

Rotterdam School of Management
Erasmus University

CONSCIENTIOUS ORGANISATIONS

beyond corporate social responsibility



Conscientious Organisations at a glance

In today's world, businesses are under growing pressure to not only generate profits but also demonstrate a genuine commitment to societal and environmental well-being. Traditional Corporate Social Responsibility (CSR) initiatives, often treated as separate from core business strategies, are no longer sufficient. Organisations now need to adopt a more deeply integrated approach—a conscientious mindset—that embeds ethical values and responsibility into every aspect of their operations.

This course provides a comprehensive framework for understanding how organisations can transform into conscientious entities. We will explore how companies can meet the demands of various stakeholders by aligning purpose with action, contributing to the UN Sustainable Development Goals (SDGs), and addressing pressing societal challenges such as inequality, social justice, and climate change. By adopting a human-centric approach, organisations can move beyond surface-level CSR to integrate conscience into their decision-making, ensuring they balance profitability with a deep commitment to ethical principles.

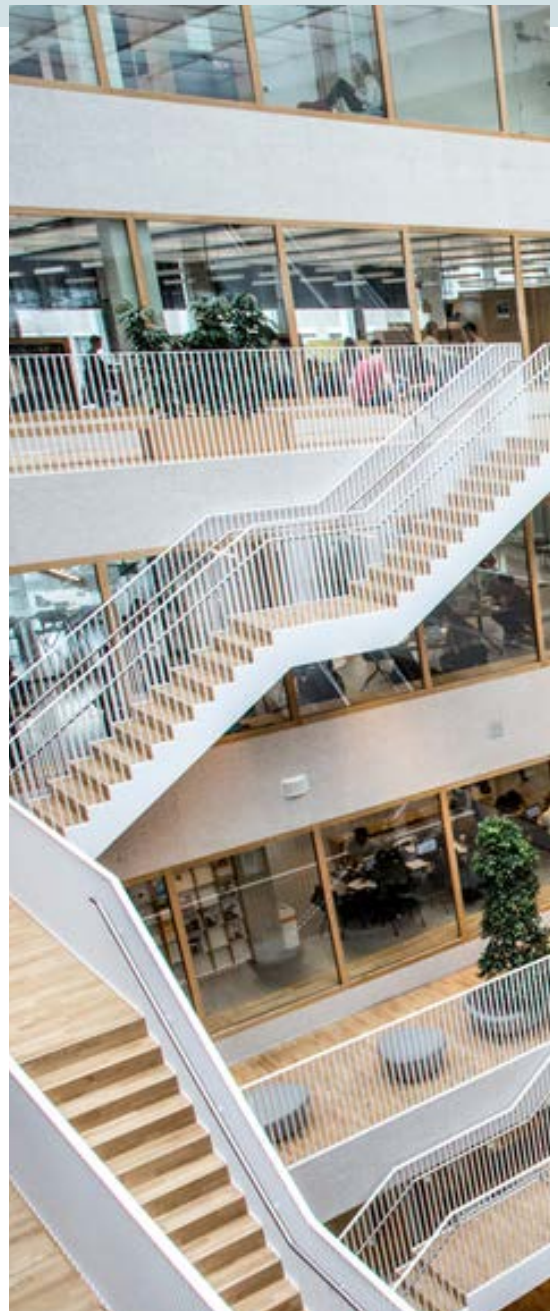
Designed for senior leaders, communication professionals, and decision-makers, this course offers practical strategies to embed conscience into both consumer-facing (B2C) and business-to-business (B2B) environments. You will learn how to foster conscientious leadership, build a strong corporate culture, and communicate responsibly to stakeholders. Real-world case studies, such as those from Tony's Chocolonely and Oda, alongside hands-on workshops, will equip participants with the tools to lead ethically driven organisations that are innovative, profitable, and socially impactful.

By the end of this course, you will leave with actionable strategies to integrate conscientious practices into their daily operations, making their organisations not only more responsible but also more resilient and competitive in today's business landscape.

Learning objectives

This three-day course is designed to help you:

- Understand the value of conscientious thinking and acting by addressing the needs of all stakeholders within the organisation.
- Learn how to embed a conscientious approach into core business operations, building profitable businesses that align with ethical and responsible practices.
- Develop innovative business models that deliver sustainable benefits and communicate these effectively to stakeholders.
- Recognise the role of corporate culture and leadership in promoting a conscientious business approach, fostering an ethical work environment.
- Utilise relevant research to gain insights into consumer attitudes and behaviour, using these insights to inform business decisions.
- Identify and overcome barriers to becoming a conscientious organisation, while exploring the opportunities this transformation presents.



Your learning experience

This course creates an environment based on experiential learning that helps students integrate the teaching objectives previously presented. This course combines the following learning tools:

- **Lectures** that provide the basic theoretical frameworks to approach every topic, and additional readings to further develop each course topic.
- **Case studies** to help students discuss each topic in depth and better understand how to practice the theoretical concepts.
- **Guest speakers** who transfer part of their knowledge through their personal experiences.

The learning experience is based on the active engagement of students and their participation in class discussions.

Certification and ECTS

Participants will work in **groups** to analyse the **level of conscientiousness** of a brand of their choice. You will assess how well the brand integrates ethical practices and societal responsibility into its core operations. Based on your analysis, you will develop a set of **strategic recommendations** aimed at enhancing the

brand's level of conscientiousness. This practical assignment will enable you to apply the frameworks and theories learned throughout this course to real-world business challenges.

Upon successful completion of this group assignment, you will receive a certificate. Additionally, this course is worth **5 ECTS credits** if taken as part of the **part-time Executive Master in Corporate Communication** programme

Why conscientious organisations?

