UNIVERSITY OF
LEADING THE WAY
WESTMINSTER⌗

PROGRAMME SPECIFICATION

Course record information

Name and level of final award	**MSc in Sustainability Management and Innovation** The MSc Sustainability Management and Innovation is a Master degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards	Postgraduate Diploma in Sustainability Management and Innovation (120 credits) Postgraduate Certificate in Sustainability Management and Innovation (60 credits)
Awarding body/institution	University of Westminster
Teaching Institution	University of Westminster
Status of awarding body/institution	Recognised Body
Location of delivery	Marylebone Campus
Language of delivery and assessment	English
Mode, length of study and normal starting month	One year full time. September start.
QAA subject benchmarking group(s)	Business and Management (postgraduate)
Professional statutory or regulatory body	n/a
Date of course validation/Revalidation	December 2019
Date of programme specification approval	January 2021
Valid for cohorts	2021-22
Course Leader	Dr Martin Mathews
Course URL	westminster.ac.uk/courses/postgraduate
Westminster course code	PMBSM18F (FT)
HECoS code	100078
UKPASS code	TBC

Admissions requirements

There are standard minimum entry requirements for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: westminster.ac.uk/courses/postgraduate/how-to-apply

Recognition of Prior Learning

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information: *westminster.ac.uk/recognition-of-prior-certified-learning.*

Aims of the course

The MSc in Sustainability Management and Innovation explores the challenges and opportunities that societal and environmental issues create for organisations.

Sustainability is one of the 21st century's most pressing concerns; it is the key question of our generation. It is time to change the way businesses function, moving away from the 20- century model of 'take, make, use and dispose'. Capitalism must find new business models which impact less on the environment and contribute more to the creation of a better society. The 2030 Agenda for Sustainable Development was adopted by all United Nations States in 2015. At its heart lie 17 Sustainable Development Goals (SDGs), which represent an urgent call for action. The Agenda recognises that ending poverty and other deprivations must go hand in hand with business strategies that improve health and education, reduce inequality and spur economic growth.

The MSc in Sustainability Management and Innovation is structured around three themes; analyse of sustainability issues (both social and environmental), development of possible innovative solutions (collaborative, innovative business models, projects and products), and implementation and change management.

The aims of the course are to;

- develop students' understanding of the relationship between business and society and the importance of creating value for all stakeholders,
- critically analyse the social and environmental impacts of organisations,
- examine how businesses can contribute to solving some of the most pressing issues confronting society as outlined by the UN's SDG's,
- put into practice new business models, processes, products and services which may contribute to solving these problems,
- explore the leadership qualities and organisational change frameworks which may transform modern organisations,
- provide students with concrete examples of sustainability in action through guest speakers, field trips and 'hands on' projects such as the 'Trash Hack'.

Employment and further study opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses

- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

The UK government has introduced a number of laws based on the above mentioned SDG's. This has created an environment where organisations are being pushed to re- evaluate their strategies. As Mr Mike Barry, Director of Sustainable Business at Marks and Spencer, notes, 'businesses need to …transform themselves in the next decade on environmental (and social) issues. In order to bring about the necessary changes, organisations (and regions and cities) will need to employ graduates capable of analysing the most pressing environmental and societal problems their organisation faces, devise collectively possible solutions and new strategies and then push through these changes in their respective organisations.

As such there is an increasing demand for the following types of employees.

- **Sustainability consultants**; a job title that covers a wide range of activities, under the generic theme of promoting sustainable solutions. Helping businesses develop an environmental conscience, while simultaneously saving money by making choices that positively impact the earth and all who live on it.
- **Environmental consultants;** similar to the above but involved in the analysis of the impact an organisation's products and processes has on the environment. This may include environmental impact analysis or carbon footprint measurement, for instance.
- **Sustainability project manager (cities and regions)**; managing and leading on specific sustainability projects including multi-year EU and UK funded projects. Project managers also support the rollout and marketing of agreed initiatives across the sustainability sectors. The types of projects in cities and regions, for example, may include sustainable drainage systems and sustainable coastal cities.
- **Sustainability reporting manager**; responsible for managing, reporting and compliance obligations, this involves improving and operating reporting processes for non-financial KPIs including energy, waste etc. It also involves collaborating with other teams across the business on topics such as energy management, IT security, modern slavery, HR etc. Using this data, the graduate will also be accountable for identifying the most important initiatives to take to reduce costs and impacts, then working to develop investment cases for property or projects to address those issues. This role identifies and develops specific projects that improve the organisations sustainability
- **Product sustainability manager**; drives the development of more sustainable products by acting as a subject matter expert on sustainability to provide input into product development & renovation across brands by providing guidance on natural and synthetic ingredients, packaging materials & processes. Builds sustainability capability & awareness throughout R&D and marketing. Works closely with the wider sustainability team to identify emerging sustainability issues and integrate relevant issues into the organisation's tools and processes**.**

A key feature of the MSc in Sustainability Management and Innovation is the module Sustainability in Practice where the students must work collaboratively with an organisation on a sustainability issue pertinent to that organisation. Students will collaborate with organisations in range of ways, from interviews and research to a (uncredited) internship at the end of the course.

