

COURSE OUTLINE: AB0502 Managing Sustainability

Academic Year	2022/2023	Semester	2
Course Coordinator	Dr. Russell Arthur Smith		
Course Code	AB0502		
Course Title	Managing Sustainability		
Pre-requisites	GC0001		
No of AUs	3		
Contact Hours	39		

A) Course Aims

With the universal acceptance of the United Nations' Brundtland Commission report, sustainability became a major challenge for business leaders and managers. Its deceptively simple core theme of "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" is now central for organizational success.

Achieving organizational sustainable development and operation involves the engagement with and management of the full range of stakeholders; including customer, shareholder, corporation, employees, community, government, non-government and others. Geographical dimensions range from local to regional to global.

Many organizations now accept sustainability as important to their mission and have strategized for this, yet outcomes have been mixed, at best. Organizations struggle to align their missions and sustainable objectives, something that critics, including their important stakeholders, are quick to point out and often do so loudly to organizational detriment. Poorly conceived or absent organizational ethics are increasingly a key facet for these conflicts.

The aim of this course is for you to understand the planning, development and management of sustainability as a central and integral component of successful organizational outcomes as undertaken in the Asian region. The course has an applied bias that brings the essence of sustainability theory into practical industry, government and community application where the perspectives of the different stakeholders are central to success as a clear understanding of the complexities of Asian contexts.

You do not require prior knowledge of the principles or application of sustainability, as this course will be delivered accordingly. In this course, you will address large-, medium- and small-scale organizations in a variety of global contexts, with an emphasis on Asian. Ways of thinking about these, the issues involved and the crafting of proactive strategies are relevant to a range of business contexts that you will encounter during your careers. Thus a higher-level intent of this course is the development of skills for dealing with complex problems in general.

B) Intended Learning Outcomes (ILO)/Objectives

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

1. To define the principles of sustainability for the management of organizational development and operation for the Asian context.
2. To identify key aspects of ethics and their applications for sustainability of Asian businesses and other organizations.
3. To differentiate the stakeholder types and how they mobilize to project their sustainability agendas in differing Asian contexts.
4. To explain the managerial specifics as related to the environmental, social and economic issues of sustainability.
5. To link sustainability theory to industry, government and community managerial application.

C) Course Content

1. Principles of Sustainability
2. Sustainability in Asia
3. Sustainable Asian Cities
4. Sustainable Asian Cultural Heritages
5. Sustainable Asian Natural Heritages
6. Sustainable Enterprises
7. Managing Sustainability

D) Assessment (includes both continuous and summative assessment)

Component	ILO Tested	NBS Learning Goal (Refer to Annex E for list)	Weighting	Team/ Individual	Assessment Rubrics (Please insert rubrics as Appendix)
1. Assignment A	ILO 1 & 3	Critical Thinking; Acquisition of knowledge	30%	Individual	Rubric for Assignment A
2. Assignment B	ILO 1, 2, 3, 4 & 5	Problem Solving & Decision Making; Ethical Reasoning	50%	Group	Rubric for Assignment B and Peer Evaluation
3. Participation	ILO 4 & 5	Motivation & Development of Self & Others	20%	Individual	Rubric for Participation
Total			100%		

You will be assessed through assignments and participation. There will be two (2) assignments. You are strongly encouraged to pursue topics that interest you. Should guidance be required on deciding a topic or refining a topic, please see the instructor during class. All topics for both assignments require approval by the instructor.

E) Formative feedback

1. You will receive formative feedback through written responses to your assignments and oral feedback through in-class discussion.
2. You may approach me at any time to discuss your progress for this course.

F) Learning and Teaching approach

Approach	How does this approach support you in achieving the learning outcomes?
Seminars	The interactive seminars and mini-lectures, where there is ample opportunities for open discussion on the conceptual questions raised, in the class allows you to think critical and to share your ideas and concept with the class. This also allows you to better appreciate the concepts clearly.
Seminar cases	These allow you to analyse some current problems and thus help you to achieve understanding of industry application.

Assignments	The assignments require you to generate, analyse and deliver professional content in a guided manner.
In-class / out-of-class activities	Some learning outcomes for this course are practical in nature and cannot be achieved by reading and writing. In-class activities provide opportunities for achievement of such learning outcomes.

