

PROGRAMME SPECIFICATION 2022-23

POSTGRADUATE DIPLOMA IN SUSTAINABLE BUSINESS

Awarding body	University of Cambridge
Teaching institution	Cambridge Institute for Sustainability Leadership
Accreditation details	Postgraduate Diploma
Name of final award	Postgraduate Diploma in Sustainable Business (120 CAT points)
Programme title	Postgraduate Diploma in Sustainable Business
UCAS code	N/A
HECoS code(s)	100079 (business studies)
Relevant QAA benchmark statement(s)	None
Qualifications framework level	7 (Masters)
Date specification produced	August 2022

The University of Cambridge Institute for Sustainability Leadership (CISL), an institute within the School of Technology, has run executive development programmes in sustainability for over 30 years, with open programmes in the UK, Europe, North America, South America, South Africa and Australia, and customised programmes for many leading organisations. CISL has a global alumni base of over 20,000 senior leaders from business, government and civil society.

The Postgraduate Diploma in Sustainable Business (PG Dip) is a Master's-level postgraduate programme. It is a flexible, practically-applied option for continued professional development, exploring innovations in sustainable business. It is equivalent to two-thirds of a Master's, and is delivered by the University of Cambridge Institute for Sustainability Leadership (CISL).

Students take three years to complete this course, in two Stages. Stage 1 comprises one of the Postgraduate Certificates in Sustainable Business, and Stage 2 provides students with the opportunity to take a 'deep dive' into emergent innovations and levers for change in a business context. Learning is highly collaborative and practical, underpinned by academic rigour.

The Diploma is designed for senior and mid-career managers from around the world with at least three years' work experience. The programme attracts those pursuing a flexible and practical approach to exploring sustainability leadership, with practical assignments. Applicants are drawn from a range of industrial sectors, as well as those from a not-for-profit or public sector background.

Aims of the Programme

The Postgraduate Diploma in Sustainable Business aims to provide an academically grounded, highly participatory and applied forum for learning around topical sustainability issues, to help professionals develop:

- a strong foundation in wider global social, environmental and economic trends, and the strategic business case for change
- the knowledge, skills and confidence to critically engage with a range of strategies and

tools for practical action

- an on-going capacity to work with others to co-create solutions to complex problems, and contribute to a wider community of learning and practice

Learning Outcomes

- By the end of the PG Dip, successful students should have enhanced their ability in accordance with the learning outcomes shown in the table below. The table also demonstrates the progression in learning outcomes for students who continue to the MSt Sustainability Leadership Stage 3 flexible route. The learning outcomes will be addressed through both the teaching elements of the course and the assignments.

	Postgraduate Certificate in Sustainable Business		Postgraduate Diploma in Sustainable Business		Master of Studies in Sustainability Leadership	
<i>1. The changing global context, the case for a radical shift from current systems and structures, and the role of business</i>						
LO1A	Understand...	+	Analyse...	+	Evaluate structural dimensions of...	...global economic, environmental, and social pressures and trends from a multi-disciplinary and systems perspective
LO1B	Articulate...	+	Analyse...	+	Evaluate and establish...	...the need for a radical shift from current systems and structures to address complex systems-related problems and opportunities
LO1C	Understand...	+	Analyse...	+	Assess and generate...	...the case for business leading systemic change
<i>2. A sustainable future, and the potential synergies, tensions in achieving it</i>						
LO2A	Understand...	+	Analyse...	+	Assess...	... conceptualisations of sustainability and key dimensions of a sustainable future, such as regeneration, inclusion, net zero carbon and resilience
LO2B	Identify...	+	Analyse...	+	Evaluate and generate responses to address...	... synergies and tensions between dimensions of a sustainable future
<i>3. Potential strategies and pathways to leverage change both within and beyond organisations to achieve a sustainable future</i>						
LO3A	Identify and apply...	+	Analyse and apply...	+	Evaluate and apply a broad and deep range of...	...research and best practice on levers for change for embedding sustainability within organisations
LO3B	Identify and apply...	+	Analyse and apply...	+	Evaluate and apply a broad and deep range of...	...research and best practice on levers for change beyond organisations for wider system impact

