



Master's in Sustainability Leadership

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.

Module Title	Indicative Module themes	Indicative Delivery Period
Foundation concepts: Concepts for a sustainable future	Global pressure and trends Sustainability models Systems thinking	September workshop (continuous route) or PCSB (flexible route)
Foundation concepts: Economic actors leading system change	A new narrative for the economy Building the business case Business leading systems change	
Leadership capabilities for a sustainable future: Foundations	Leadership characteristics Leadership purpose and performance Leadership in place/context	
Levers within organisations: Strategy, governance and culture	Organisational strategy and business models Organisational culture Corporate governance	April workshop
Levers within organisations: Operational practices	Operational practices Human resource management practices Communications & education /employee engagement	
Levers within organisations: Corporate philanthropy	Reasons to engage in corporate philanthropy as part of a sustainable transition Modes of corporate philanthropy Strategic corporate philanthropy	Online
Enabling levers: Sustainable design and technology	Sustainable design Sustainable technology Technological innovation	December workshop
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	July workshop
Levers beyond organisations: Policy and governance	Government policy and regulation International governance	



Leadership capabilities for a sustainable future: Mindsets and practices	Connected leadership Collective 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

Continuous route students attend the residential modules in a set order: September and April in year one then December and July in year two.

By the end of the Masters stage (stage 3) flexible route students will have attended all the same residential modules as continuous route students, but they can choose which block they attend in which stage. In stage 2 (the Diploma), they will have the option to pick the Organisational stream, the Value Chains stream or the Finance stream. Please note that the diploma stream does not necessarily have to match the stream chosen during the Postgraduate Certificate.

Organisational stream	Value Chains stream	Finance stream
Enabling levers: Sustainable design and technology (December, Year 1) Levers within organisations: Strategy, governance and culture (April) Levers within organisations: Operational practices (April) Leadership capabilities for a sustainable future: Mindsets and practices (April)	Enabling levers: Sustainable design and technology (December, Year 1) Levers beyond organisations: Value chains and collaborations (December) Levers beyond organisations: Policy and governance (July) Leadership capabilities for a sustainable future: Mindsets and practices (December)	Enabling levers: Sustainable design and technology (December, Year 1) Enabling levers: Sustainable finance (July) Levers beyond organisations: Policy and governance (July) Leadership capabilities for a sustainable future: Mindsets and practices (July)

Each residential module is offered annually so, in addition to choosing the Diploma stream, flexible route students also have the option of whether to attend two stream-related modules in either the first or second year. All students in the Diploma will be required to attend the module on **Enabling levers: Sustainable design and technology** in the December of Year 1, since that is meant to offer the opportunity for the whole cohort to come together and meet in person.

In Stage 3, flexible route students must attend whichever modules they did not already attend during stage 2. Again, they have the option to attend each residential module in either year one or year two of the Masters stage.