G) Reading and References

There is no textbook for this course. These are the initial readings. Other readings will be introduced during the seminars. [RAS: All links verified. If click does not work, copy link and paste or copy title and search.]

1. Aguirre, Abby 2018 "He Fixes the Worst P.R. Crises Imaginable. Then Came Harvey Weinstein." *The New York Times* 01 June 2018.
2. Ahuja, Anjana 2017 "Smart cities might not be such a bright idea" *Financial Times* 22 November 2017
3. Aqil Haziq Mahmud 2018a "'Cannot sell ... so they burn': What's next in the uncertain future for plastic waste in Singapore?" *Channel News Asia* 03 June 2018
4. Aqil 2018b *Business Times* 2018 "ESG Factors in Play; companies must take sustainability metrics seriously." Editorial, *The Business Times*, Singapore, 28 November 2018, p 22.
5. Bell, Simon and Morse, Stephen 2008 *Sustainability Indicators*. 2nd edition. London UK: Earthscan. ISBN: 9781844072996. GE140.B435 (Reference source)
6. Bingham-Hall, Patrick 2016 "Garden City – Mega City: Rethinking cities for the age of global warming" Oxford, England: Pesaro. (Reserves NA2542.36.B613)
7. Carroll A. B. 1991 The pyramid of social responsibility: Toward the moral management of organisational stakeholders. *Business Horizons*, July-August, 39-48.
8. Chew Hui Min 2020 How urbanised Singapore is learning to live with its wildlife. *CNA* 22 August 2020. Retrieved 16 December 2020 at <https://www.channelnewsasia.com/news/singapore/singapore-wildlife-conservation-city-in-nature-reserves-hornbill-13034650>
9. Chinoy, Sahil 2018 "The Places in the U.S. Where Disaster Strikes Again and Again" *New York Times* 24 May 2018. <https://www.nytimes.com/interactive/2018/05/24/us/disasters-hurricanes-wildfires-storms.html>
10. Choo 2018 *Country Report Singapore*, United Nations.
11. Clarke 2022 Storm Eunice has nothing to do with climate change. *The Spectator* 18Feb22.
12. Demetriou, Danielle 2018 'Life is so different here now' - Inside Japan's 'zero-waste' village *The Telegraph* 04 March 2018 <http://subscriber.telegraph.co.uk/news/2018/03/04/life-different-now-inside-japans-zero-waste-village/>
13. Edgecliff-Johnson 2019 "Beyond the bottom line: should business put purpose before profit?", *Financial Times*, London. 04 January 2019.
14. Eisen 2022 Blackstone made a fortune on Hilton - *Hospitality Insights* 27Jun22
15. Esty D and A Winston 2006 "From Green to Gold" Hoboken NJ: Wiley. ISBN: 9780470393741. HD30.255.E82 2009 (Reference source)
16. Friedman M. 1970 The Social Responsibility of Business is to Increase its Profits in *The New York Times Magazine*, September 13, 1970, 32-33, 122 and 126
17. Goodman, Peter S. 2018: *In Britain, Austerity Is Changing Everything* *The New York Times*, 28 May 2018.
18. Hardin, G. 1968 The Tragedy of the Commons. *Science*, New Series, Vol. 162, No. 3859 (Dec. 13, 1968), pp. 1243-1248.
19. Hill 2022 My love affair with the Wolseley. *The Spectator* 09Apr22.
20. Jinks 2022 Singapore Carbon Tax 2022 - Cushman & Wakefield.
21. Kuper, Simon 2018 "Airbnb: 'It's a cash machine. It's magical. You are paid to go on holiday'"
22. Lewis 2022 The pervasive succession crisis threatening Japan's economy. *Financial Times* 14Apr22.
23. LEX 2018 Airbnb/ sharing is wearing | *Financial Times* 27Dec2018.