The module Sustainability Analytics and Reporting is being designed in collaboration with the Carbon Trust, who run similar training courses in organisations around the world. Students on this module will have the opportunity to become proficient in up to date methods and techniques to enable them to measure and analyse the environmental impact of organisations.

In order to ensure that the course content and learning outcomes continue to be relevant WBS proposes the creation of a specific Advisory Board for this degree.

Course learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement and are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course. On successful completion of the course, students will be able to;

Knowledge and understanding (KU)

KU1; Demonstrate a deep and systematic understanding of the mutual dependencies between business, society and the environment.
KU2; Demonstrate the capacity to critically analyse the key characteristics of innovative, sustainable and entrepreneurial business models.
KU3; Critically analysis of the complex key contemporary challenges that sustainability, both societal and environmental, pose to organisations and how these challenges can lead to innovative solutions.
KU4; Demonstrate a deep and systematic understanding of the theories and frameworks relating to organisational change and ethical leadership and their application to different organisational contexts.
KU5; Demonstrate a capacity to develop innovative solutions to global problems caused by organisations' activities, policies and processes and therefore contributing to making organisations more sustainable
KU6; Critically assess how the concept of sustainability can be applied in a variety of contexts

Specific skills (SS)

SS1; Critically analyse and professionally present data linked to sustainability and materiality reporting according to accepted international norms
SS2; Analyse complex organisational problems from the point of view of sustainability using the advanced research methodologies and critically evaluate their effectiveness.
SS3; Critically evaluate the impact of complex sustainability projects and processes in a wide range of organisational and cultural contexts

Key transferable skills (KTS)

KTS1; Select and proficiently apply an appropriate research methodology to the analysis of a complex current sustainability problem, develop and present in a professional manner innovative and transformative solutions
KTS2; Communicate effectively to different audiences by collecting and presenting data to a professional standard
KTS3; Build positive interpersonal relationships by working in a group or team context towards an agreed goal, taking into account diverse and different cultures and opinions
KTS3; Analyse complex organisational sustainability problems and propose adequate solutions

The following table shows the mapping of the course learning outcomes (CLOs) to the eight core modules (M 1 – 8)

	7SUEV002W	7MARK024W	7DIBU009W	7LEAD028W	7BUSS025W	7SUEV003W	7SUEV004W	7SUEV005W
KU1	x	x					x	x
KU 2	x		x	x		x		x
KU 3	x	x		x	x	x	x	
KU 4			x	x				
KU 5	x				x	x		x
KU 6		x	x		x	x		x
SS1							x	
SS2	x	x	x	x	x	x	x	x
SS3		x	x		x	x	x	
KTS1	x			x		x	x	x
KTS2		x	x	x		x		
KTS3	x	x	x	x	x			
KTS4	x	x	x		x	x	x	x

Learning, teaching and assessment methods

Learning:
Considerable emphasis is placed on independent research and study. Student centred activities in seminars and workshops will employ a range of techniques to illustrate and develop key concepts, such as case studies and short videos. Quizzes, voting technology and participative software such as Padlet will be employed to stimulate and review learning.

Individual activities aim to improve personal effectiveness as a creative, self-directed learner examining and analysing existing problems and proposing creative, inclusive solutions. Many modules include a choice of assessment subject so that the students will be able to exercise their agency in choosing subjects of particular interest to them. Team activities will aim to create a creative environment where all points of view are taken into account in diverse teams and develop the skills associated with managing groups and teams.

The 'Sustainability in Practice', places the student at the centre of the learning process. The student must collaborate and consult with an organisation in order to diagnose a sustainability problem or issue and make concrete recommendations to resolve those problems.

Different types of field trips will be organised to innovative local companies such as Alara wholefoods, Space Ape games, or Bottletop as well as field trips to innovative 'green clusters' such as Frieburg or Mumbai in order to examine how sustainability is managed in a particular socio-economic space. The accommodation, travel and insurance costs for these trips are covered within tuition fees.

