



Master of Studies in Sustainability Leadership

Detailed Curriculum Outline

The first workshop and accompanying preparation provides the three foundational modules of the course, on which the rest of the programme is structure. The wider context in which business operates is emphasised, as well as the many actors and stakeholders within the system with which business must engage effectively in order to bring about meaningful change.

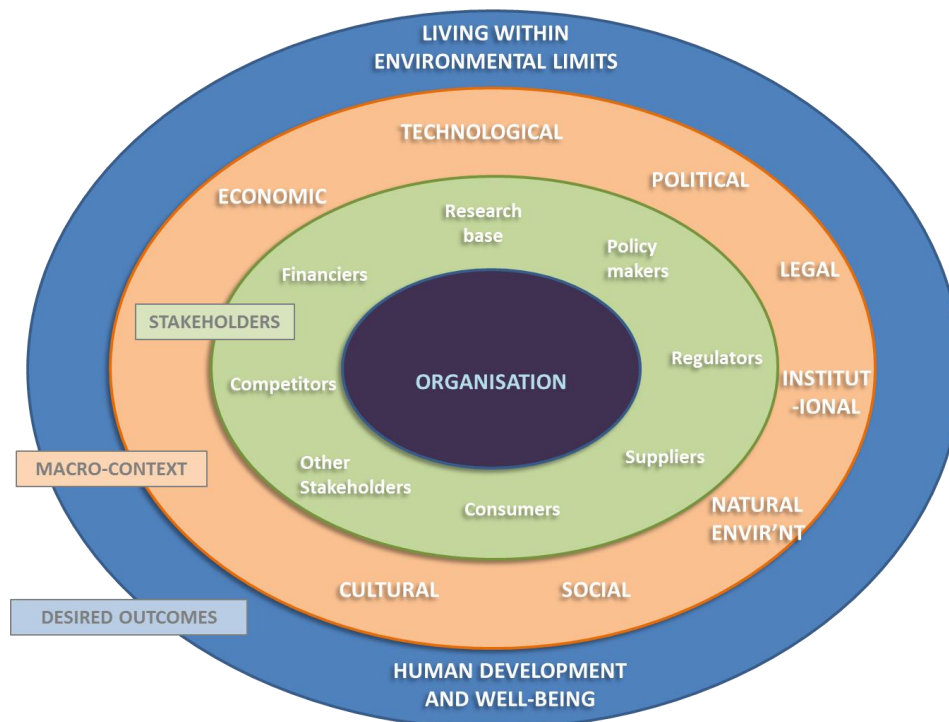


Figure 1: The broader business context covered in the first workshop and throughout the programme

Workshop 1 (Year 1, Modules 1-3)

1. Sustainability Trends, Pressures and Concepts

The concept of sustainability is often associated with the seminal publication of *Limits to Growth* in 1972 by the [Club of Rome](#), which argued that population growth, combined with an increase in resource use and prosperity, would mean that the earth was likely to face an ecological crisis. Since then, the idea of sustainability – and the related concept of sustainable development defined by the 1987 Brundtland Commission as “development which meets the needs of the present without

compromising the ability of future generations to meet their own needs” – has grabbed the attention of governments, industry, academics and civil society alike. The concept of ["five capitals"](#) (natural, social, human, financial, technological) and the degree to which these capitals can be substituted has subsequently provided the focus of many a debate on what “sustainable development” looks like. More recently, the work of the [Stockholm Resilience Centre](#) in identifying nine planetary boundaries where there is a risk of ‘tipping’ beyond a safe operating space for humanity, and Oxfam’s [‘doughnut’ model](#), which builds on these planetary boundaries with the concept of social boundaries, have further developed the discourse around sustainability.

This module starts with an opportunity to unpack the conceptual basis for ‘sustainability’ and ‘sustainable development’, exploring the relevance of a range of frameworks and models with specific reference to a business context. Whilst the concept of sustainability is not without its tensions, there is nonetheless an ever-growing consensus, supported by credible scientific evidence, that urgent action is necessary. The module therefore considers the evidence base for the most urgent social, environmental and economic challenges facing the world, looking at key drivers, pressures and trends at a global scale. Specific challenges such as climate change, ecosystem decline and natural resource depletion, poverty and inequality, and the structure and performance of the economy are considered in some detail. We also look at the nature of sustainability challenges as systemic, complex, uncertain and characterised by personal resistance to change, and explore the implications of this for responding effectively.

