



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MODULE DIRECTORY

MBA Sustainability Leadership

Postgraduate Diploma Sustainability Leadership

Postgraduate Certificate Sustainability Management

MBA Social Entrepreneurship

Postgraduate Diploma Social Entrepreneurship

LEVEL 7

ACADEMIC DISCIPLINE: Business

INSTITUTE OF MANAGEMENT AND HEALTH

2023-2024

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INTRODUCTION

This Module Directory includes all the modules for Level 7 within the MBA Sustainability Leadership programme in the academic year 2023-2024.

This directory accompanies the Programme of Study Handbook, which will provide you with details of which modules you will be studying for your programme this year in the 'Programme of Study' section. This directory may include modules that are running on other programmes of study within your Academic Discipline/Institute. If you require assistance in identifying the modules for your programme of study, please contact the Programme Manager (whose name and contact details are provided in the accompanying Programme of Study Handbook), or the relevant Institute Office.

The University has made every effort to make the information as full and as accurate as possible, but you should note that minor changes in the organisation of modules between the planning stage and the actual teaching are inevitable. We shall try to keep any such changes to a minimum, and you will receive plenty of advance warning in the event of any alteration. We would also be grateful if you would let us know about any changes that you think might be helpful if introduced into future handbooks.

MODULES

Part I Modules

Module Code	BMSP7001D
Title	The Challenge of Sustainability
Date	14/12/2022
Level	7
Credits	30
Pre-Requisites	None

AIM(S)

- To engage students in critical discussion about the nature of sustainability, and external regional, national and global contexts for business

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- demonstrate a systematic, extensive and comparative knowledge and understanding of the sustainability challenges facing the development of twenty first century business;
- evaluate critically the interdependency of environmental, social, cultural, political, and technological issues, within the wider business environment;
- creatively communicate sustainability principles to a critical audience.

INDICATIVE CONTENT

- The context for sustainable thinking, and the origins of the sustainable development paradigm – from Malthusian prediction, to The Limits to Growth, Our Common Future and beyond.
- Causes and consequences of global environmental and socio-cultural change, and implications for business – climate change, pollution, biodiversity, deforestation, poverty, human rights, land use, population, the changing political landscape.
- Consideration of the key role of sustainability in maintenance of provision for biodiversity through avoidance of degradation or destruction of habitats, and their rehabilitation through financial as well as ethical decision-making.
- The 'Global Village', globalisation, de-globalisation and the rise of populism.
- Global, national and local issues in sustainable development; evaluation of international, national, and regional policies and initiatives.
- Normative and contemporary ethical theories such as egoism, utilitarianism, deontology, virtue ethics, and feminist ethics.
- Systems thinking as an approach to achieving sustainable development.
- From anthropocentric to eco-centric, examining the evolution of world views and the transformation of economic models.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	90	30%
Independent learning	210	70%
Placement learning	0	0%
TOTAL	300	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Magazine Article	1875 words	25%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	3750 words	50%

Assessment Component 3

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Blog Postings and Podcast	1000 word blog and 5 minute Podcast	25%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	75%
Practical	25%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7001D	
Module Title	The Challenge of Sustainability	
Classification	Reading List entry	Electronic*
Essential	Brundtland, G.H. and Khalid, M. (1987). <i>Our Common Future</i> . New York.	☐

