



## Master of Studies in Sustainability Leadership

### Outline Course Content

Modules	Topics
<b>General Modules (Workshop 1)</b>	
<b>1. Sustainability Trends, Pressures and Concepts</b>	<ul style="list-style-type: none"> <li>○ Exploring the concept of sustainability and sustainable development</li> <li>○ Overview of the most urgent and complex system-level trends and pressures</li> <li>○ Analysis of existing paradigms and assumptions</li> <li>○ Deeper dive into key social, environmental, economic challenges</li> <li>○ The nature of the leadership challenge – systemic, uncertain, resistance to change</li> <li>○ Rethinking the economic system to promote human development and well-being within planetary boundaries</li> </ul>
<b>2. The Business Case for Action</b>	<ul style="list-style-type: none"> <li>○ The role of business in society and the quest for sustainable business</li> <li>○ The material implications of global trends for business</li> <li>○ Building the business case for responding to sustainability challenges and opportunities</li> <li>○ Developing and articulating a strategic vision and principles for ‘future fit’ business</li> <li>○ Mainstreaming sustainability into an organisation’s strategy</li> </ul>
<b>3. Leadership for Sustainability</b>	<ul style="list-style-type: none"> <li>○ Understanding complex adaptive systems and the leadership implications</li> <li>○ System-level and organisational change and transition</li> <li>○ Masterclasses with sustainability leaders at the ‘front line’</li> <li>○ Personal leadership and agency for change</li> </ul>
<b>Sustainability Challenges (spotlighted at Workshops 2-4)</b>	
<b>Economic</b>	<ul style="list-style-type: none"> <li>○ Failings of current economic paradigms</li> <li>○ The characteristics of a ‘sustainable economy’</li> <li>○ Role of governments and the financial sector (especially in the wake of the financial crisis) in ensuring this transition</li> </ul>
<b>Social (incl. Inequality &amp; Poverty)</b>	<ul style="list-style-type: none"> <li>○ Trends in inequality and poverty</li> <li>○ Social development</li> <li>○ Role of business in supporting development and creating more equitable wealth</li> <li>○ Human rights</li> </ul>
<b>Ecosystems &amp; Natural Capital (incl. Biodiversity)</b>	<ul style="list-style-type: none"> <li>○ Key environmental trends, including for biodiversity, forestry, water and land-use</li> <li>○ Understanding the contribution of natural capital for the functioning of the economy and society</li> <li>○ Analytical techniques for valuing ecosystem services and community impacts</li> </ul>
<b>Climate Change</b>	<ul style="list-style-type: none"> <li>○ Latest thinking in the science of climate change</li> <li>○ Mitigation versus adaption</li> <li>○ Interrelationship with other economic, environmental and social challenges</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>○ Levels of governance, i.e. international relations, nation-states, corporations, etc.</li> <li>○ Importance for sustainable development</li> </ul>

## Sustainability Leadership Responses: Levers for Change (Workshops 2 to 4)

### Workshop 2/ 4

<b>4. Employment and Operational Practices</b>	<ul style="list-style-type: none"> <li>○ The role of organisational culture, leadership, diversity, competencies and capabilities in driving radical organisational change</li> <li>○ The HR cycle (employee selection, training, motivation and incentives) in embedding sustainability through an organisation</li> <li>○ Voluntary standards and sectoral initiatives to improve environmental and social performance</li> <li>○ The role of reporting, labelling, stakeholder engagement and risk management to drive operational improvement</li> </ul>
<b>5. Cooperation, Collaboration &amp; Partnerships</b>	<ul style="list-style-type: none"> <li>○ Emerging trends in the discourse and practice of partnership in a business context</li> <li>○ Different collaborative forms and their functions</li> <li>○ Pitfalls and myths around partnership working</li> <li>○ Evolution of stakeholder engagement and its implications for business</li> <li>○ Tools for partnership working</li> <li>○ Measuring success and impact of partnerships</li> <li>○ Case studies of cross-sectoral and multi-stakeholder partnerships/ alliances/ networks/ non-traditional groupings to tackle sustainability challenges</li> </ul>
<b>6. Sustainable Production &amp; Consumption</b>	<ul style="list-style-type: none"> <li>○ Systems approach to sustainable value chains, with a focus on food systems and industrial manufacturing systems</li> <li>○ Cradle-to-cradle/ closed-loop/ full life cycle design and production / eco-efficiency and eco-effectiveness / dematerialisation</li> <li>○ The concept of the circular economy</li> <li>○ Role of reporting, procurement and certification as drivers for change across the value chain</li> <li>○ Supply chain collaborations and partnerships</li> <li>○ Influencing consumption, including the role of labelling, choice editing, product design and marketing</li> </ul>

### Workshop 3

<b>7. Sustainable Finance &amp; Investment</b>	<ul style="list-style-type: none"> <li>○ Sustainability risks and opportunities in the financial sector</li> <li>○ Introduction to financial markets</li> <li>○ Changing finance – integration of ESG factors, transparency, corporate governance, active ownership, accounting, reporting, and long-term thinking</li> <li>○ Financing change – redirecting financial resources towards social/environmental return, including climate finance, entrepreneurial finance, responsible/ethical investment</li> <li>○ Levers for change and sectoral initiatives across the banking, investment and insurance sectors, e.g. UNEP FI, Equator Principles, Climatewise</li> <li>○ Policy reform for the finance system</li> </ul>
<b>8. Government Policy &amp; Regulations</b>	<ul style="list-style-type: none"> <li>○ Policies and regulation to address climate change and enable the transition to a low carbon economy</li> <li>○ Comparison of different policy instruments and approaches .e.g. incentives, taxes, market-based instruments (e.g. carbon trading), voluntary initiatives, mandatory legislation, nudge theory</li> <li>○ Role of business and civil society in shaping sustainability policy and regulations, including politics of lobbying</li> <li>○ Systems approach to policy development</li> </ul>

