University of Cambridge: Programme Specifications
Every effort has been made to ensure the accuracy of the information contained in this programme specification. At the time of publication, the programme specification has been approved by the relevant teaching Faculty or Department. It is, however, natural for courses to develop and change over time and we reserve the right, without notice, to withdraw, update or amend this programme specification at any time.

Postgraduate Certificate in Sustainable Business

1	**Awarding Body**	University of Cambridge
2.	**Teaching Institution**	Cambridge Programme for Sustainability Leadership
3.	**Accreditation Details**	Postgraduate Certificate, 60 CATS points
4.	**Name of Final Award**	Postgraduate Certificate in Sustainable Business
5.	**Programme Title**	Postgraduate Certificate in Sustainable Business
6.	**UCAS Code**	
7.	**Benchmark Statement(s)**	
8.	**Qualifications Framework Level**	Level 7
9a.	**Date of Revision**	June 09
9b.	**Last Reviewed**	June 09

The University of Cambridge Programme for Sustainability Leadership (CPSL) works with business, government and civil society to build leaders' capacity to meet the needs of society and address critical global challenges. Our seminars and leadership groups and our partnerships with those who make or influence decisions are designed to transform public and private sector policies and practices and build greater understanding of our interdependence with one another and the natural world. Our Network of alumni brings together the most influential leaders in the world who share an interest in and a commitment to creating a sustainable future.

CPSL is an institution within the School of Technology. We work in close collaboration with individual academics and many other departments of the University. HRH The Prince of Wales is our patron and we are also a member of The Prince's Charities, a group of not-for-profit organisations of which His Royal Highness is President.

Aims of the Programme
PCSB's aim is to help organisations address the following challenges, and to identify the strategic opportunities for sustainable practice:

- Defining the boundaries of corporate responsibility in relation to today's global challenges

- Devising and implementing effective approaches to socially responsible business, which at the same time encourage innovation and competitiveness

- Responding to the diverse social, environmental and economic expectations of stakeholders and society at large

- Identifying the critical skills and experience that will enable an organisation to achieve its sustainability objectives.

Learning Outcomes of the Programme

Understanding and awareness:	• Display a broad understanding of current and emerging sustainability issues, their relevance to business, and be familiar with the evolution of the sustainability debate and with the conceptual frameworks that underpin it.
	• Understand the systemic failings that drive unsustainabilities in our current economic system, and recognise the paradigm shifts necessary to achieve a sustainable economy
	• Recognise and understand a range of perspectives and worldviews which shape stakeholder (including shareholder) opinion and actions.
	• Identify relevant aspects of the social, economic, political and legislative environment, and recognise their links to sustainable development and their relevance to their own organisation's strategies and operations.
Evaluation and analysis:	• Understand and interpret academic and practitioner theory and apply to business
	• Engage with complexity and contradictions in the knowledge base
	• Apply their own criteria and judgement to sustainability issues
	• Understand a range of theories of organisational change and analyse own organisation's approach to change
	• Challenge and critically review evidence and propositions
Critical review, challenge, engagement and collaboration:	• Engage in professional debate about sustainability issues with colleagues from other job functions
	• Work collaboratively across organisations, functions, sectors and regions
Innovation, creativity and strategy:	• Respond innovatively and creatively to emerging social and economic trends that pose risks or opportunities for their organisation
	• Frame and develop business strategies that address (one or more) sustainability challenges
	• Utilise and enhance mainstream business strategy and processes to achieve sustainability goals
	• Adapt mainstream strategy to build in resilience

Teaching methods

- Academic and practitioner inputs on key issues: contributors drawn from the University of Cambridge and from other teaching and research institutions, as well as leading edge practitioners from within the programme's extensive network
- Individual and collaborative project work: Theoretical and practical are undertaken by participants, using their own professional settings as the main point of reference
- Support and facilitation provided by a team of programme tutors
- Informal and formal collaboration with fellow participants via email, teleconferences, face-to-face meetings,
- A dedicated online resource (a 'learning zone') to support sharing of learning and resources.