Building on WBS experience at an undergraduate level, collaborative group projects such as the 'Trash Hack' will be an opportunity to extend the notion of 'sustainability in action'.

Teaching:

The course will be delivered through a full range of teaching methods, including individual and group learning sessions and block teaching according to particular module specifications. Where possible core theories and frameworks will be studied in and applied to real world examples and situations. Field trips and exhibition visits, both by module and course, will be arranged to illustrate concrete examples of sustainability in action. Guest presenters from industry, consultants, and NGO's will be invited to address the students both at module and course levels.

'CSR and Sustainability in Context' will be the capstone module of the course. It will take the students out of their familiar classroom situation and confront them with the complexities of different economic, political and cultural systems, enabling them to understand how different contexts impact on sustainability issues for businesses as well as engaging with actors who are enacting different solutions to sustainability questions. To this end students will meet and engage with entrepreneurs, NGOs, local authorities in order to comprehend the multi-dimensional nature of sustainability in different contexts. Possible class trip destinations include a plastic themed visit to Mumbai, India, a entrepreneurial themed visit to Freiburg, Germany (considered one of the greenest cities in Europe with an entrepreneurial 'green cluster') or an ocean themed visit to the Maldives where rising sea levels threaten the very existence of the country.

Assessment:

Assessment across the course is designed to address key course learning outcomes (CLOs). Central to the MSc in Sustainability Management and Innovation is the notion of developing a deep understanding of the relationship between organisations, society and the environment. To this end assessment is centred on critical enquiry and reflection on both societal and environmental problems in the 21st century. Furthermore, assessment will evaluate a student's capacity to develop, both individually and collectively, a problem-solving approach and to communicate possible solutions and innovations in a persuasive, professional manner, both verbally and in writing.

Where possible, assessment will allow the student's to express their agency by including an element of choice of topic, domain or organisation in an element of assessment.

Course assessment outline

Module	7SUEV002W	7MARK024W	7DIBU009W	7LEAD028W	7BUSS025W	7SUEV003W	7SUEV004W	7SUEV005W
Individual Assignment(s)	2000 words	2000 words	2000 words	2000 Words Reflective assignment (2000 words)	2 x 2000 words	2000 and 8000 words	2 x 2000 words	3000 words
Group assignment	presentation	Hash track comp-etiton	Start-up case study	Role play and storyboard.	n/a	n/a	n/a	presentatio n

Course structure

This section shows the core modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year.

Credit Level 7				
Module code	**Module title**	**Status**	**UK credit**	**ECTS**
7SUEV002W	Strategies for a Sustainable Future	Core	20	10
7MARK024W	Marketing for a Sustainable World	Core	20	10
7DIBU009W	Digital Disruption and Sustainable Innovative Business Models	Core	20	10
7LEAD028W	Leadership and Change Management in a Complex World	Core	20	10
7BUSS025W	Collaboration, Cooperation and Green Supply Chains	Core	20	10
7SUEV003W	Sustainability in Practice	Core	40	20
7SUEV004W	Sustainability Analytics and Reporting	Core	20	10
7SUEV005W	CSR and Sustainability in Context	Core	20	10

Professional Body Accreditation or other external references

n/a

Academic regulations

The current Handbook of Academic Regulations is available at westminster.ac.uk/academic-regulations. In some cases course specific regulations may be applicable.

How will you be supported in your studies?

Course Management

The course is situated in the School of Organisations, Society and Economics. A course leader will be designated by the head of school.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Campus Registry. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides

advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students. Further information on Blackboard can be found at westminster.ac.uk/blackboard.

Learning Support

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments. Further information on the Academic Learning Development Centre can be found at westminster.ac.uk/academic-learning-development.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students[1] can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their College. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student and Academic Services department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. Further information on the advice available to students can be found at westminster.ac.uk/student-advice. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at westminster.ac.uk/students-union.

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel in 2019. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the College to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including evidence of student achievement, reports from external examiners in order to evaluate the effectiveness of the course.

A Course revalidation takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with Revalidation panels to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess how the course has been running.

How do we act on student feedback?

---

[1] Students enrolled at Collaborative partners may have differing access due to licence agreements.

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through student engagement activities at Course/Module level, students have the opportunity to express their voice in the running of their course. Student representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the student representatives.

- There are also School Staff Student Exchange meetings that enable wider discussions across the School. Student representatives are also represented on key College and University committees.

- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.

- The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.