



Master of Studies in Sustainability Leadership

Learning Outcomes

By the end of the programme, successful participants should have enhanced their ability in the following areas:

Understanding and awareness

- Have a broad and deep understanding of the global social, environmental, economic and ethical 'system pressures' affecting business, government and civil society.
- Articulate the evolution of the sustainability debate and the conceptual frameworks that underpin it.
- Develop a multi-disciplinary perspective on sustainability, with insights from departments across the University, and understand the contribution of these fields in addressing sustainability challenges / opportunities
- Understand the systemic failings that drive unsustainability in our current economic system, and recognise the paradigm shifts necessary to achieve a sustainable economy
- Identify relevant aspects of the broader social, economic, political, technological and legislative environment, and potential levers for wider system impact
- Have a clear understanding of the major arguments advanced in the 'business case' for sustainable business, as well as the research and limitations surrounding these claims.

Leadership and Change

- Understand own personal leadership motivations and values, and how these align with wider business needs and drivers
- Understand a range of theories of organisational change and embedding sustainability, and analyse their own organisation's approach to change.
- Gain knowledge on the different theories, types, actors and levels of change and to be able to apply these to a sustainability context.
- Develop the ability to communicate sustainability-related messages effectively to non-sustainability target audiences.
- Embody the characteristics of a change agent for sustainability, including listening, building coalitions, identifying key leverage points, influencing/inspiring others, and resilience

Critical evaluation and analysis:

- Able to be reflective and reflexive regarding sustainability worldviews or paradigms and the assumptions that shape those views.
- Understand and interpret academic and practitioner theory and apply this to an organisation.
- Engage with complexity and contradictions in the knowledge base, challenge and critically review evidence, and apply their own opinions and judgement to sustainability issues.
- Competently follow and contribute to academic and practitioner debates on sustainability issues.

Engagement and collaboration:

- Able to work collaboratively across subject disciplines, institutional sectors and functional silos in order to advance sustainability goals.
- Able to work effectively in a group setting (in situ and remotely) and to show the ability to learn from this experience.

Innovative, creative and strategic response:

- Develop an appreciation for a variety of leadership responses to sustainability, including policy development, international agreements, partnerships, advocacy, etc.
- Apply learning from best-practice cases of how business, government and civil society are responding to complex sustainability challenges.
- Frame and develop business strategies that address sustainability challenge(s).

Academic Research:

- Appreciation of and experience with research methods and associated research skills.
- Able to access leading-edge insights and research on sustainability from leading Cambridge academics and other thought-leaders.
- Able to undertake sound sustainability-relevant research using an appropriate research methodology.
- Able to write in a clear, concise, coherent and academically rigorous way