Assessment

Assignment	Length (words)	Distribution of marks
1 – Case Review	3000	One third
2 - Group Project	5000 -7000	One third
3 - Strategy Paper	2000	One third
	10 000+	

Programme Structure

1. A three week preparatory phase
2. A 1.5 day workshop in London, plus two, 2.5-day workshops, held in Cambridge
3. A work-based, collaborative project (assessed)
4. Two individual tasks: a Sustainability Challenge leading to a Case Review and a Strategy Paper (both assessed)

Programme Requirements

Undergraduate degree or proven ability to study at Postgraduate level. Good standard of English.

Further information

Graduate Employability

There is a perceived growth in 'green collar jobs' in the UK and internationally. This programme enhances the ability of candidates to secure, and to perform well in those jobs. Companies are also increasingly requiring candidates for mainstream jobs to have a sophisticated understanding of sustainability issues and responses, and the PCSB programme therefore increases candidates' general employability.

It is understood that PCSB is now acknowledged to be the leading accredited sustainability leadership programme in the UK, and possibly internationally.

Managing Teaching Quality and Standards

Cambridge Programme for Sustainability Leadership is careful in the selection in those involved in delivery of the programme, and provides significant support, guidance and briefing to ensure that delivery is to CPSL's high delivery standards. This includes tutor handbooks, speaker briefings, and norming exercises to ensure tutors are all marking to the same standard.

Each workshop is fully evaluated on the content, process and the extent to which it meets participants' objectives. The programme team and tutors review this feedback and take it into account when planning future workshops.

Assessment practice

In common with other Faculties and Departments, CPSL takes particular care to ensure that common standards are applied across all elements of examinations and across all candidates. This means:

    i)   assessment is undertaken consistently to ensure that standards are set and maintained at an appropriate level and that the learning outcomes are properly considered;

    ii)   principles, procedures and processes of all assessments are explicit, valid and reliable;

    iii)   there are robust mechanisms for marking and for the moderation of marks and that assessment is conducted with rigour, fairness and a due regard for security.

CPSL uses the following assessment practices recommended by the University guidelines:
http://www.admin.cam.ac.uk/offices/education/quality/assessment/practices.html

    i)   detailed marking criteria (see Annex 1 Table 1)
    these are drawn up for specific courses (and, where appropriate, specific modules and assignments) as a benchmark against which the assessors mark work; the criteria are circulated (eg in course handbooks and on the Learning Zone) to allow participants to plan their study and reflect on the outcome of their assessment

    ii)   double marking
    this ensures robustness of assessment particularly in more qualitative fields where subjectivity may be involved. CPSL has clear guidelines (see below) for assessors over what further action is required where marking discrepancies arise

    iii)   model answers
    in order to guide participants on matters of focus and emphasis, examples of (anonymised) past papers are posted on the Learning Zone;

    iv)   grading scheme (see Annex 1 Table 2)
    CPSL adopts a University-wide grading scheme which aims to assess performance while allowing for appropriate discrimination between candidates;

    v)   mechanisms for the exchange of opinion
    CPSL ensures that assessors (tutors) undertake a 'norming exercise' at the beginning of each course. This entails the grading of identical sets of three sample papers (of varying quality) prior to the course – and then meeting up to compare assessment approaches and the application of criteria and the grading scheme. A second 'exchange of opinion' forum is the Examiners' meeting which takes place 8-10 weeks after the course – this is an opportunity for 3 examiners to comment on the grading and feedback provided by the assessors (tutors), prior to confirming final grades.

Student Support
Participants are provided with significant support, including:

    -   participants handbook and guidelines
    -   an online resource base
    -   a dedicated Cambridge Programme for Sustainability Leadership team to handle enquiries and deal with any issues that may arise
    -   each participant is allocated a tutor who has primary responsibility for supporting their academic work on the programme. Tutors are available at and beyond workshops (via phone and email, and where necessary for face to face meetings).