Module Code	BMSP7001D	
Module Title	The Challenge of Sustainability	
Classification	Reading List entry	Electronic*
Essential	Crow, A. A (ed.) (2014) <i>Culture, Politics and Climate Change: How Information Shapes our Common Future</i> . Routledge.	☐ ☒
Essential	Klein, N. (2015). <i>This Changes Everything: Capitalism vs. the Climate</i> . Penguin.	☒
Essential	Oncioiu, I. (Ed.). (2017). <i>Ethics and Decision-making for Sustainable Business Practices</i> . IGI Global.	☒
Essential	Aaronson, S.A. and Higham, I. (2013). "Re-righting business": John Ruggie and the struggle to develop international human rights standards for transnational firms. <i>Human Rights Quarterly</i> , 35(2), pp.333-264.	☒
Further	Brunelli, S., & Di Carlo, E. (2020). Accountability, ethics and sustainability of organizations. <i>Accounting, Finance, Sustainability, Governance and Fraud: Theory and Application</i> , 4, 82-123.	☒
Further	Gibbert, M., Välikangas, L., & Luistro-Jonsson, M. (Eds.). (2020). <i>The Sustainability Grand Challenge: A Wicked Learning Workbook</i> . Routledge.	☒
Further	Griffin, R. and Putstay, M. (2015) <i>International Business</i> , Global edition, Pearson	☐
Further	Griffiths, A. and Wall, A. (2011). <i>Economics for Business and Management</i> , Pearson	☐
Further	Guillén, M. F. (2016). <i>Global Turning Points: The Challenges For Business And Society In The 21St Century</i> . Cambridge University Press.	☐
Further	Hite, K.A. and Seitz, J.L. (2016). <i>Global Issues: An Introduction</i> Wiley-Blackwell.	☐
Further	Kaltenborn, M., Krajewski, M., & Kuhn, H. (2020). <i>Sustainable development goals and human rights</i> (p. 239). Springer Nature.	☒
Further	King, L.C. and van den Bergh, J.C. (2017). Worktime Reduction as a Solution to Climate Change: Five Scenarios Compared for the UK. <i>Ecological Economics</i> , 132, pp.124-134.	☒
Further	Latawiec, A., & Agol, D. (2015). Sustainability indicators in practice. In <i>Sustainability Indicators in Practice</i> . De Gruyter Open Poland.	☒
Further	Maxton, G. (2016). <i>Reinventing Prosperity: Managing Economic Growth to Reduce Unemployment, Inequality and Climate Change</i> . Greystone Books	☐
Further	Pelling M. (2011) <i>Adaptation to Climate Change, From Resilience to Transformation</i> ; Routledge, Abingdon,	☐

Module Code	BMSP7001D	
Module Title	The Challenge of Sustainability	
Classification	Reading List entry	Electronic*
Further	Premalatha, M., Tauseef, S.M., Abbasi, T. and Abbasi, S.A., (2013). The promise and the performance of the world's first two zero carbon eco-cities. <i>Renewable and Sustainable Energy Reviews</i> , 25, pp.660-669.	☒
Further	Santoro, M.A., (2015). Business and human rights in historical perspective. <i>Journal of Human Rights</i> , 14(2), pp.155-161.	☒
Further	Spash, C.L., (2016). The political economy of the Paris Agreement on human induced climate change: a brief guide,'. <i>Real World Economics Review</i> , 75, pp.67-75.	☒

Module Code	BMSP7006D
Title	Creating Social Impact Through Entrepreneurship
Date	14/12/2022
Level	7
Credits	30
Pre-Requisites	None

AIM(S)

- To engage students in critical discussion about the potential to create social impact through social entrepreneurship and social enterprise

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- Demonstrate a systematic, extensive and comparative knowledge and understanding of the nature of social enterprise and social entrepreneurship;

- Demonstrate a conceptual understanding of entrepreneurial motivation and its application within a social context;
- Evaluate critically the significance of social enterprise and social entrepreneurial activities within local, national and international contexts in creating social impact

INDICATIVE CONTENT

- Entrepreneurship, Social Entrepreneurship and Social Enterprise – definitions, historical and contemporary perspectives.
- Approaches to entrepreneurship and characteristics of entrepreneurs – economic theories, psychological trait approach, social behaviour approach.
- Identifying a social or environmental need; understanding causes of poverty, inequality and environmental concerns.
- Changing social, economic, environmental and political contexts; social change and the sustainable development goals.
- The nature, form and structure of social enterprises; opportunities and challenges faced by social enterprises.
- Regional and national policy initiatives and support mechanisms for social enterprise and social entrepreneurship.
- International perspectives of social entrepreneurship as a catalyst for sustainable economic development.
- Measuring social impact and funding opportunities of social ventures.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	90	30%
Independent learning	210	70%
Placement learning	0	0%
TOTAL	300	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	2250 words	30%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	2250 words	30%