24. Lin, Cheryl 2020 'It's a flight to flexibility': Why co-working spaces are seeing rising demand amid COVID-19. CNA 11 December 2020. Retrieved 16 December 2020 at <https://www.channelnewsasia.com/news/business/co-working-space-demand-flexible-wfh-work-from-home-covid-19-13723222>
25. Mathews 2022 My one-way ticket out of Moscow | The Spectator 12Mar22.
26. Mogelonsky 2018 Sue your city for sharing-economy damages HOTELSMag.com 04Jan2019.
27. Murphy 2020 Sydney inventor David Soo can grow \$600,000 worth of vanilla from his smartphone – ABC Australia News may 2020.
28. Newman 2014 Biophilic urbanism a case study on Singapore.
29. Raghav, S., et al 2020. The Business Case for Natural Climate Solutions: Insights and Opportunities for Southeast Asia. Unpublished report by Conservation International and National University of Singapore. Retrieved 06 December 2020 at https://www.ecosperity.sg/content/dam/ecosperity/en/reports/Report_The-Business-Case-for-Natural-Climate-Solutions_Insights-and-Opportunities-for-SEA.pdf
30. Sagar, M. 2020 NUS School of Design and Environment 4 is first building in SE Asia to be awarded Zero Energy Certification by International Living Future Institute. Retrieved 16 December 2020 at <https://opengovasia.com/nus-school-of-design-and-environment-4-is-first-building-in-se-asia-to-be-awarded-zero-energy-certification-by-international-living-future-institute/>
31. Sekerka, Leslie E. and Stimel, Derek (2011) How durable is sustainable enterprise? Ecological sustainability meets the reality of tough economic times. *Business Horizons* 54, 115-124. DOI: 10.1016/j.bushor.2010.09.006
32. Shannon, N. G. 2020 What's Going on Inside the Fearsome Thunderstorms of Córdoba Province? New York Times, 22 July 2020. Retrieved 06 December 2020 at <https://www.nytimes.com/interactive/2020/07/22/magazine/worst-storms-argentina.html?action=click&module=Editors%20Picks&pgtype=Homepage>
33. Smyth 2018 "China ban on importing contaminated waste leaves Australia awash in rubbish", Financial Times, London. 30 December 2018
34. Tan, Justin 2009 Institutional Structure and Firm Social Performance in Transitional Economies: Evidence of Multinational Corporations in China. *Journal of Business Ethics* 86, 171-189. DOI: 10.1007/s10551-009-0193-y
35. Tan 2019 Dispute Tengah Environment ST 12Jan19.
36. Teo, Gwyneth 2020a 28,000 charging stations for electric cars is possible - but where? Industry players weigh in. CNA 11 March 2020. Retrieved 15 December 2020 at https://www.channelnewsasia.com/news/singapore/electric-vehicles-budget-2020-charging-points-energy-12512194?cid=h3_referral_inarticlelinks_24082018_cna
37. Teo, Gwyneth 2020b MOT may review 2040 target for all vehicles in Singapore to be low emission: Ong Ye Kung. CNA 13 December 2020. Retrieved 15 December 2020 at <https://www.channelnewsasia.com/news/singapore/singapore-2040-target-internal-combustion-engine-13757550>
38. United Nations 2018 Singapore: "Eighth Regional 3R Forum in Asia and the Pacific" United Nations, April 2018.
39. Wong, Evelyn S. (ed.) 2009 CSR for Sustainability and Success: corporate social responsibility in Singapore. Tarrytown, N.Y., USA: Marshall Cavendish Editions. ISBN: 9789814276740. HD60.5.S55C958
40. Wong 2017 Singapore's homeless - TODAYonline 14Oct 2017.

Teaching Cases

Cases for this course will be confirmed in seminar. The tentative cases are:

1. ABCC-2008-009 – Sustainable Tourism: Kandalama Resort of Sri Lanka
2. ABCC-2011-002 – Society for the Physically Disabled: Managing Vision and Mission in a Non-Profit Organisation – Adaptation in Dynamic Environments

H) Course Policies and Student Responsibilities

You are required to have full commitment to, and participation in, seminars, group assignments, projects, events and exercises. Your attendance during all course sessions is expected. Attendance is not marked, but you have to attend to participate where participation is assessed. As is normal NBS and business culture, absence should be advised in advance and supported by acceptable documentation, e.g. medical certificate. Please inform me early if any group member is not contributing a fair share of effort to agreed group work. It is important that you act to protect your own interests and the integrity of the course.