Past and current speakers for this module include:

- Prof Andrew Hoffman, University of Michigan's Ross School of Business and School of Natural Resources and Environment
- Prof Nigel Leader-Williams, Director Conservation Leadership, Department of Geography, University of Cambridge
- Tony Juniper, Campaigner, writer, sustainability advisor and environmentalist
- Prof Danny Ralph, Director of the Centre for Risk Studies, University of Cambridge
- Prof Jochen Runde, Professor of Economics & Organisation, University of Cambridge Judge Business School
- Dr Emily Shuckburgh, Head of Open Oceans, British Antarctic Survey, Cambridge.
- Prof Will Steffen, Climate Change Institute, Australian National University

2. *The Business Case for Action*

Having explored the external operating context and the challenge this presents for sustainability, this module explores the implications for business and begins to build the strategic business case for responding proactively. An increasing number of 21st century businesses are starting to understand material implications of immediate system pressures and long-term trends (social, environmental and economic) and want to build resilience and sustainability into their strategy and operations. As explored in the most recent [The Future in Practice: The State of Sustainability Leadership 2013](#), Polly Courtice concludes that “many top executives... believe that sustainability programmes enhance their companies’ short- and long-term value through improved brand reputation, cost savings from resource efficiency, and revenue generation potential from new markets and products”.

This module charts the changing relationship between business and society as part of the ‘quest for sustainable business’, taking a critical look at the purpose and value of business, engaging students in reflection on the ultimate goals of industry and development, and the role that business and policy leaders can and should play in achieving this vision. The module explores the concepts of

materiality and approaches to stakeholder analysis and mapping, exploring how these can be used to shape an organisation's understanding and awareness of those social, environment and economic trends on which it has an impact and by which it is impacted. Students start to build the business case for action within their own industry and organisational context using these tools and approaches. A key focus is on developing the strategic business case for action, hearing from industry experts who have sought to mainstream sustainability into core business strategy, and demonstrate the business rationale for transformative action.

Past and current speakers for this module include:

- Mike Barry, Head of Sustainable Business, Marks and Spencer
- Richard Burrett, Partner, Earth Capital Partners LLP
- Oliver Dudok van Heel, Head of Corporate Responsibility, Freshfields Bruckhaus Deringer, and author of an Economy that Works (Aldersgate Group).
- Gareth Llewellyn, Director for Safety and Sustainable Development, Network Rail
- Derry Newman, Chairman SunnyMoney-Solar Aid, and former CEO Solar Century
- Dr Wayne Visser, Founder and Director of Kaleidoscope Futures, CSR International and Sustainability Market.

3. Leadership for Sustainability

The Master's programme is built around the understanding that sustainability leadership is about embracing an approach that is:

- long-term
- systemic
- interdisciplinary
- inclusive
- innovative

Such leadership combines a clear vision for change with the ability to work as part of complex, adaptive systems to drive progress. This module begins to look at '**systems thinking**' – a cross-cutting theme throughout the programme – exploring the nature of leadership in the context of risk, complexity and uncertainty, and the individual, organisational and contextual characteristics that facilitate positive responses to sustainability challenges. The module then focuses on leadership for change, looking at the dynamics of system and organisational change, as well as the role of the individual as an agent for change. Students identify a personal change challenge or leadership opportunity, which they will explore over the course of the programme using an action inquiry approach.

The module combines theoretical insights with practical tools and real-life insights from industry leaders grappling with these challenges and opportunities as they seek to respond strategically. The aim of this module is to set the context for the leadership content running throughout the whole programme, including the Leadership E-module (see below).

Past and current speakers for this module include:

- Visiting Prof Charles Ainger, Engineering for Sustainable Development, University of Cambridge
- Neil Carson, Chief Executive, Johnson Matthey plc
- Dame Polly Courtice, Founder-Director, CISL
- Paul Gilding, environmentalist and author

- Gail Klintworth, Group Customer Director for Old Mutual, and former Chief Sustainability Officer at Unilever
- Dr Stephen Peake, Senior Lecturer in Environmental Technology at The Open University and teaching fellow at the University of Cambridge Judge Business School
- Annette Stube, Director of Group Sustainability, A.P. Moller – Maersk

In response to the challenges and opportunities explored in the first three modules at the first workshop, the subsequent nine modules (three workshops) are all about leadership responses and potential 'levers for change' that might be deployed by business leaders to address such challenges and opportunities.

These levers include:

- those within an organisation's direct control, such as its operational and employment practices, or business model and strategy;
- those parts of the wider system that business can seek to influence such as international governance or government policy and regulation;
- or they might be cross-cutting levers such as collaboration, co-operation and partnerships or communication, advocacy and education.