Assessment Component 3

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Presentation and Supporting Material	7 minutes plus 1000 words	40%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	60%
Practical	40%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7006D	
Module Title	Creating Social Impact Through Entrepreneurship	
Classification	Reading List entry	Electronic*
Essential	Cronin, M. J. (2017). Managing for social impact: innovations for responsible enterprise, Springer	☒
Essential	Edgeman, R. Eskildsen, J. (2014). Modelling and Assessing Sustainable Enterprise Excellence. <i>Business Strategy and the Environment</i> , Vol. 23 (3), p.173-187	☒
Essential	Fitzhugh, H., & Stevenson, N. (2015). Inside social enterprise: Looking to the future. Policy Press.	☒
Essential	Morris, M. H., Santos, S. C., & Kuratko, D. F. (2021). The great divides in social entrepreneurship and where they lead us. <i>Small business economics</i> , 57(3), 1089-1106.	☒
Further	Alvord, S.H., Brown, L.D., and Letts, C.W., (2004) 'Social entrepreneurship and societal transformation: an exploratory study', <i>Journal of Applied Behavioral Science</i> , vol. 40, issue 3, pp. 260-283.	☒
Further	Bacq, S., & Lumpkin, G. T. (2020). Social entrepreneurship and COVID-19. <i>Journal of Management Studies</i> .	☒
Further	Bornstein, D and Davis, S., (2010) <i>Social Entrepreneurship: What Everyone Needs to Know</i> , New York and Oxford, Oxford University Press.	☐
Further	Bradach, J., (2003) 'Going to scale: the challenge of replicating social programs', <i>Stanford Social Innovation Review</i> , vol. 1, issue 1, pp. 19-25.	☒
Further	Crutchfield, Leslie R. & McLeod Grant, Heather (2012) <i>Forces for Good – The Six Practices of High Impact Nonprofits</i> . Publisher Jossey-Bass San Francisco, CA	☐
Further	Davies, I. A., Haugh, H., & Chambers, L. (2017). Barriers to social enterprise growth. <i>Journal of Small Business Management</i> .	☒
Further	Economist, 2006 'The Rise of the Social Entrepreneur', <i>The Economist</i> , vol. 378, issue 8466, pp. 11-13.	☒
Further	Halberstadt, J., Niemand, T., Kraus, S., Rexhepi, G., Jones, P., & Kailer, N. (2021). Social entrepreneurship orientation: drivers of success for start-ups and established industrial firms. <i>Industrial Marketing Management</i> , 94, 137-149.	☐
Further	Kerlin, J. A. (Ed.). (2017). <i>Shaping social enterprise: Understanding institutional context and influence</i> . Emerald Publishing Limited.	☐
Further	Medina Munro, M., & Belanger, C. (2017). Analyzing external environment factors affecting social enterprise development. <i>Social Enterprise Journal</i> , 13(1), 38-52.	☒
Further	Phillips, W., Lee, H., Ghobadian, A., O'Regan, N., & James, P. (2015). Social innovation and social entrepreneurship: A systematic review. <i>Group & Organization Management</i> , 40(3), 428-461.	☐
Further	Ridley-Duff, R., & Bull, M. (2015). <i>Understanding social enterprise: Theory and practice</i> . Sage.	☐
Further	Rosca, E., Agarwal, N., & Brem, A. (2020). Women entrepreneurs as agents of change: A comparative analysis of social entrepreneurship processes in emerging	☒

Module Code	BMSP7006D	
Module Title	Creating Social Impact Through Entrepreneurship	
Classification	Reading List entry	Electronic*
	markets. Technological Forecasting and Social Change, 157, 120067.	

Module Code	BMSP7003D
Title	Embedding Sustainability within Organisations
Date	14/12/2022
Level	7
Credits	30
Pre-Requisites	None

AIM(S)

- To engage students in thinking about the practices and processes of establishing a culture of sustainability in the workplace

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- demonstrate a systematic, extensive and comparative knowledge and understanding of how key organisational processes, practices, and functions, can be underpinned by sustainable thinking;
- systematically evaluate approaches to responsibility in business through stakeholder engagement;
- demonstrate a systematic, extensive and comparative knowledge and understanding of sustainability within their own professional experience.

INDICATIVE CONTENT

- Social and ethical marketing and a changing relationship with consumers.
- Sustainable consumption, the modern consumer, and its impact on society and the wider environment, including fostering innovation with respect to materials and alternative processes.
- The sustainable information society, information systems, and business intelligence for the sustainable organisation.
- Greening finance, ESG factors, transparency and corporate governance, active ownership, interpreting accounts, long term financial thinking.
- Ethical, and responsible, financing and investment.
- Circular flows, the circular economy, and cradle-to-cradle.
- Sustainable procurement and sustainable value chains.
- Human development and the HR Cycle, the intercultural workplace.
- Measuring sustainability performance: systems of legal, regulatory, environmental and social norms and standards, the triple bottom line, and how organisations report sustainability.
- Designing strategies for a sustainable future - strategic management for resilience and prosperity, stakeholder theory.
- Corporate Social Responsibility; definitions, in practice, organisational responsibilities, governance and management of externality, social business.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	90	30%
Independent learning	210	70%
Placement learning	0	0%
TOTAL	300	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	2250 words	30%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Plan	2250 words	30%