The NTU Academic Integrity Policy on ethics and integrity will be followed. Please understand that I have no interest in enforcing this policy for the sake of itself. I will, however, act decisively and firmly to protect the brand of NTU, the value of graduates' degrees and the honest efforts of class members. So be warned, do not muck about with this.

I) Academic Integrity

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values, which are also core values in business, industry and government.

As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the [NTU Academic Integrity](#) website for more information. Consult your instructor if you need any clarification about the requirements of academic integrity in this course.

J) Course Instructors

Instructor	Office Location	Phone	Email	Consultation Hours
Dr. Russell Arthur SMITH	-	6327 4452	arasmith@ntu.edu.sg	<i>Regrettably, during the pandemic, consultations will have to be <virtual>.</i>

K) Planned Weekly Schedule

Week	Topic	ILO	Readings/ Activities
1	Theme 1 – Principles of Sustainability How did sustainability become an important objective for government, industry and society? Why is sustainability still a seemingly insurmountable challenge? Is sustainability a great distraction from the organizations' essential missions?	1, 3	Course introduction – Assessment – mini-lecture <u>Assignment A – introduction</u> – topics <u>Exercise/Case</u> : Hornbill Air / Russian Meat: class brief. Mathews 2022
2	Theme 2 - Sustainable Asia	1, 2, 3	Reading: Ahuja 2017; Bingham-Hall 2016; Chinoy

	<u>Round Table discussion</u> : Evaluation of sustainability of Asian operations. Focus on regional perspectives for sustainability with respect natural disasters.		2018; Clarke 2022; Goodman 2018; Newman 2014.
3	Theme 3 - Sustainable Asian Cities <u>IMPORTANT</u> Formation of groups of five students, during class. <u>Talk Show presentation</u> : What are the key elements for organizational sustainability? If organizations – government, business and NGO - have the resources and the reach, why do some believe that they are not and never will be sustainable? How will organizations change future sustainability in Asia? Focus on waste management in Singapore.	2, 3, 5	Reading: Demetriou 2018; Wong 2017; Jink 2022
4	Theme 5 – Sustainable Enterprises <u>Assignment A – topic approval</u> <u>Ethics</u> . What is ethics? Business ethics? How is it related to sustainability? Ethics, sustainability and corporate social responsibility (CSR). Lecture.	2, 3	Reading: Aguirre 2018, Carroll 1991; Freidman 1970; <u>Case</u> : Sustainable Tourism: Kandalama, Sri Lanka.
5	Theme 2 - Sustainable Asian Cultural Heritages <u>Experiential sustainability</u> – Joo Chiat Peranakan Cultural Heritage Source: http://www.visitsingapore.com/see-do-singapore/places-to-see/joochiat-katong/ ; Philip Chew http://mychewjoochiat.blogspot.com	3, 4	
6	Theme 3 - Sustainable Asian Cities <u>Debrief of Joo Chiat</u> Disruptors – Airbnb in Singapore’s local communities	3, 4	Reading: Kuper 2018; LEX 2018; Lewis 2022; Mogelongsky 2018 <u>Primer</u> : Strategies for sustainable business. Lecture: Esty and Winston.
7	Theme 5 – Sustainable Enterprises Assignment A: Individuals’ <u>presentation</u> of two and a half (2.5) minutes, with parallel individual peer reviews.	1, 2, 3	
	Recess		
8	Theme 6 - Managing sustainability <u>Social Enterprises</u> and sustainability. What is a charity? What is a social enterprise? Is	2, 3, 4	<u>Case</u> : Society for the Physically Disabled, Singapore Reading: Edgecliff-Johnson; 2019