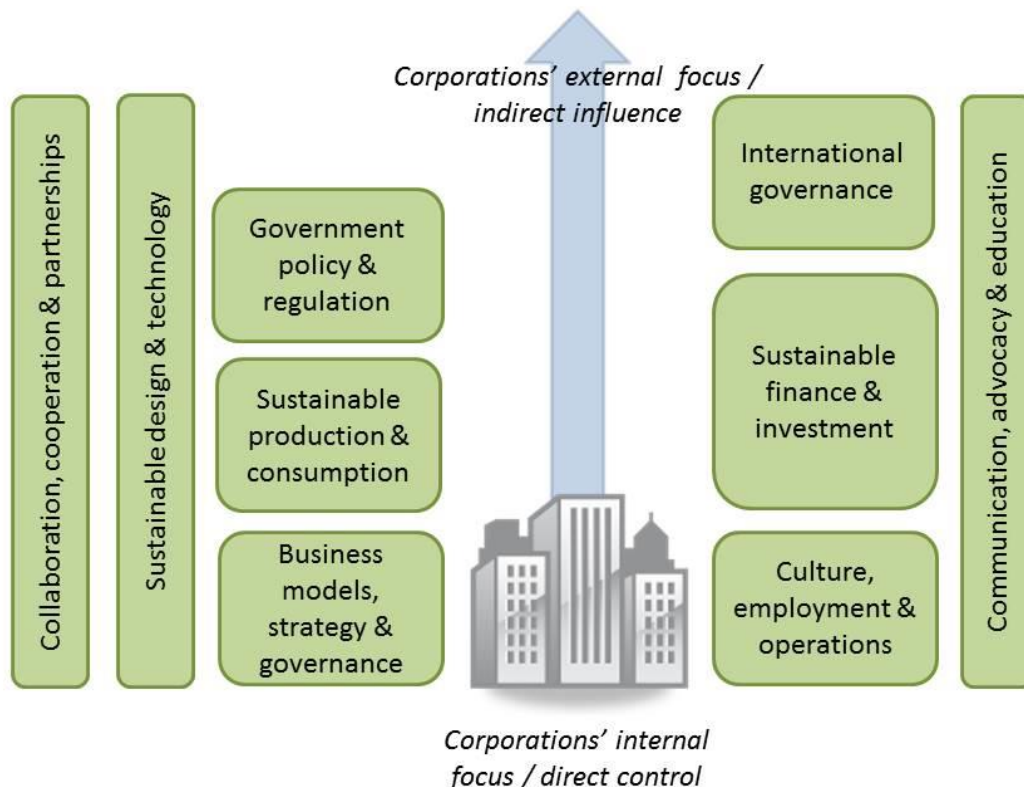


Figure 2: Internal, external and cross-cutting levers for change covered in modules 4-12 of the Master's programme

In all the following modules, relevant analytical frameworks/ theories and best practice case studies are used to encourage students to consider barriers and opportunities for enhancing the use of each “lever for change”, and how they and their organisation can deploy these mechanisms.

We also ‘spotlight’ a particular sustainability challenge at each workshop e.g. climate change; poverty and inequality, providing students with the opportunity to dig deeper into the nature of particular challenges and how specific leadership interventions could make a real difference in this area.

Workshop 2 (Year 1, Modules 4-6)

Or Workshop 4 (Year 2, Modules 9-12)

In this workshop, we ‘spotlight’ the challenge of biodiversity decline, depletion of natural capital and threats to ecosystems and their services. We explore further the scientific evidence base regarding current and future pressures and trends, and unpack the implications for industry and the business case for responding.

4. Employment and Operational Practices

Bettley and Burnley (2008, p.899) argue that operations are “the vehicle by which business strategy is implemented, and perhaps even more importantly, it is the main agent responsible for so many sustainability impacts”.¹ Operational practices affect how much energy and materials resources are consumed, the nature and extent of emissions and wastes produced, and working conditions and practices both internally and along the supply chain.

In this module, we consider how a desired/ required level of operational performance can be achieved and improved through the use of sustainability codes and standards, stakeholder engagement and risk management. We critically examine the role of voluntary standards and sector-led initiatives to improve environmental and social performance, such as ISO 14001 and ISO 26000, as well as the use of integrated management systems. The role of reporting, labelling, stakeholder engagement and risk management are also unpacked in relation to operational practices.

Recognising that “employee well-being and environmental performance do interact in a significant way with operational performance” (Pagell and Gobeli, 2009),² the module also examines how an organisation’s human resources can be deployed more effectively to achieve improved sustainability performance. Blending theoretical insights with practical tools and real-life case studies, this module explores the relationship between a company’s workforce and radical transformation to a sustainable business model. We take a critical look at organisational culture, leadership, diversity, competencies and capabilities, employee selection and training, and employee motivation and incentives, as well as the process of organisational and individual change necessary to get to where companies need to be.

¹ Bettley, A. & Burnley, S. 2008. Towards Sustainable Operations Management Integrating Sustainability Management into Operations Management Strategies and Practices. In: Misra, K. B. (ed.) *Handbook on Performability Engineering*. London: Springer-Verlag.