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LO3C	Identify and apply...	+	Analyse and apply...	+	Evaluate and apply a broad and deep range of...	...theories of change and innovation at an organisational and system level
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4. Personal leadership and effective action as an agent of change						
LO4A	Identify and demonstrate...	+	Develop...	+	Assess and apply advanced concepts that enhance...	...the thinking, values and practices that support effective personal leadership
LO4B	Identify and demonstrate...	+	Develop...	+	Generate impact through...	...personal contribution to effective action as a change agent
5. Sustainability insight, knowledge, and research for specific contexts						
LO5A	Identify and apply...	+	Analyse and apply...	+	Evaluate and apply a broader and deeper range of...	...existing academic and practitioner knowledge on a range of fields and topics to address sustainability challenges and opportunities in specific contexts
LO5B	Generate...	+	Generate further...	+	Generate advanced...sustainability-relevant research in an individual and group context
6. Communication and engagement, individually and collaboratively, to advance the sustainability agenda						
LO6A	Create... ...entry-level academic and specific organisational contexts	+	Create... ...academic and specific organisational contexts	+	Create... ...an advanced academic level, and organisational contexts	...clear, concise, and logically ordered written and verbal communications appropriate to ...
LO6B	Contribute to...	+	Contribute further to...	+	Generate...	...effective and collaborative engagement with peers and wider networks as part of a learning community

Programme Structure

The Postgraduate Diploma in Sustainable Business (PGDip) is designed to enable students who have completed a CISL Postgraduate Certificate (PG Cert) to continue their learning and development with the Institute¹. It builds on the teaching of PG Certs and will extend students' knowledge and understanding of key topical sustainability themes and cutting edge responses.

Individuals who have not completed one of the PG Certs can apply directly for the PG Dip. Once accepted on to the PG Dip they must complete one of the CISL PG Certs. The PG Cert counts as Stage 1 of the PG Dip. Having passed Stage 1 they progress on to Stage 2 of the Diploma. The full PG Diploma takes 3 years to complete if students' progress immediately from Stage 1 to Stage 2, but students can elect to take a break between the stages. Places for stage 2 cannot be deferred and students electing to take a gap will need to reapply for stage 2.

- Following successful completion of the PG Dip alumni can apply to continue to a full Masters via our new Master of Studies in Sustainability Leadership flexible route (Stage 3). This third stage takes an additional 2 years of part-time study.

Teaching and Learning Methods

For Stage1, primary approaches to teaching and learning are:

- taught plenary and small group sessions by academics and practitioners, who are thought-leaders and/or case study contributors
- group work, involving dialogue, debate and presentations throughout the taught modules, as well as a group research assignment
- experiential techniques including role plays, simulations, debates and field trips
- individual work, involving structured reading and reflection, research, and written presentation of findings on selected topics
- support and facilitation by a CISL-led team of faculty, tutors and supervisors from within the University
- E-learning programme, including an online module, structured reading/preparation, and informal discussion.

For Stage 2, the same approaches are used, with a stronger emphasis on:

- co-creating solutions in a collaborative working environment
- students leading content, reflecting the nature of the programme and the seniority/experience of students,

Assessment

Students undertake a number of assessed and non-assessed assignments. They are supported by assigned experts (Tutors or Supervisors) to support the completion of the assignments. Assignments are marked by a group of experienced CISL Faculty.

The assignments are designed to ensure integration of the student's learning with their

¹ Alumni of PCSB and PCSVC who have completed the course since 2008 are eligible for immediate entry on to the PGDip. Alumni prior to 2008 and Alumni of the now defunct Postgraduate Certificate Cross Sector Partnerships are not currently eligible for entry to the PGDip. This is due to the fact that the course they completed did not meet the accreditation standard required for Postgraduate study at a Master's level and therefore they do not have the 60 credits required to enter the PGDip.

workplace context.

Stage 1

During Stage 1 of the PG Dip students choose to complete one of CISL's Postgraduate Certificates. Information about the assessments can be found in the programme specification for the Postgraduate Certificate in Sustainable Business.

Stage 2

Assessed assignments

- A 4000 word Analytical Case Study, which focuses on sustainability leadership practices generally in their own organisation. A short presentation is also required in relation to this piece of work.
- A 3000 word Literature Review Essay to identify and explore a knowledge gap or area of contention within the existing literature.