	there a difference? How do ethics play a role? Are SE's the future of sustainability? <u>Assignment B – introduction</u> - topic definition, objectives, scope, schedule		
9	Theme 4 - Sustainable Asian Natural Heritages <u>Experiential sustainability</u> – Southern Ridges Natural Heritage <u>Presentation</u> of topics for group assignment B.	3, 4	Reading: Chew 2020
10	Theme 6 - Managing Sustainability <u>Primer</u> : Managing for sustainable business. Lecture: Esty and Winston.	1, 2, 3, 4, 5	<u>Case</u> : Bees; Hill 2022
11	Theme 6 - Managing Sustainability <u>Presentation</u> of storyboard for group assignment B.	1, 2, 3, 4, 5	
12	Theme 6 - Managing Sustainability Production workshop for group assignment B.	1, 2, 3, 4, 5	
13	Theme 6 - Managing Sustainability Assignment B: Groups' <u>presentation</u> of six (6) minute videos, with individual peer reviews, and commentaries.	1, 2, 3, 4, 5	

ANNEX A: ASSESSMENT CRITERIA FOR ASSIGNMENT A RUBRIC – DEFINING SUSTAINABILITY CHALLENGES

Assessment: Your document submissions and oral presentations will be evaluated in terms of the rubric for assignment A, below.

Traits: Learning demonstration.	Performance	Assessment
Sustainability objectives: Referring to the principles of sustainability, analyse and define appropriate sustainability objectives for the study scenario.	Identification of critical issues for the case under study. Scale: 0 - 100	20%
Ideal sustainability outcomes: Following analyses of the study scenario, describe the key sustainable outcomes for the defined sustainability objectives with respect to the study scenario.	Demonstration of understanding of ideal sustainable outcomes. Scale: 0 – 100	20%
Actual current situation: Following analyses of the study scenario, describe the actual current situation with respect to the study scenario.	Application of sustainability theory to analysis of case. Scale: 0 - 100	20%
Statement on the existing sustainability: Evaluate the differences between the ideal and actual sustainability.	Comparison of ideal and actual sustainable outcomes for the case. Scale: 0 - 100	20%
Professionalism of presentation: Plan and create a presentation (oral and document) that reports the findings, above.	Development of and delivery of communication of the study outcomes. Scale: 0 - 100	20%
<i>Total weightage</i>		100%

Notes:

1. Presentations: Individual in seminar during week 7.
2. Non-attendance for presentation scores naught for professionalism of presentation.

ANNEX A: ASSESSMENT CRITERIA FOR ASSIGNMENT B RUBRIC – PROPOSING SUSTAINABILITY SOLUTIONS

This is a group assignment where the focus will be sustainability contexts, as agreed with your instructor, that are current in Asia.

Assessment: Submissions will be evaluated in terms of the rubric for assignment B, below.

Traits: Learning demonstration.	Performance	Assessment
Sustainability problem : Referring to the principles of sustainability, identify ideal sustainability objectives and outcomes for the study scenario.	Identification of critical issues for the case under study. Scale: 0 - 100	20%
Sustainability ethical strategies : Develop sustainable strategies and design actions arising from these strategies with a timeline for implementation.	Demonstration of understanding of the application of ethical sustainable strategy. Scale: 0 – 100	30%
Ethical implementation of strategies: Plan for the management through monitoring and demonstration of credibility and viability .	Ethical application of sustainability theory to implementation. Scale: 0 - 100	30%
Professionalism of presentation : Create a video presentation that reports the findings, above.	Development of and delivery of communication of the study outcomes. Scale: 0 - 100	20%
<i>Total weightage</i>		100%

Notes:

1. Presentations: Video only, with no separate oral support, in seminar during week 13.
2. Non-attendance for presentation scores naught for professionalism of presentation.

ANNEX A: ASSESSMENT CRITERIA FOR PARTICIPATION RUBRIC

Traits	Performance					
	0	1	2	3	4	5
	No contribution	Poor	Adequate		Excellent	
Relevance of comments that focus on significant issues that bear on the topic in question. Coherent statements that are readily understood in the context of the topic. Well-structured and presented observations and comments that communicate clearly that which is intended.						

Notes:

1. It is necessary to attend class and to comply with submission requirements so as to earn marks for each component of participation assessment.

ANNEX A: ASSESSMENT CRITERIA FOR TEAMWORK & INTERPERSONAL SKILLS (PEER EVALUATION) RUBRIC

Learning Objective: The ability to work effectively with others in a group setting.