Assessment Component 3

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Critical Reflection	3000 words	40%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7003D	
Module Title	Embedding Sustainability Within Organisations	
Classification	Reading List entry	Electronic*
Essential	Acar, Mehmet Fatih, et al. "Does sustainability pay? Evidence from the food sector." <i>Journal of Foodservice Business Research</i> 22.3 (2019): 239-260.	☒
Essential	Ellen McCarthur Foundation (2015) Towards a Circular Economy: Business Rationale for an Accelerated Transition. .	☒

Module Code	BMSP7003D	
Module Title	Embedding Sustainability Within Organisations	
Classification	Reading List entry	Electronic*
Essential	Enhert, I., Harry, W., & Zink, K. J. (eds.). (2014). <i>Sustainability and Human Resource Management: Developing Sustainable Business Organizations</i> . Springer.	☒
Essential	Kempster, S., & Carroll, B. (Eds.). (2016). <i>Responsible leadership: realism and romanticism</i> . Routledge.	☒
Essential	Kim, Y. H., Barber, N., & Kim, D. K. (2019). Sustainability research in the hotel industry: Past, present, and future. <i>Journal of Hospitality Marketing & Management</i> , 28(5), 576-620.	☒
Essential	Honeyman, R., & Jana, T. (2019). <i>The B Corp Handbook: how you can use business as a force for good</i> . Berrett-Koehler Publishers.	☒
Further	Brunelli, S., & Di Carlo, E. (2020). Accountability, ethics and sustainability of organizations. <i>Accounting, Finance, Sustainability, Governance and Fraud: Theory and Application</i> , 4, 82-123.	☒
Further	Christensen, L.J., Mackey, A. and Whetten, D. (2014). Taking responsibility for corporate social responsibility: The role of leaders in creating, implementing, sustaining, or avoiding socially responsible firm behaviors. <i>The Academy of Management Perspectives</i> , 28(2), pp.164-178.	☒
Further	Geissdoerfer, M., Savaget, P., Bocken, N. M., & Hultink, E. J. (2016). The Circular Economy–A new sustainability paradigm?. <i>Journal of Cleaner Production</i> .	☒
Further	Fogel, D. S. (2016). Strategic Sustainability: A Natural Environmental Lens on Organizations and Management. Routledge.	☐
Further	Heyzer, J. and Render B. (2014). <i>Operations Management: Sustainability and Supply Chain Management</i> . Harlow: Pearson.	☒
Further	Last, A. (2016). <i>Business on a Mission: How to Build a Sustainable Brand</i> . Greenleaf.	☐
Further	Roopa, Rajan, & Suhasini. (2012). Green Finance-The Trends and opportunities. <i>Asia Pacific Journal of Management & Entrepreneurship Research</i> , 1(2), 239-248.	☒
Further	Schumacher, E. F. (2011). <i>Small is beautiful: A study of economics as if people mattered</i> . Random House.	☐
Further	Theron, C., & Dowden, M. (2014). <i>Strategic sustainable procurement an overview of law and best practice for the public and private sectors (DōShorts)</i> . Oxford: Dō Sustainability.	☒
Further	Winston, A. (2014). The big pivot: Radically practical strategies for a hotter, scarcer, and more open world. <i>Harvard Business Review Press</i> .	☒

Module Code	BMSP7007D
Title	Leading Social Innovation
Date	14/12/2022
Level	7
Credits	30
Pre-Requisites	None

AIM(S)

- To engage students in planning to lead on the development of a social entrepreneurship innovation plan to unlock new social markets

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- demonstrate a systematic, extensive and comparative knowledge and understanding of the social and entrepreneurial leadership challenges facing the development of twenty first century business;
- systematically plan a social entrepreneurship innovation venture initiative;
- creatively communicate social principles to a critical audience.

