

## Master's in Sustainability Leadership

### Outline Course Content

Modules	Indicative content
<b>Introductory Modules (Workshop 1)</b>	
<b>Complex Systems and Future States</b>	<ul style="list-style-type: none"> <li>• Overview of the most urgent and complex system-level trends and pressures</li> <li>• Deeper dive into key social, environmental, economic challenges</li> <li>• Sustainability concepts and systems thinking</li> <li>• Future states and leadership aims</li> </ul>
<b>Rewiring the Economy</b>	<ul style="list-style-type: none"> <li>• Failings of current economic paradigms</li> <li>• Heterodox economics for a sustainable economy</li> <li>• New economic narratives and roadmaps for change</li> <li>• Financing the transition</li> </ul>
<b>The Business Case for Leadership</b>	<ul style="list-style-type: none"> <li>• The material implications of global trends for business</li> <li>• The business case for sustainability leadership</li> <li>• Driving system-level change through business</li> </ul>
<b>Sustainability Spotlights (Workshops 2-4)</b>	
<b>Social</b>	<ul style="list-style-type: none"> <li>• Inequality and poverty</li> <li>• Human rights</li> <li>• Diversity and inclusion</li> <li>• Transition to an inclusive, resilient economy</li> </ul>
<b>Nature</b>	<ul style="list-style-type: none"> <li>• Biodiversity and ecosystems</li> <li>• Nexus: food, energy and water</li> <li>• Transition to a circular, regenerative economy</li> </ul>
<b>Climate</b>	<ul style="list-style-type: none"> <li>• Climate trajectories</li> <li>• Mitigation and adaptation</li> <li>• Transition to a net zero carbon economy</li> </ul>

<b>Sustainability Leadership Responses: Levers for Change (Workshops 2 to 4)</b>	
<b>Workshop 2/ 4</b>	
<b>Organisational Strategy and Business Models</b>	<ul style="list-style-type: none"> <li>• Embedding sustainability in core business strategy</li> <li>• Business model innovation for sustainability</li> <li>• Entrepreneurship for sustainability</li> <li>• Ownership models</li> </ul>
<b>Governance (Corporate and International)</b>	<ul style="list-style-type: none"> <li>• Global governance and international agreements</li> <li>• Voluntary codes and sectoral initiatives</li> <li>• Private sector and institutional capacity building</li> <li>• Corporate governance</li> </ul>
<b>Communication &amp; Education</b>	<ul style="list-style-type: none"> <li>• Communication and behavioural insights</li> <li>• Language, discourse and narrative</li> <li>• Corporate communication: reporting, marketing, stakeholder engagement</li> <li>• Learning and pedagogy for sustainability</li> </ul>

<b>Workshop 3</b>	
<b>Sustainable Finance &amp; Investment</b>	<ul style="list-style-type: none"> <li>• Risk and resilience</li> <li>• Corporate governance (active ownership, fiduciary duty)</li> <li>• Reporting and disclosure</li> <li>• Redirecting capital</li> <li>• Sectoral initiatives and system-level reform</li> </ul>
<b>Government Policy &amp; Regulation</b>	<ul style="list-style-type: none"> <li>• Policy and regulation for a net zero carbon economy</li> <li>• Policy instruments and approaches</li> <li>• Systems approaches to policy development</li> <li>• Business influence and engagement</li> </ul>
<b>Sustainable Design &amp; Technology</b>	<ul style="list-style-type: none"> <li>• Sustainable design aims and principles</li> <li>• Design processes, techniques and tools</li> <li>• Technology and society – ethics and values</li> <li>• Disruptive innovation and technological / societal change</li> </ul>
<b>Workshop 4 / 2</b>	
<b>Organisational Culture and Practices</b>	<ul style="list-style-type: none"> <li>• Organisational culture and change</li> <li>• Employment practices and employee engagement</li> <li>• Operational practices to drive sustainability performance</li> <li>• Voluntary codes and standards</li> </ul>
<b>Cooperation, Collaboration &amp; Partnerships</b>	<ul style="list-style-type: none"> <li>• Collaborative forms and functions</li> <li>• Pitfalls and myths around partnership working</li> <li>• Tools for partnership working</li> <li>• Measuring success and impact of partnership</li> </ul>
<b>Sustainable Production &amp; Consumption</b>	<ul style="list-style-type: none"> <li>• Sustainable production and consumption systems</li> <li>• Sustainable production in manufacturing and food systems</li> <li>• Influencing consumption and sustainable lifestyles</li> <li>• Supply chain collaborations and partnerships</li> </ul>
<b>Corporate Philanthropy (self-paced E-Module)</b>	<ul style="list-style-type: none"> <li>• History of philanthropy</li> <li>• Corporate philanthropy: modes and mechanisms</li> <li>• Strategic philanthropy and impact</li> </ul>
<b>Cross-cutting Modules</b>	
<b>Leadership and Change</b>	<ul style="list-style-type: none"> <li>• Systems change and leadership: mind-set and models</li> <li>• Organisational transformation, innovation and learning</li> <li>• Personal change agency</li> <li>• Leadership practices (purpose and values, experimentation, storytelling, adaptive capacity, personal resilience)</li> <li>• Leadership for sustainability (self-paced E-module)</li> </ul>
<b>Academic skills</b>	<ul style="list-style-type: none"> <li>• Academic writing (self-paced E-module)</li> <li>• Academic research (self-paced E-module)</li> </ul>