

Master of Studies in Sustainability Leadership

Outline Course Content

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

Sustainability Leadership Responses: Levers for Change (Workshops 2 to 4)	
Workshop 2/ 4	
4. Employment and Operational Practices	<ul style="list-style-type: none"> ○ The role of organisational culture, leadership, diversity, competencies and capabilities in driving radical organisational change ○ The HR cycle (employee selection, training, motivation and incentives) in embedding sustainability through an organisation ○ Voluntary standards and sectoral initiatives to improve sustainability performance ○ The role of reporting, labelling, stakeholder engagement and risk management to drive operational improvement
5. Cooperation, Collaboration & Partnerships	<ul style="list-style-type: none"> ○ Emerging trends in the discourse and practice of partnership in a business context ○ Different collaborative forms and their functions ○ Pitfalls and myths around partnership working ○ Evolution of stakeholder engagement and its implications for business ○ Tools for partnership working ○ Measuring success and impact of partnerships ○ Case studies of cross-sectoral and multi-stakeholder partnerships/ alliances/ networks/ non-traditional groupings to tackle sustainability challenges
6. Sustainable Production & Consumption	<ul style="list-style-type: none"> ○ Systems approach to sustainable value chains, with a focus on food systems and industrial manufacturing systems ○ Cradle-to-cradle/ closed-loop/ full life cycle design and production / eco-efficiency and eco-effectiveness / dematerialisation ○ The concept of the circular economy ○ Reporting, procurement and certification as drivers for change ○ Supply chain collaborations and partnerships ○ Influencing consumption, including the role of labelling, choice editing, product design and marketing
Workshop 3	
7. Sustainable Finance & Investment	<ul style="list-style-type: none"> ○ Sustainability risks and opportunities in the financial sector ○ Introduction to financial markets ○ Changing finance – integration of ESG factors, transparency, corporate governance, active ownership, accounting, reporting, and long-term thinking ○ Financing change – redirecting capital to sustainability outcomes, including climate finance, entrepreneurial finance, responsible/ethical investment ○ Levers for change and sectoral initiatives across the banking, investment and insurance sectors, e.g. UNEP FI, Equator Principles, Climatewise ○ Policy reform for the finance system
8. Government Policy & Regulations	<ul style="list-style-type: none"> ○ Policies and regulation to address climate change and enable the transition to a net zero carbon economy ○ Comparison of different policy instruments and approaches .e.g. incentives, taxes, market-based instruments (e.g. carbon trading), voluntary initiatives, mandatory legislation, nudge theory ○ Role of business and civil society in shaping sustainability policy and regulations, including politics of lobbying ○ Systems approach to policy development
9. Sustainable Design & Technology	<ul style="list-style-type: none"> ○ Aims of sustainable design and technology ○ Design principles e.g. cradle-to-cradle, and design approaches / philosophies e.g. bio-mimicry, inclusive design, lifecycle thinking and material flow analysis ○ The role of sustainable design in product innovation ○ Decision support tools e.g. EIA, SEA for influencing design in projects ○ The relationship between technology and society, and the role of radical and disruptive technological innovation for sustainability ○ Emerging industries and sources of innovation within the corporate setting through open innovation platforms and crowd-sourcing.

Workshop 4 / 2	
10. Sustainable Business Models, Strategy and Governance	<ul style="list-style-type: none"> ○ Embedding sustainability in core business strategy ○ Business model innovation for sustainability ○ Entrepreneurship for sustainability, including social enterprise, 'green' business, 'base of the pyramid' models, etc ○ Ownership models and corporate governance as drivers for sustainability ○ Influence of organisational values on ethical standards and behaviour ○ Voluntary codes and sectoral initiatives to improve transparency, accountability and/or prevent bribery and corruption
11. International Governance	<ul style="list-style-type: none"> ○ Introduction to global governance landscape, including key institutions, agencies and international negotiations and agreements to address sustainability challenges ○ Relationship between international trade and sustainability, including environmental regulations, trade disputes and their implications for sustainability. ○ Business, human rights and corruption ○ Role of voluntary regulation, UN conventions and norms and global business coalitions in driving change e.g. Ruggie Principles, UN Global Compact and EITI ○ Role of the private sector in international development ○ Role of multi-nationals in institutional capacity building and addressing the infrastructure 'void' in emerging and developing economies.
12. Communication, Advocacy & Education	<ul style="list-style-type: none"> ○ Insights from behavioural economics, psychology, neuroscience and the social sciences around behavioural change ○ Communicating scientific evidence, risk and uncertainty – the role of narrative, emotion, socialisation, data visualisation, identity ○ Communication as listening and influencing, and the implications for business ○ The role of sustainability reporting ○ The potential for marketing and branding to move beyond educating customers to "selling sustainability" and effecting genuine social change. ○ Insights from advocacy, campaigning and behavioural change ○ The role of new technologies and communication/media channels ○ Learning and pedagogy for sustainability and systems thinking
Cross-cutting content on Leadership	
13. Leadership for Sustainability	<ul style="list-style-type: none"> ○ The evolving landscape of leadership theory ○ The goal of leadership: purpose and impact ○ Systems leadership and leading in complexity ○ Leading within and beyond the organisation ○ Personal leadership
E-modules	
14. Research Skills	<ul style="list-style-type: none"> ○ Research strategy and process ○ Introduction to qualitative and quantitative research ○ Research ethics ○ Research approaches, including interdisciplinary, case study and action research
15. Corporate Philanthropy	<ul style="list-style-type: none"> ○ 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