Traits	Performance	
<p>1. <u>Roles and Responsibility (RR)</u> Behaves professionally by upholding responsibility and assuming accountability for self and others in progressing towards the team's goal.</p>	<p>Scant Unclear about his/her own role; refuses to take a role in the group; insists to work individually and has limited coordination or communication with others.</p>	<p>Substantially Developed Always fulfills responsibilities; performs his/her role within the group with enthusiasm and demonstrates willingness to work collaboratively.</p>
<p>Evaluation: Scant <u>1 2 3 4 5 6 7</u> Substantially Developed</p>		
<p>2. <u>Communication (CM)</u> Identifies appropriate mechanisms to coordinate and correspond with team members.</p>	<p>Scant Modes of communication are not appropriate, causing confusion and miscommunication among team members.</p>	<p>Substantially Developed Modes of communication are appropriate, and maintain timely communication and correspondence with team members.</p>
<p>Evaluation: Scant <u>1 2 3 4 5 6 7</u> Substantially Developed</p>		
<p>3. <u>Conflict Resolution (CR)</u> Resolves conflicts using a variety of approaches.</p>	<p>Scant Does not recognize conflicts or is unwilling to resolve conflicts.</p>	<p>Substantially Developed Consistently resolves conflicts through facilitating open discussion and compromise.</p>
<p>Evaluation: Scant <u>1 2 3 4 5 6 7</u> Substantially Developed</p>		
<p>4. <u>Contributions (CT)</u> Contributes positive input for the team; effectively utilizes one's knowledge and expertise.</p>	<p>Scant Largely disinterested in working in a group and refuses to participate; observes passively or is unwilling to share information with other team members.</p>	<p>Substantially Developed Actively attends and participates in all activities and provides meaningful contribution in articulating ideas and opinions.</p>
<p>Evaluation: Scant <u>1 2 3 4 5 6 7</u> Substantially Developed</p>		
<p>5. <u>Relationship (RS)</u> Maintains cooperative interaction with other team members regardless of individual /cultural differences and respects diverse perspectives.</p>	<p>Scant Rarely listens to others and does not acknowledge the opinions that differ from his/her own.</p>	<p>Substantially Developed Engages in respectful relationships with all other members in the team. Embraces and accepts diverse points of view without prejudice.</p>
<p>Evaluation: Scant <u>1 2 3 4 5 6 7</u> Substantially Developed</p>		

ANNEX B: NOTES AND SAMPLES**CONFIDENTIAL PEER EVALUATION FORM FOR ASSIGNMENT B****Peer Evaluation Instructions**

All group members are required to complete a peer evaluation for each member of the group (i.e., including a self-assessment) for assignment B. The completed peer evaluation form must be submitted individually to me via Eureka on NTULearn immediately after assignment B has been submitted. Identity of appraisers will be kept **confidential** and will not be revealed to other team members.

I will use a member's ratings (on a scale ranging from 1 to 7, where 7 is high) to award marks for the team project to other members by computing the average rating that a member receives from other members (i.e., excluding each member's self-rating). A member's mark for the team project will be computed as follows:

1. If a member's average rating is ≥ 4 , the member will receive **100%** of the overall mark awarded to the team project.
2. If a member's average rating is < 4 but ≥ 3 , the member will receive **80%** of the overall mark awarded to the team project.
3. If a member's average rating is < 3 but ≥ 2 , the member will receive **50%** of the overall mark awarded to the team project.
4. If a member's average rating is < 2 , the member will receive **30%** of the overall mark awarded to the team project.

Member's name: _____

Seminar group and team number: _____

Please use the attached Peer Evaluation Rubric to evaluate yourself and your team members on each of the 5 stated attributes (on a scale of 1 to 7). State your ratings for yourself and each of your team members in the table below. For your self-assessment, insert "(Self)" after your name in the table below.

Index #	Name of team members	RR	CM	CR	CT	RS	Average Rating
1							
2							
3							
4							
5							
6							

If any of your ratings above is **< 4**, please provide a brief explanation to justify the ratings.

Index #	Brief explanation to justify a rating of < 4

You may attach supporting documents (like emails and screen shots), if any, to support your explanations above.