Master’s in Sustainability Leadership Flexible Route
Stage 2 (PG Diploma in Sustainable Business)
Outline of Course Modules and Indicative Content

The modules are delivered through a combination of preparatory online materials in advance of the residential workshops and sessions at the workshops.

In view of the rapidly evolving nature of the field, please note that the content is subject to change.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Indicative Module themes</th>
<th>Indicative Delivery Period</th>
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</thead>
</table>
| **Foundation Concepts:** Concepts for a Sustainable Future | Global pressure and trends  
Sustainability models  
Systems thinking | Stage 1 (PCSB) workshops                                                             |
| **Economic Actors Leading System Change**         | A new narrative for the economy  
Building the business case  
Business leading systems change | **Leadership for Sustainability:** Foundations                                            |
| **Leadership for Sustainability:** Foundations    | Leadership characteristics  
Leadership purpose  
Leadership in place/context | **Levers within organisations:** Strategy, Governance and Culture                        |
| **Organisational strategy and business models**   | Organisational culture  
Corporate governance | **Levers within organisations:** Operational Practices                                   |
| **Levers within organisations:** Operational Practices | Operational practices  
Human Resource Management practices  
Communications & education /employee engagement | **Online**                                                                           |
| **Levers within organisations:** Corporate Philanthropy | Reasons to engage in corporate philanthropy as part of a sustainable transition  
Modes of corporate philanthropy  
Strategic corporate philanthropy | **December workshop**                                                                   |
| **Enabling levers:** Sustainable Design and Technology | Sustainable design  
Sustainable technology  
Technological innovation | **Levers beyond organisations:** Value Chains and Collaborations                        |
| **Value chains, especially engaging suppliers and consumers** | Collaborations and partnerships  
Communications & education / external stakeholder engagement | **Enabling levers:** Sustainable Finance                                                |
| **Sustainability and banking, including central banking** | Sustainability and investment  
Sustainability and insurance | **Levers beyond organisations:** Policy and Governance                                   |
| **Government policy and regulation**              | International governance | **July workshop**                                                                     |
Leadership for Sustainability: Mindsets and practices
- Connected leadership
- Collaborative leadership
- Creative leadership
- Courageous leadership
- Acting and reflecting on leadership for a sustainable future

Online and at various workshops

Academic Skills
- Development of a research question
- Academic writing
- Academic literature reviews
- Research methodologies and skills
- Research ethics

Online and at various workshops

In Stage 2 (the Postgraduate Diploma), students need to cover 4 out of the 7 levers-based modules that are included in the MSt in Sustainability Leadership. To do so, they will do the online module “Levers within organisations: Corporate Philanthropy” and will have the option to pick either Block 1 or Block 2 as shown below.

<table>
<thead>
<tr>
<th>Block 1</th>
<th>Block 2</th>
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<tbody>
<tr>
<td><strong>Enabling levers:</strong> Sustainable Design and Technology (December)</td>
<td><strong>Levers beyond organisations:</strong> Value Chains and Collaborations (December)</td>
</tr>
<tr>
<td><strong>Levers within organisations:</strong> Strategy, Governance and Culture (April)</td>
<td><strong>Enabling levers:</strong> Sustainable Finance (July)</td>
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<tr>
<td><strong>Levers within organisations:</strong> Operational Practices (April)</td>
<td><strong>Levers beyond organisations:</strong> Policy and Governance (July)</td>
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</tbody>
</table>

Each residential module is offered annually so, in addition to choosing which Block to attend, Diploma students also have the option of whether they attend each one in either the first or second year of their stage i.e. students electing to study Block 1 could attend all the residential modules in year one, all in year two or spread them out across the two years of the Diploma.

Those Diploma students that are admitted to stage 3 (the Masters stage) must then attend whichever Block of modules they did not attend during stage 2. Again, they would have the option to attend each residential module in either year one or year two of the Masters stage.