² Pagell, M. & Gobeli, D. 2009. How Plant Managers' Experiences and Attitudes Toward Sustainability Relate to Operational Performance. *Production & Operations Management*, 18, 278-299.

Past and current speakers for this module include:

- Nadine Exter, Head of Business Development, Cranfield School of Management
- Dr Kate Grosser, Lecturer in CSR and Gender, La Trobe University
- Jon Harding, Head of Culture and Values, Barclays
- Andrew Hobday, Chief Sustainability Officer, Mars
- Dr Jochen Menges, University Lecturer in Human Resources & Organisations, University of Cambridge Judge Business School
- Geoff McDonald, former Global VP for HR, Marketing, Communications, Sustainability & Water, Unilever
- Carmel McQuaid, Director of Sustainable Business, Marks and Spencer

5. Cooperation, Collaboration & Partnerships

Over the past two decades, partnerships and other forms of cross-sector collaboration have attracted much attention and have become a predominant way of structuring business-sustainability relationships. Such collaborative forms include alliances, coalitions, roundtables, public-private partnerships and multi-stakeholder partnerships (MSP), all of which have different functions and involve different levels of participation and configurations of stakeholder engagement. Arguably, partnerships have become mainstreamed as “an ideology not just a methodology” for collaboration and are now often regarded as “an indicator of a company’s commitment to good governance, social responsibility and sustainability” (Blowfield, 2013. p.188).³

However, business-sustainability partnerships are not without their detractors, and for such relationships to work, it requires considerable effort in making them “fit for purpose” (Blowfield, 2013) and ensuring that they are well understood and managed as an efficient mechanism for sustainable change. This module therefore explores emerging trends in the discourse and practice of partnership, particularly in a business context; different collaborative forms and their functions followed by some of the common pitfalls that face them; an introduction to tools used by partnerships to undertake stakeholder and context mapping, impact and theory of change analysis; and finally the thorny issue of measuring the success and performance of partnerships. A range of cross-sector and multi-stakeholder partnerships, alliances, networks and non-traditional groupings are explored, including the Forest Stewardship Council, Fairtrade and examples of business-initiated partnerships such as the Marine Stewardship Council and the Roundtable on Sustainable Palm Oil.

Past and current speakers for this module include:

- Sean Ansett, Chief Sustainability Officer at Fairphone, Acting Board Chair of Liberty&Justice Clothing, and former Executive Director of the Bangladesh Safety Accord
- Ken Caplan, BPD Water and Sanitation
- David Lawrence, Chairman of AIM-Progress, Board member of SEDEX, and former Compliance and Ethics Programme Director at Diageo
- Toby Middleton, UK Commercial Manager, Marine Stewardship Council
- Danielle Morley, Europe Communications Director for the Roundtable on Sustainable Palm Oil
- James Stacey, Partner, Earth Capital Partners
- Dr Darien Stibbe, The Partnering Initiative

³ Blowfield, M. (2013) *Business and Sustainability*, Oxford University Press.

6. Sustainable Production & Consumption

Whilst industry has contributed positively to human development (e.g. hygiene and health, jobs, housing), it has also created significant social, economic and environmental unsustainability – seen in rising carbon emissions, biodiversity loss, land degradation, and an increasing gap between rich and poor. These key global issues caused by – and impacting upon – production and consumption need to be tackled urgently, and need more adequate leadership responses from business, governmental bodies and the wider society.

In the business community, pressurised by NGOs, customers, end-consumers, shareholders and other key stakeholders in the supply chain, companies are starting to make positive changes ahead of binding legislations. This particular module focuses specifically on the *value chain* – the series of business activities that create and add value with every stage – from raw materials inputs, to industrial systems, to market outputs for consumers. The module highlights some of the sustainability pressures companies are facing in their global supply chains, and emphasises the business opportunities presented by sustainable production and consumption.

Students will engage with sustainable production in manufacturing systems, exploring the concepts of cradle-to-cradle, closed loop industrial systems, full lifecycle design and production, eco-efficiency and eco-effectiveness, and the circular economy. We then look at food production, the tensions between the challenges of food security and maintaining biodiversity, and the potential for sustainable intensification. We consider the roles of reporting, procurement and certification as drivers for change across the value chain, and introduce various supply chain collaborations and partnerships, which are explored in conjunction with module 5 (above). Finally, we look at sustainable consumption and behavioural change, examining the levers of choice editing, labelling and marketing to shape consumer behaviour, and drawing on the latest psychological and cultural marketing theory. We examine what drives consumer and citizen behaviour and the role of business in supporting the transition to sustainable lifestyles.

