

BSN3718 BUSINESS SUSTAINABILITY

AY2026/2027 Semester 1

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COURSE DESCRIPTION

With recent geopolitical developments in the Middle East, sustainability has emerged as a core concern for businesses and organizations globally. The resultant impact of these developments on the energy situation in the world, including Asia and Singapore, has given rise to a fundamental re-examination of business sustainability. This course examines the key concepts and core applications of sustainability in the context of the most current developments in practice. Anchored on the economics as well as environmental, social and governance (ESG) dimensions, it develops the business case of sustainability for all types of stakeholders. The course also addresses institutional issues such as market regulations and international agreements. It further covers the information aspects of standards and reporting. Evolving current themes such as climate change, carbon markets and AI will be highlighted. The relevance of the course extends beyond businesses to include public agencies and social enterprises.

LEARNING OUTCOMES

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

- Appreciate the changing field of sustainability and its importance to responsible business and corporate development;
- Acquire perspectives in the theories and applications of sustainability for various types of organizations;
- Attain competence in analyzing, presenting and discussing organizational sustainability cases;
- Apply sustainability to group project of a real-life industry or organization, including public agencies and social enterprises;
- Aspire towards a habit of keeping up with contemporary events and issues in sustainability in relation to all types of organizations.

TOPICS

Illustrative themes include:

- Introduction – Integrating Sustainability with Businesses and Organizations
- Institutional Developments in Sustainability
- Economic Dimension of Sustainability
- Environmental and Social Dimensions of Sustainability
- Governance Dimension of Sustainability
- Sustainability Standards and Reporting
- Climate Change and Actions
- Carbon Markets and Management

- Sustainable Supply Chains
- AI and Sustainability
- Conclusion – Future Challenges of Sustainability for Businesses and Organizations

Note: Due to the rapidly evolving nature of the subject of sustainability, the course content will be adapted to the latest emphasis at the cutting edge of organizational practice and thought leadership.

READINGS

Reference textbooks for the course include:

- Nassos G P & Avlonas N, *Practical Sustainability Strategies: How to Excel in ESG and Gain a Competitive Advantage*, Wiley 2025 [1]
- Sietz, M, *Sustainability Compact: Short Guide*, Springer, 2025 [2]
- Siqueira A C, Neesham C, Landrum N E & Kanashiro P, *Sustainability Management: A Systems Approach*, SAGE Publications, 2026 [3]

Notes

[1], [2] These are available online from the NUS Libraries portal.

[3] This is available in the NUS Libraries (Hon Sui Sen Memorial Library RBR) or can be purchased as e-book from the publisher's website or courseware platforms such as VitalSource.

Additional updated materials will be assigned as required readings just before class commencement.

PRECLUSION

NIL

PREREQUISITE

NIL

ASSESSMENTS

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

Details of each component will be made available when the course begins.

SCHEDULE

A detailed week-by-week schedule with required readings will be circulated in the university learning portal prior to the start of class. This schedule will reflect the most recent developments in the continually transforming field of sustainability.

ABOUT THE INSTRUCTOR



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 Executive Director of Well-being and ESG Alliance (WEGA), a partnership between TPC (Tsao Pao Chee) and CGS. Prof Loh is also Visiting Professor at Wealth Management Institute in Singapore as well as Adjunct Professor at Airlangga University in Indonesia.

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 governance and sustainability initiatives for Asia-Pacific, ASEAN and Singapore. In governance, he steers the Singapore Governance and Transparency Index and ASEAN Corporate Governance Scorecard. He also heads studies on business integrity and leadership diversity. In the domain of Environment, Social and Governance (ESG), Prof Loh leads the Knowledge Partner team at CGS for the Sustainability Impact Awards. He directs the CGS initiative that is commissioned by the Singapore Exchange to conduct sustainability assessments of all listed companies on the Exchange. Prof Loh heads the ASEAN sustainability reporting initiative covering 6 countries and steers the Asia-Pacific sustainability reporting assessment covering 14 jurisdictions. He was lead investigator on a study in sustainable banking for all listed banks in ASEAN. He spearheads a project on climate reporting in ASEAN as well as another on nature and biodiversity reporting in Asia Pacific. Prof Loh serves as judge for many sustainability awards across Asia and Singapore.

Prof Loh was lead consultant for technology and innovation manpower studies that were 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 technology policy. Prof Loh has delivered executive development programs in sustainability and strategic management for leading clients and institutions across Asia, ASEAN and Singapore.

Prof Loh is a regular commentator on business and policy issues for leading global media such as AFP, Al Jazeera, AP, BBC, Bloomberg, China Central Television, China Daily, CGTN, CNBC, CNN, Deal Street Asia, Eco-Business, Economist, Financial Times, Forbes, Fortune, 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 media citation count of 516 per year in the period 2019-2025, including many front-page headlines.

Prof Loh is a multi-time winner of the NUS Annual Teaching Excellence Award and the NUS Business School Teaching Excellence Award. Winning the university-level award for three times, his name has been placed on the University's Honour Roll for excellent teaching.

ACADEMIC HONESTY AND PLAGIARISM

Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity and 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.

Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct:

"The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University."

With respect to AI tools (e.g., ChatGPT and image generation tools), your instructor will clarify whether the use of these tools as inputs into your assignment development process is acceptable. AI is a technology that requires skill to use, and knowledge about when and how to use it. If you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:

1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty).

As always, 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 entirely your own work. This is a minimum standard.

Additional guidance can be found at:

NUS Code of Student Conduct: <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>

Academic Integrity Essentials: <https://libguides.nus.edu.sg/new2nus/acadintegrity>

Guidelines on Use of AI Tools For Academic Work: <https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-3>