.

Assessment

Participation 30%

Individual responses and discussion at relevant group session 30%

Group project (report and presentation) 40%

Schedule

This is an indicative schedule. It may be adjusted, when necessary, e.g., to accommodate guest speakers and take advantage of other opportunities for learning.

Session	Topic
1	What is the purpose of business? <ul style="list-style-type: none"> • Introduction to the module • What is conscience? Why does it matter? • The changing landscape of business • Evolution of business models and social conscience
2	Embedding and measuring Social Conscience <ul style="list-style-type: none"> • Dimensions of Social Conscience • Operationalizing conscience: Conscience in practice or action • Conscience through the value chain
3	Business and the Natural Environment <ul style="list-style-type: none"> • Manufacturing with a conscience • Harms, benefits and constraints • Case: M&S, MAS
4	How can organisational conscience be cultivated or eroded? <ul style="list-style-type: none"> • Leaders' role in setting the tone • The acceptance and perpetuation of corruption in organisations • Case: Good Intentions gone Awry
5	Marketing with a conscience <ul style="list-style-type: none"> • Marketing & consumption • Consumer Culture • Creation of desire • Activity: Bazaar
6	Conscience in Employment: Diversity, Equity, and Inclusion at work <ul style="list-style-type: none"> • Dimensions of diversity • The tyranny of merit • What does it mean to be inclusive? • Case study: On Cheong's HR legacy
	RECESS
7	Treating Employees with Conscience: Health at work <ul style="list-style-type: none"> • Why does health matter? • Safety, Health, Wellness at work

	<ul style="list-style-type: none"> • Towards a healthier workplace • Activity: Design your healthy workplace
8	<p>Working with stakeholders & community</p> <ul style="list-style-type: none"> • From CSR to social change • Collaborating with stakeholders for good • Stakeholder analysis & Stakeholder management • Case: The Zuellig Family Foundation
9	<p>Blending business with social purpose</p> <ul style="list-style-type: none"> • Socially innovative businesses • Case: World Toilet Organisation • Guest Speaker: Jack Sim, Founder of WTO and BOP Hub
10	<p>Ecosystems for business with conscience</p> <ul style="list-style-type: none"> • New forms of organization with social conscience • Funding businesses with conscience • Cases
11	<ul style="list-style-type: none"> • Integration & Project presentations
12	<ul style="list-style-type: none"> • Integration & Project presentations