Indicators of Quality

The programme has two key indicators of quality:

- Participant feedback
- Examiner's feedback

Participant feedback

Participant evaluation of the programme is carefully reviewed. The following chart shows participants' overall rating of the programme for each cohort, including a trend line which indicates an overall upwards trend.

Overall Programme Rating
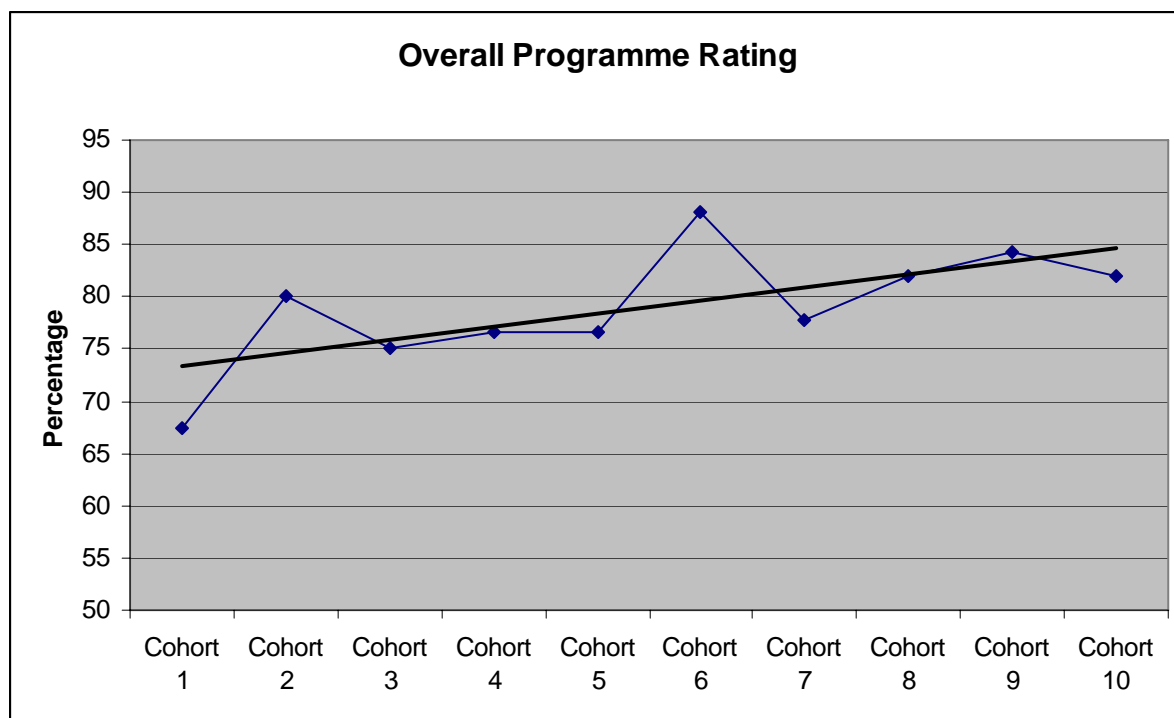
Examiners feedback

The following comments are extracted from the most recent examination process:

External examiner's comments:

"*As usual, the work presented across this year's portfolios was of a good standard, often interesting and with some refreshingly different perspectives taken by one or two of the candidates this year. The assignments were very appropriate in terms of assessing the learning outcomes of the course and the assessment criteria involved were both well designed and appropriately applied. The course has continued its key strength of helping those already involved in the management of organizations to reflect on how their organizations and particular projects close to their interests interrelate with the key concepts and issues on the sustainable business agenda.* "

Examiners meeting minutes:
"The examiners indicated that they were, in general, very happy with the quality of work submitted and of tutor feedback, in fact it was agreed that the participants are very fortunate to receive such detailed and constructive feedback. It was noted that there was good evidence of candidate progression from the first to the second papers."