This course offers senior leaders and communication professionals an unparalleled opportunity to transform their organisations by embedding ethical principles and social responsibility at the heart of their operations. Led by renowned experts **Oriol Iglesias** and **Nicholas Ind**, both prolific researchers and authors in the fields of brand management and corporate responsibility, the course provides invaluable insights rooted in decades of experience and academic excellence.

Oriol Iglesias, a Full Professor at ESADE, has worked with global brands such as Volkswagen, Nestlé, and Telefónica, and co-authored the acclaimed book *In Good Conscience: Do the Right Thing While Building a Profitable Business* (2022). Nicholas Ind, Professor at Kristiania University College, is a thought leader on conscientious brands and co-creation, with sixteen published books, including *Co-creating Brands* and *Brands with a Conscience*. Together, they bring a wealth of knowledge and practical experience.

You will engage with **real-world case studies**, such as those from **Tony's Chocolonely** and **Oda**, to explore how to align their business with the **UN Sustainable Development Goals (SDGs)**, while tackling pressing societal issues like

inequality and climate change. Hands-on workshops will provide actionable strategies for fostering **conscientious leadership** and ensuring your business can thrive while making a positive societal impact.

For Whom?

This course is made for professionals who want to lead with purpose and bring ethical changes into their organisations. It is perfect for senior leaders, communication and PR specialists, and sustainability managers who are looking to include ethical values in their strategies. Whether you are responsible for strategic direction, communicating responsible practices, or adding sustainability into operations, this course will give you the tools to balance profit with purpose.

You will learn how to develop a leadership style that focuses on conscience and create business models that meet global sustainability goals like the UN SDGs. The course welcomes professionals from many sectors who want to make their organisations stronger and have a bigger positive impact on society.



Programme overview

Lecture day 1

What is Conscience?

- Course introduction and overview
- Part I: Explore the concept of conscience
- Part II: Dilemmas workshop
- Guest lecture

Lecture day 2

Aligning Values with Actions

- Review of day 1
- Embedding Conscience
 - Fostering conscientious innovation
 - Case study: Oda
 - Guest lecture

Lecture day 3

Leading with Conscience

- Review of day 2
- Conscientious Communication
- Conscientious leadership
- Case study: Tony's Chocolonely
- Wrap-up



Teaching experts

This course is led by two seasoned academics with extensive consultancy experience, whose expertise is further enriched by contributions from our guest lecturers. Together, they bring a wealth of knowledge and practical insights, ensuring a comprehensive learning experience that bridges theory and real-world application.

Professor Oriol Iglesias – ESADE Business School, Spain

Oriol Iglesias is a Full Professor at ESADE Business School, renowned for its Marketing Department, ranked 2nd globally in Executive Education by the 2024 Financial Times. He has held various leadership roles at ESADE, including Head of the Marketing Department and Director of the ESADE Brand Institute. A member of several influential boards and committees, Oriol has worked with leading brands like Volkswagen, Nestlé, and Telefónica, providing training, research, and consultancy.

Oriol is also an accomplished author, with his latest book, *In Good Conscience: Do the Right Thing While Building a Profitable Business* (2022), focusing on ethical business practices. His research appears in prestigious journals, and he won the Best Paper Presentation award at the Global Brand Conference in 2019.

Prof. Nicholas Ind – Kristiania University College, Norway

Nicholas Ind is a Professor at Kristiania University College in Oslo, with a diverse background in brand consultancy and design. Previously, he led Icon Medialab's brand consultancy in Sweden and operated his own consultancy in the UK. Nicholas has collaborated with international brands such as adidas, Greenpeace International, and The Economist.

An accomplished author, he has published sixteen books in nine languages, including *The Corporate Image* (1990) and *In Good Conscience* (2022). He serves on several editorial boards and advisory committees and has been a Visiting Professor at ESADE, Barcelona, since 2009, where he teaches courses on conscientious branding and co-creation.

Business practitioners

The course will also feature guest lectures from industry leaders and experts in conscientious leadership, offering participants fresh perspectives and real-world insights. Stay tuned for more details, as we will announce the guest lecturers soon.

Practical information

Explore the latest updates on dates, fees, and locations by visiting our website at rsm.nl/mcc. Take advantage of the convenience of our frequently offered live online courses.

If you have any questions or need more information, we're here to help. Feel free to reach out to us at ccc@rsm.nl or call us at +31 (0) 10 408 2851.

Ready to take the next step?
Secure your spot by completing our online [application form](#).

We look forward to welcoming you to our programme!



About our Part-time Executive Master in Corporate Communication programme

This course can be followed on its own, or as a part of our **Part-time Executive MSc in Corporate Communication**.

We have offered this master programme since 1998, to communication professionals who wish to further enhance their careers. The aim is to provide strategic, leadership and management skills, as well as in-depth knowledge of corporate communication, reputation management and related disciplines. Participants who complete the whole programme are rewarded with a master degree from Erasmus University Rotterdam.

Our accredited programme is designed to be flexible, and can be combined with a full-time career. You can therefore start at any time, with any of our four modules:

Part I
Foundation of corporate communication
Foundation course (in January or June)



Part II Six advanced elective courses
Six advanced elective courses. You can choose six courses from the 15 that are offered, depending on your personal or professional interest and availability



Part III
Study trip
International study trip



Part IV
Master thesis
Master thesis.



To obtain the master degree you must complete all four modules. Upon completion, you will have gained insight from new academic, international perspectives, and learned from working with international peers from diverse industry backgrounds within Europe and beyond.

www.rsm.nl/mcc

Accredited by



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Rotterdam School of Management Erasmus University (RSM)

is one of Europe's top-ranked business schools. RSM provides ground-breaking research and education furthering excellence in all aspects of management and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of bachelor, master, MBA, PhD and executive programmes encourage them to become critical, creative, caring and collaborative thinkers and doers.