Throughout the module, a wide range of case studies and leading practice will be examined, with insights from academia, NGOs and industry experts.

Past and current speakers for this module include:

- Ramon Arratia, European Sustainability Director, Interface
- Judith Batchelar, Director of Sainsbury's Brand, Sainsbury's
- Dr Nancy Bocken, Institute for Manufacturing, University of Cambridge
- Dr Claus Conzelmann, Vice President, Safety, Health & Environment, Nestlé
- Ian Ellison, Sustainability Manager, Jaguar Land Rover
- Professor Steve Evans, Institute for Manufacturing, University of Cambridge
- Professor Tim Lang, Professor of Food Policy, City University London
- Dr Benn Lawson, Judge Business School, University of Cambridge
- Prof Ken Peattie, Director, ESRC Centre for BRASS, Cardiff University
- Dr Ben Phalan, Department of Zoology, University of Cambridge.

Workshop 3 (Year 2, Modules 7-9)

In this workshop, we 'spotlight' the challenge of climate change and the transition to a 'green' (low carbon, resource efficient and socially inclusive) or 'sustainable' economy. We explore further the

current trends and pressures, and examine the role that business could play in increasing the pace and scale of change necessary to drive the transition.

7. Sustainable Finance & Investment

The capitalist market system judges the fundamental performance of business on its ability to generate a financial return on the financial capital invested. As a result, the performance of other forms of environmental and social capital – while well understood and relevant to economic success – are not accounted for, and are treated as “externalities”. There is no financial value attached to their preservation, let alone growth, and this plays a large part in accounting for why the world’s environmental and social capitals are being eroded at an accelerating rate and why the finance sector’s mainstream practices are facilitating, and rewarding, this trend. The 2007/8 financial crisis highlighted further challenges to do with risk taking in certain elements of the finance sector and the impacts of this risk taking on the real economy given the size and systemic nature of the finance sector in today’s global economy.

In responses to these challenges, the Sustainable Finance and Investment module looks at the three main finance sectors of banking, investment and insurance. Students explore the opportunities for change: ‘*changing finance*’ – a fundamental shift in behaviour and culture that integrates ESG (environmental, social, governance) factors and prioritises transparency, active ownership and long-term thinking; and ‘*financing change*’ – redirecting financial resources to invest in projects with a social and/or environmental return. Students will examine the role of corporate governance, active ownership, accounting, reporting, and a whole range of initiatives across the banking, investment and insurance sectors to drive change e.g. ‘responsible’, ethical and impact investment, initiatives such as the UNEP Finance Initiative and Equator Principles, values-based banking, microfinance, industry collaborations such as [Climatewise](#), and the role of policy reform.

Past and current speakers for this module include:

- Richard Burrett, Earth Capital Partners, and Co-Chair of the UNEP Financial Initiative
- Dr Nicky Dee, Research Associate, Entrepreneurial Finance, University of Cambridge
- Sagarika Chatterjee, Associate Director, Principles for Responsible Investment
- Jon Duncan, Head of Sustainability Research, Old Mutual Investment Group
- Dr James Gifford, Executive Director, Principles for Responsible Investment
- Anthony Hobley, Chief Executive Officer, Carbon Tracker Initiative
- Nick Robins, Co-Director, Inquiry into the Design of a Sustainable Financial System at UNEP, and former Head of the Climate Change Centre of Excellence, HSBC
- Dr Steve Waygood, Chief Responsible Investment Officer, Aviva

8. Government Policy & Regulations

The thinking behind modern environmental policies has evolved since they were first explicitly introduced in the 1960s. Such policies originally aimed to restrict sources of pollution, or protect specific areas such as nature reserves or national parks. Now the underpinning philosophy is more often described as an attempt to correct a market failure by pricing in a cost external to the market, known as an externality. Of course, sustainability policy encompasses much more than environmental issues. Social issues may include health and safety promotion, redistribution of wealth, the provision of public services, supporting social mobility, and promoting philanthropy.

Behavioural change is at the heart of all policy interventions. This module has a particular focus on policies and regulation to address climate change and enable the transition to a low carbon economy. It focuses predominantly on business and civil society as the main policy audience, and aims to begin exploring where policy might be essential in solving sustainability challenges, as well as considering what policy approaches work best in which circumstances, and introducing some of the issues around influencing policy development, especially on the part of business. Students will engage with the politics of sustainability, e.g. the role of governments in creating sustainable societies and political tensions associated with sustainability issues. We consider the efficacy of different policy instruments to address key sustainability challenges, including incentives, taxes and market-based instruments (e.g. carbon trading), with reference to real-time case studies across a range of sectors and policy issues. We also explore the policy drivers for innovation and change, and the role of business and civil society in shaping sustainability policy and regulations.