<b>9. Sustainable Design &amp; Technology</b>		<ul style="list-style-type: none"> <li>○ Aims of sustainable design and technology</li> <li>○ Design principles e.g. cradle-to-cradle, and design approaches / philosophies e.g. bio-mimicry, inclusive design, lifecycle thinking and material flow analysis</li> <li>○ The role of sustainable design in product innovation</li> <li>○ Decision support tools e.g. EIA, SEA for influencing design in projects</li> <li>○ Interdisciplinary design for sustainable cities and infrastructure, and design for the developing world</li> <li>○ The relationship between technology and society, and the role of radical and disruptive technological innovation for sustainability</li> <li>○ Emerging industries and sources of innovation within the corporate setting through open innovation platforms and crowd-sourcing.</li> </ul>
<b>Workshop 4 / 2</b>		
<b>10. Sustainable Business Models, Strategy and Governance</b>		<ul style="list-style-type: none"> <li>○ Embedding sustainability in core business strategy</li> <li>○ Business model innovation for sustainability</li> <li>○ Entrepreneurship for sustainability, including social enterprise, 'green' business, 'base of the pyramid' models, etc</li> <li>○ Ownership models and corporate governance as drivers for sustainability</li> <li>○ Influence of organisational values on ethical standards and behaviour</li> <li>○ Voluntary codes and sectoral initiatives to improve transparency, accountability and/or prevent bribery and corruption</li> </ul>
<b>11. International Governance</b>		<ul style="list-style-type: none"> <li>○ Introduction to global governance landscape, including key institutions, agencies and international negotiations and agreements to address sustainability challenges</li> <li>○ Relationship between international trade and sustainability, including environmental regulations, trade disputes and their implications for sustainability.</li> <li>○ Business, human rights and corruption</li> <li>○ Role of voluntary regulation, UN conventions and norms and global business coalitions in driving change e.g. Ruggie Principles, UN Global Compact and EITI</li> <li>○ Role of the private sector in international development</li> <li>○ Role of multi-nationals in institutional capacity building and addressing the infrastructure 'void' in emerging and developing economies.</li> </ul>
<b>12. Communication, Advocacy &amp; Education</b>		<ul style="list-style-type: none"> <li>○ Insights from behavioural economics, psychology, neuroscience and the social sciences around behavioural change</li> <li>○ Communicating scientific evidence, risk and uncertainty – the role of narrative, emotion, socialisation, data visualisation, identity</li> <li>○ Communication as listening and influencing, and the implications for business</li> <li>○ The role of sustainability reporting</li> <li>○ The potential for marketing and branding to move beyond educating customers to "selling sustainability" and effecting genuine social change.</li> <li>○ Insights from advocacy, campaigning and behavioural change</li> <li>○ The role of new technologies and communication/media channels</li> <li>○ Learning and pedagogy for sustainability and systems thinking</li> </ul>
<b>Cross-cutting content on Leadership and Change</b>		
Leadership practices	System-level leadership / change	<ul style="list-style-type: none"> <li>○ (Disruptive) innovation</li> <li>○ Transition theory</li> <li>○ Large-scale behaviour change</li> </ul>
	Individual leadership/ change	<ul style="list-style-type: none"> <li>○ Leadership qualities, traits, styles, skills, knowledge and experience</li> <li>○ Individual change-agency</li> <li>○ Listening and dialogue, storytelling and effective conversations</li> <li>○ Personal resilience</li> </ul>
	Organisational leadership/ change	<ul style="list-style-type: none"> <li>○ Types/ models for change</li> <li>○ How do organisations really change?</li> <li>○ Organisational innovation and learning</li> </ul>

Leadership perspectives	Future-orientation	<ul style="list-style-type: none"> <li>○ Visioning</li> <li>○ Future fit business</li> </ul>
	Systems perspectives	<ul style="list-style-type: none"> <li>○ Holistic and interconnected thinking</li> <li>○ Navigating complexity and uncertainty</li> <li>○ Intervention points</li> </ul>
	Ethics and values	<ul style="list-style-type: none"> <li>○ Individual and organisational integrity</li> <li>○ Values-based leadership</li> </ul>
	Critical thinking	<ul style="list-style-type: none"> <li>○ Reflexivity</li> <li>○ Navigating complexities in the knowledge base</li> </ul>
<b>E-modules</b>		
<b>13. Research Skills</b>	<ul style="list-style-type: none"> <li>○ Research strategy and process</li> <li>○ Introduction to qualitative and quantitative research</li> <li>○ Research ethics</li> <li>○ Research approaches, including interdisciplinary, case study and action research</li> </ul>	
<b>14. Leadership for Sustainability</b>	<ul style="list-style-type: none"> <li>○ Leadership theory</li> <li>○ Drivers of sustainability leadership</li> <li>○ Characteristics of leaders for sustainability</li> <li>○ Sustainability leadership in action</li> <li>○ Entrepreneurs as sustainability leaders</li> </ul>	
<b>15. Corporate Philanthropy</b>	<ul style="list-style-type: none"> <li>○ Arguments for and against philanthropy from a sustainability perspective</li> <li>○ The business case for corporate philanthropy</li> <li>○ Corporate philanthropy modes and mechanisms</li> <li>○ How to make corporate philanthropy effective</li> </ul>	