Non-assessed assignments

The following are non-assessed but, nevertheless, required:

- Work through preparatory materials in advance of the residential workshops.
- Participate in a set number of oral presentations hosted by their peers and interactive virtual teaching sessions by programme contributors
- Complete two E-modules on the topic of Academic Writing and Philanthropy. These combines lessons, tasks, student-led discussions and written exercises.
- Attend two virtual introduction to assignment events and assignment supervision.

Entry Requirements

Acceptance on to the programme relies upon:

- Having completed the Postgraduate Certificate in Sustainable Business (or the Postgraduate Certificate in Sustainable Value Chains) since 2008.
- Or applying to the PG Dip and successfully completing Stage 1 (ie one of the PG Certs).
- Access to appropriate computer technology and internet software.
- Ability to pay the course fees or identify a sponsoring institution.

Prospective students must be able to demonstrate:

- Possession of an undergraduate degree from a recognised university, or evidence of equivalent work experience/achievement and ability to read for a Master's-level programme;
- An acceptable ability in written and spoken English language (evidence will be required of applicants' proficiency if English is not their first language);
- A minimum of 3 years' work experience after graduation;
- An endorsement from their employing institution supporting their application, required time commitment for the programme and ideally support for the assignments being undertaken in the context of a sustainability challenge/opportunity relevant to the organisation, or – if independent – from an acceptable institution familiar with their work;
- Interest in and commitment to sustainability;
- Academic and/or professional excellence;
- Commitment to using learning from the programme to lead or influence change within their business context;

- Ability to attend two workshops during Stage 1 and three workshops during Stage 2;
- Alumni of CISL Postgraduate Certificates who wish to continue their learning and enter Stage 2 of the PG Dip must have passed all of the assignments and have been awarded the Certificate from 2008 onward;

In exceptional circumstances applicants who do not meet the academic entry requirements can be offered a place when it is clear that their professional experience and knowledge outweighs the fact that they do not have the appropriate degree required for entry.

Student Support

Students are provided with significant support, including:

- course handbook and assignment guidelines.
- an online Virtual Learning Environment
- a dedicated CISL Team to handle enquiries and deal with any issues that may arise.
- a Tutor or Supervisor who has primary responsibility for supporting their academic work on the programme. Tutors or Supervisors are available at and beyond workshops (via phone and email, and where necessary for face to face meetings).
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Management of Teaching Quality and Standards

The University ensures high quality of teaching and learning in the following ways:

- Scrutiny of the External Examiners Reports for all teaching programmes
- Encouraging student engagement at both the local level, through involvement in Faculty and Departmental Committees, and at a central level by participation in nationally-benchmarked surveys
- Participation in the biennial Education Monitoring and Review Process to explore provision, share good practice and suggest constructive courses of action
- Mentoring, appraisal, and peer review of staff, and encouraging staff participation in personal development programmes

Graduate Employability and Career Destinations

As the PGDip is delivered on a part-time basis, it is anticipated that the majority of students will be in existing employment and will use the course to improve their career prospects. The course takes an applied approach to knowledge, with both the teaching and assignments oriented towards relevance to their work situation.

There has been an increase, both nationally and internationally, in the 'green collar' jobs market. The continued growth in this area has resulted in a demand for relevant skills in a variety of sectors and organisations. Hence, this programme will appeal to CISL alumni wishing to further enhance their career prospects. Employers will support attendance at the PGDip as it provides the opportunity for attendees to enhance their knowledge in specific areas relevant to their role / organisation.

The Careers Service maintains links with employers and takes their needs and opinions into account in the services which it provides for students. The Careers Service also allocates a Careers Adviser to each College, faculty and department to act as a point of contact.

Every effort has been made to ensure the accuracy of the information in this programme specification. At the time of publication, the programme specification has been approved by the relevant Faculty Board (or equivalent). Programme specifications are reviewed annually, however, during the course of the academic year, any approved changes to the programme will be communicated to enrolled students through email notification or publication in the *Reporter*. The relevant faculty or department will endeavour to update the programme specification accordingly, and prior to the start of the next academic year.

Further information about specifications and an archive of programme specifications for all awards of the University is available online at: <https://www.camdata.admin.cam.ac.uk/>