Past and current speakers for this module include:

- John Ashton CBE, Former Special Representative for Climate Change, UK Foreign and Commonwealth Office
- Ravi Baga, Head of Energy Policy at EDF Energy
- Prof Doug Crawford-Brown, Director of the Cambridge Centre for Climate Change Mitigation Research, University of Cambridge
- Dr Tom Counsell, Department of Energy and Climate Change, UK Government
- Prof Paul Ekins, Professor of Resources and Environmental Policy at and Director of the UCL Institute for Sustainable Resources, University College London
- Malini Mehra, founder & CEO of the Centre for Social Markets (CSM)
- Dr David Reiner, Senior Lecturer, University of Cambridge Judge Business School

9. Sustainable Design & Technology

This module is predicated on the notion, applicable to many endeavours, that we are more likely to achieve sustainability goals if we “look (and think) before we leap” (i.e. design) and if we use or develop the appropriate tools and equipment (i.e. technology) to support this. The module encompasses territory covered by entire disciplines, e.g. environmental engineering, and impinges on issues central to mainstream business, e.g. product innovation. We consider design in relation to made-made (physical or “technological”) products, infrastructure and systems, and – taking a systems view – their relationship with ecological, social and economic systems. We also explore the complex relationship between technology and society, looking to history to reveal lessons about the role of technology in transformational change, and critically examining the potential of technology as a lever to a more sustainable future.

Students will consider the aims of sustainable design and technology – efficiency, mitigation, resilience, adaptability, social inclusion, behavioural change – before considering design principles such “cradle-to-cradle”, and approaches/philosophies such as bio-mimicry, inclusive design, lifecycle thinking and material flow analysis. A wide range of contexts for sustainable design is explored, from design for the developing world, to interdisciplinary design for sustainable cities and infrastructure, to decision-support tools such as environmental and social impact assessment in projects, to product innovation and design. We also consider the role of radical and disruptive technological innovation, exploring emerging industries and sources of innovation within the corporate setting through open innovation platforms and crowd-sourcing.

Past and current speakers for this module include:

- Dr Alan Blackwell, Computer Laboratory and Crucible Network for Research in Interdisciplinary Design, University of Cambridge
- Dr Heather Cruikshank, Senior Research Associate, Centre for Sustainable Development, University of Cambridge Department for Engineering
- Dr Nicky Dee, Institute for Manufacturing, University of Cambridge
- Prof Dame Ann Dowling, Professor of Mechanical Engineering, University of Cambridge
- Prof Peter Guthrie, Professor of Engineering for Sustainable Development, University of Cambridge
- Dr Hugh Hunt, Department for Engineering (Climate Engineering), University of Cambridge
- Michael Pawlyn, Exploration Architecture and expert in Biomimicry.

Workshop 4 (Year 2, Modules 10-12) *(or Workshop 2 (Year 1, Modules 4-6))*

In this workshop, we ‘spotlight’ social challenges around poverty and inequality, with a particular focus on the relationship between business and society, business and (international) development, and business and human rights.

10. Sustainable Business Models, Strategy and Governance

[Adam Werbach](#), founder of Saatchi and Saatchi S and former Sierra Club president, argues that the only strategy worth pursuing for business is a “**sustainability strategy**”: a core business strategy understood in terms of the environment, culture, social responsibility and economic sustainability. Yet, traditional strategic management theory – premised on assumptions of short-term stewardship, shareholder primacy or traditional conceptualisations of the drivers for competitive advantage – doesn’t equip companies to deal with systemic uncertainty and risk, and the critical global sustainability challenges facing them in the 21st century.

In this module, students will critique conventional organisational strategy (and the accompanying theory) through a sustainability lens, and explore the value of a “systems approach” to strategy that enables business to re-purpose and re-position itself as a social enhancer and catalyst, strategically reconfigure the drivers that generate ‘value’ for business, and manage complexity in a way that could ultimately lead to strategic competitive advantage. We explore the emerging field of work around sustainable business models, including the link between entrepreneurship, innovation and sustainability, and the concepts of disruption and creative destruction. Students will have the opportunity to critically examine business models that claim to offer competitive returns for investors and customers while providing solutions to global challenges e.g. Base of the Pyramid, and evaluate their potential for driving transformation change.

Discussions about strategy and business model are intimately connected with issues of **governance**. Students will explore the implications of different ownership structures for achieving sustainability performance, including public listed companies versus privately owned, B-Corps, social enterprises and cooperative models. Issues of corporate governance such as the nature of power and influence between the board and key stakeholders, executive pay, the relative primacy given to shareholders versus stakeholders, and issues of integrity, trust-worthiness and reputation are also examined. Moreover, any organisation is influenced by the *wider* institutional and governance system. Businesses can exert influence over their wider governance context, for example pushing for the

development of voluntary principles or codes of practice. We look at this wider opportunity for system-level change, in conjunction with the module on International Governance (below).

