

Course Outline

Course Code : BSN3718
Course Title : Business Sustainability
Semester : Semester 1, Academic Year 2025-26
Faculty : Prof Lawrence Loh
Department : Strategy & Policy
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Overview

Sustainability has emerged as a core concern for businesses worldwide. This course examines the key concepts and applications of sustainability, particularly along its integration with strategy and organization. It will be anchored on the economic as well as environmental, social and governance dimensions of sustainability. The course will develop the case of business sustainability in a multi-stakeholder setting, especially consumers and investors. It also addresses institutional issues such as market regulations and international agreements. The course further covers the informational aspects of standards and reporting. Evolving current themes such as climate change, carbon management and AI for sustainability will be highlighted.

Course Objectives

By the end of this course, the student should be able to:

- 1) Develop a deep advanced-level understanding of the changing field of business sustainability and its importance to responsible business development in a changing business world
- 2) Acquire leading-edge perspectives in the theories and applications of business sustainability and relate them to strategic and functional management
- 3) Advance holistic and specific competences in analyzing, presenting and discussing sustainability cases that are at the frontiers of business practices
- 4) Apply business sustainability critically to a group project for a real-life industry or company, including start-ups
- 5) Develop a continuing and longstanding framework to keep up with contemporary events and issues for emerging leaders in the evolving sustainability era

Schedule and Outline

Course topics include:

- Introduction – Integrating Sustainability with Business
- Institutional Developments in Sustainability
- Economic Dimension of Sustainability
- Environmental Dimension of Sustainability
- Social Dimension of Sustainability
- Governance Dimension of Sustainability
- Sustainability Standards and Reporting
- Climate Change and Actions
- Carbon Disclosures and Management

- Sustainable Supply Chains
- AI for Sustainability
- Case Project Presentations
- Conclusion – Future Challenges of Business Sustainability

General Guide and Reading

A detailed schedule with recommended readings will be posted in the university learning portal prior to the start of class.

This set of readings will reflect the most recent developments in the continually transforming field of sustainability.

For supplementary reference, textbooks include:

- Siqueira A C, Neesham C, Landrum N E & Patricia Kanashiro P, Sustainability Management: A Systems Approach, SAGE Publications, 2026 [e-book option available from publisher's website]
- Benn S, Edwards M & Williams T, Sustainability: A Key Idea for Business and Society, Routledge, 2022 [e-book available from NUS Libraries portal]
- Lewis T, MacGregor A & Swann S, Future Ready: Your Organization's Guide to Rethinking Climate, Resilience, and Sustainability, John Wiley & Sons, 2023 [e-book available from NUS Libraries portal]

Assessment

Component	Weightage
Case Project (Group)	35%
Presentation and Facilitation (Group)	15%
Case Assignment (Individual)	25%
Class Participation and Online Discussion (Individual)	25%
Total	100%

Academic Honesty and Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is “the practice of taking someone else’s work or ideas and passing them off as one’s own” (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubt, you should consult your instructor.

Additional guidance is available at:

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

Instructor Profile



Prof Lawrence Loh is Director, Centre for Governance and Sustainability (CGS) at NUS Business School, National University of Singapore where he is Professor in Practice of Strategy and Policy. He is concurrently Visiting Professor at Wealth Management Institute in Singapore and Adjunct Professor at Universitas Airlangga in Indonesia. Prof Loh is also Training Partner at Global Compact Network Singapore.

Prof Loh received a PhD in Management from the Massachusetts Institute of Technology (MIT). His thesis on technology governance was awarded global first prize in the worldwide doctoral competition in the field of management information systems. While at MIT, he completed the doctoral general examinations in strategy and policy and the doctoral qualifying examinations in finance and economics.

At CGS, Prof Loh leads key sustainability initiatives for Asia-Pacific, ASEAN and Singapore. He steers the Singapore Governance and Transparency Index and ASEAN Corporate Governance Scorecard. Prof Loh also heads studies on business integrity and leadership diversity.

In the specific domain of sustainability relevant for strategic management and sustainable finance, Prof Loh has extensive professional engagements in the global and regional arenas. He directs the CGS initiative that is commissioned by the Singapore Exchange to conduct sustainability assessments of all listed companies on the Exchange. He also heads the ASEAN sustainability reporting initiative covering 6 countries in collaboration with ASEAN CSR Network and steered the Asia-Pacific sustainability reporting assessment covering 14 jurisdictions with PwC. Prof Loh was a lead investigator on a study in sustainable banking for all listed banks in ASEAN in collaboration with WWF. He spearheads a study on climate reporting in ASEAN companies in partnership with GRI and another on nature and biodiversity reporting with Kering at CGS.

Prof Loh was lead consultant for technology and innovation studies commissioned by the Singapore government. He was chief facilitator for Singapore's National Technology Plan and served on the Think Tank for Science and Technology. Prof Loh consulted for Fortune 500 companies and international organizations in quality management and technology policy.

Prof Loh is a regular commentator on business and policy issues for leading global media such as Al Jazeera, AFP, AP, BBC, Bloomberg, China Central Television, China Daily, CGTN, CNBC, CNN, Deal Street Asia, Eco-Business, Financial Times, Forbes, Jakarta Post, NetEase, Nikkei Asia, People's Daily, South China Morning Post, Tech in Asia, The Washington Post, Xinhua, Yahoo Finance as well as Singapore media such as Berita Harian, CNA, Lianhe Zaobao, Singapore Business Review, The Business Times, The Edge Singapore, The New Paper and The Straits Times. Prof Loh has a citation and commentary count of some 500 per year, including numerous front-page headlines, across various media worldwide.

Prof Loh has delivered executive development programs in sustainability and governance for many leading clients and institutions across Asia, ASEAN and Singapore. He is also a regular speaker at global and regional events on themes in sustainable strategies and investments.

Prof Loh is a multi-time winner of the NUS Annual Teaching Excellence Award and the NUS Business School Teaching Excellence Award. He has been placed on the University's Honour Roll for sustained excellence in teaching.