Past and current speakers for this module include:

- Dr Mark Esposito, Associate Professor, Grenoble Graduate School of Business
- Oonagh Harpur, Senior Adviser, Tomorrow's Company
- Benet Northcote, Head of Corporate Social Responsibility, John Lewis Partnership
- Prof Alex Oliver, Professor of Philosophy, University of Cambridge.
- Prof Patrick O'Sullivan, Grenoble Graduate School of Business, Grenoble Ecole de Management
- Hugo Spowers, Chief engineer and Founder, Riversimple
- Dr Philip Stiles, University Senior Lecturer in Corporate Governance, University of Cambridge Judge Business School
- Dr Kim Tan, co-founder of the Transformation Business Network

11. International Governance

A multitude of multilateral institutions and agreements now make up the complex global governance context in which businesses operate. This module will focus particularly on international organisations (inter-governmental and non-governmental), multi-national corporations, and some of the key channels through which power and influence is often exercised: trade and economic development, legal instruments, and voluntary initiatives.

After an introduction to the global governance landscape – both organisations and agreements – we explore the relationship between international trade and sustainability, including a critical look at environmental regulations and trade disputes and their implications for sustainability. We then move on to look at the relationship between business, human rights and corruption. As industrial capabilities have enhanced, particularly in developing countries, many corporations have outsourced their core manufacturing processes, expanded into increasingly difficult areas, and increased offshore production of clothing and footwear, for example. There have been numerous implications of this from a governance perspective, with greater challenges for (ab)use of natural resources, the responsibility of business in relation to human rights, and “the race to the bottom” in terms of labour standards and workers’ rights related to “casualisation” of the workforce and increased contract-based work.

We consider the role of the ILO, UN Conventions and Norms, and the Ruggie Principles, alongside global business coalitions such as the UN Global Compact and the Extractive Industries Transparency Initiative, through a series of business case studies. Students then consider the relationship between business and (international) development, including the efficacy of international agreements such as the Millennium Development Goals and post-2015 Sustainable Development Goals, the increasing role of business in such agreements, and the role of the private sector in filling the institutional and infrastructure ‘void’ in emerging and developing economies.

Past and current speakers for this module include:

- Dr Markus Gehring, University Lecturer in International Law, University of Cambridge
- Professor Todd Landman, Pro-Vice-Chancellor, University of Nottingham
- Dr Catherine MacKenzie, University Lecturer in Law, University of Cambridge
- Professor Robert McCorquodale, Director of the British Institute of International and Comparative Law

- Sir Mark Moody-Stuart, former chair of Shell and former non-executive chairman of Anglo American PLC
- Kate Raworth, Economist, Senior Visiting Research Associate and lecturer at Oxford University's Environmental Change Institute.
- Salil Tripathi, Director of Policy, Institute for Human Rights and Business

12. Communications, Education & Advocacy

This module looks particularly at the role of knowledge and information in bringing about change, most specifically through the levers of communication, education and advocacy/campaigning. The relationship between information and change is complex. Research abounds on the inadequacy of imparting information alone as a strategy for bringing about change in deep-rooted, “hard-wired” habits, norms and systems. Yet it is also recognised that the ability to communicate, persuade and teach effectively are powerful tools in influencing society and human behaviour.

Insights from behavioural economics, psychology, neuroscience and the social sciences are informing our understanding of human behaviour and what motivates and enables people to change. The so-called “(information) deficit” model of public understanding and action – based on the assumption that uncertainty and inaction is caused by a lack of sufficient knowledge that can be overcome by providing adequate information – has now been widely discredited. Research demonstrates the importance of the institutional, physical and cultural context into which information is communicated, as well as the neurological, psychological, personality and social factors conditioning the ways in which people receive, interpret and relay information.

In this module, students will consider a multi-faceted approach to communication that: considers the importance of narrative, feelings, socialisation and reasoning as well as ‘facts’; incorporates insights from behavioural economics and psychology; and recognises that confrontational motives in communication are counter-productive and that scenarios with a ‘win-win’ objective are more compelling. An emphasis is put on listening and receiving, as much as imparting and relaying, as an essential dimension of communication. We critically examine the potential for marketing and branding to move beyond educating customers to “selling sustainability” and effecting genuine social change.

We then consider how advocacy and campaign groups have invested significant resources in understanding what drives behavioural change and building these insights into global and local campaigns. Students also engage with the role of new technologies and their implications for communicating and campaigning, both on the part of business and civil society. Finally, we consider the current body of research on how individuals and organisations learn, exploring the behaviours, skills and knowledge intrinsic to sustainability such as inter-disciplinarity and systems thinking – and the pedagogies that best facilitate learning in these areas – in a bid to embed sustainability thinking from early years right through to professional development.

Past and current speakers for this module include:

- Craig Bennett, Director of Policy and Campaigns, Friends of the Earth
- Dr Arlo Brady, Managing Director, Freud Communications
- Ann Finlayson, Director for SEEd (Sustainability and Environmental Education)
- Dr Candice Howarth, Global Sustainability Institute, Anglia Ruskin University
- Chris Rose, former director for Greenpeace and campaigner
- Dr Joe Smith, Senior Lecturer in Environment, Open University

Cross-cutting Content on Leadership and Change

At each of the residential workshops, there are also cross-cutting sessions on leadership practices and perspectives, helping to develop skills and behaviours to bring about change at an individual, organisational and system level. These are delivered through practical, often small-group sessions, with plenty of time for peer learning and exchange. The following areas are covered:

| | | |
|-------------------------|-----------------------------------|---|
| Leadership practices | System-level leadership / change | <ul style="list-style-type: none"> ○ (Disruptive) innovation ○ Transition theory ○ Large-scale behaviour change |
| | Individual leadership/ change | <ul style="list-style-type: none"> ○ Leadership qualities, traits, styles, skills, knowledge and experience ○ Individual change-agency ○ Listening and dialogue, storytelling and effective conversations ○ Personal resilience |
| | Organisational leadership/ change | <ul style="list-style-type: none"> ○ Types/ models for change ○ How do organisations really change? ○ Organisational innovation and learning |
| Leadership perspectives | Future-orientation | <ul style="list-style-type: none"> ○ Visioning ○ Future fit business |
| | Systems perspectives | <ul style="list-style-type: none"> ○ Holistic and interconnected thinking ○ Navigating complexity and uncertainty ○ Intervention points |
| | Ethics and values | <ul style="list-style-type: none"> ○ Individual and organisational integrity ○ Values-based leadership |
| | Critical thinking | <ul style="list-style-type: none"> ○ Reflexivity ○ Navigating complexities in the knowledge base |

E-Modules

A. Research Skills

This module covers the basic skills needed to undertake research, and is designed to equip students as they prepare to undertake their dissertations. The module is delivered via a series of guidance notes, readings and podcasts. Topics that are covered include:

- Requirements for conducting and analysing research;
- Research methodologies;
- Merits of quantitative and qualitative research methods;
- Academic referencing.

The e-module is accompanied by a series of face-to-face sessions at the workshops on the following topics:

- Academic resources and information management
- Research approach, design and methods
- Academic reading and writing
- Presentation skills

Past and current speakers for this module include:

- Dr Gemma Burgess, Research Associate and Lecturer on Research Methods, Department of Land Economy, University of Cambridge
- Dr Emma Coonan, Research Skills & Development Librarian, Cambridge University Library
- Dr David Frost, Senior Lecturer in Educational Leadership and School Improvement, Faculty of Education, University of Cambridge
- Anthony Haynes, Creative Director, The Professional and Higher Partnership
- Dr Angus Morrison-Saunders, Murdoch University

B. Leadership for Sustainability

This module presents a definition of sustainability leadership and sustainability leadership model based on the leadership literature and research by CISL. It is situated and compared to “conventional” notions of leadership.

The module is delivered via a series of guidance notes, readings and podcasts. Themes that are covered include:

- Leadership perspectives and theories
- Drivers of sustainability leadership
- Characteristics of leaders for sustainability
- Individual and organisational leadership
- Sustainability leadership in practice

The e-module is accompanied by a series of face-to-face sessions at the workshops on individual and organisational change.

C. Corporate Philanthropy

Having explored a spectrum of leadership responses to sustainability challenges and opportunities throughout the Master's, this e-module on Corporate Philanthropy is the last substantive teaching module on the programme. During the two years, students will hopefully have understood that sustainability should be integral to an organisation's core activities and not a 'bolt on' extra – a conceptualisation that differs from traditional CSR, which merely covered businesses' philanthropic initiatives.

In this final module we, in a sense, 'return to the beginning' to explore if – from a sustainability perspective – there is still a role for corporate philanthropy and, if so, in what form. A key message is that, to be effective as a sustainability 'tool', philanthropy should not be a separate undertaking, but should be integral to an organisation's sustainability strategy and, indeed, its business strategy.

The module is delivered via a series of guidance notes, readings and podcasts. Topics that are covered typically include:

- Arguments for and against philanthropy from a sustainability perspective
- The business case for corporate philanthropy
- Corporate philanthropy modes and mechanisms
- How to make corporate philanthropy effective