INDICATIVE CONTENT

- A critical review of leadership theory. The nature of the leadership challenge. Archetypal roles of leadership: awakening personal learning in action characteristics, and drivers for entrepreneurial innovation potential.
- Reflexive visioning, and examining complexity and uncertainty. Alignment of innovation leadership interventions with suitable barriers, and opportunities to leverage a venture: Qualities, styles, traits and competencies.
- Macro and micro approaches in the transition to market creation and/or change – reaction and re-evaluation. Envisioning change through individual agency, market transformation of collaborative systemic change to products and services.
- The dynamics that make up a social entrepreneurship approach. Investigating entrepreneurial leadership traits and competencies: Seeing market change as being part of communities as well as nature.
- Leveraging networks; managing for improvisation and innovation, sense-making, mindfulness and reflective practice.
- Capacity development to lead participatory processes: identifying gateways into individual and partnership facilitation techniques. Developing foresight through systems thinking, developmental learning, scenario planning, and empowering people.
- Transformative futures: envisioning technological innovation and entrepreneurship as change, and its role in social innovation potential. The three Horizons of practice.
- Principles, paradigms and paradoxes in market innovation, and developing ventures.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	90	30%
Independent learning	210	70%
Placement learning	0	0%
TOTAL	300	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Social Innovation Plan	5250 words	70%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Critical Reflection	2250 words	30%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7007D	
Module Title	Leading Social Innovation	
Classification	Reading List entry	Electronic*
Essential	Bathhelt, H., Cohendet, P., Henn, S., Laurent, S. (2017). <i>The Elgar Companion to Innovation and Knowledge Creation</i> Elgar. USA	☒
Essential	Mulgan, G. (2014). <i>Social Innovation: How Societies Find the Power to Change</i> , UK: Policy Press.	☒
Essential	Scott, C., & Esteves, T. (2013). <i>Leadership for sustainability and change</i> (DōShorts). Oxford: Dō Sustainability.	☒
Essential	Eichler, G.M. and Schwarz, E.J., 2019. What sustainable development goals do social innovations address? A systematic review and content analysis of social innovation literature. <i>Sustainability</i> , 11(2), p.522.	☒

Module Code	BMSP7007D	
Module Title	Leading Social Innovation	
Classification	Reading List entry	Electronic*
Essential	Barrows, D., 2020. Theories of Social Innovation. The Innovation Journal, 25(2), pp.1-8.	☒
Further	Mendel, S.C., 2020. Social innovation, entrepreneurship and enterprise: What nonprofit students need to know. In Teaching nonprofit management. Edward Elgar Publishing.	☒
Further	Adro, F.D. and Fernandes, C., 2021. Social entrepreneurship and social innovation: looking inside the box and moving out of it. Innovation: The European Journal of Social Science Research, pp.1-27.	☒
Further	Pappas, I., Jaccheri, M.L., Mikalef, P. and Giannakos, M., 2017. Social innovation and social entrepreneurship through big data: developing a research agenda. In The 11th Mediterranean Conference on Information Systems (MCIS). Association for Information Systems.	☒
Further	Mitra, R., & Buzzanell, P. (2017). Communicative tensions of meaningful work: The case of sustainability practitioners. <i>Human Relations.</i> , 70(5), 594-616.	☒
Further	Bendell, Jem. (2017). Beyond unsustainable leadership: Critical social theory for sustainable leadership. <i>Sustainability Accounting, Management & Policy Journal</i> , 8(4), 418-445.	☒
Further	Millard, J., 2018. How social innovation underpins sustainable development. Atlas of Social Innovation: New Practices for a Better Future, pp.41-43.	☒
Further	Vasin, S.M., Gamidullaeva, L.A. and Rostovskaya, T.K., 2017. The challenge of social innovation: Approaches and key mechanisms of development.	☒
Further	Gasparin, M., Green, W., Lilley, S., Quinn, M., Saren, M. and Schinckus, C., 2021. Business as unusual: A business model for social innovation. Journal of Business Research, 125, pp.698-709.	☒
Further	Osei, C.D. and Zhuang, J., 2020. Rural poverty alleviation strategies and social capital link: the mediation role of women entrepreneurship and social innovation. Sage Open, 10(2), p.2158244020925504.	☒
Further	Nieto, Carpintero, & Miguel. (2018). Less than 2 °C? An Economic-Environmental Evaluation of the Paris Agreement. <i>Ecological Economics</i> , 146, 69-84.	☒
Further	Bates, & Saint-Pierre. (2018). Adaptive Policy Framework through the Lens of the Viability Theory: A Theoretical Contribution to Sustainability in the Anthropocene Era. <i>Ecological Economics</i> , 145, 244-262.	☒
Further	Rao-Nicholson, R., Vorley, T. and Khan, Z., 2017. Social innovation in emerging economies: A national systems of innovation based approach. Technological Forecasting and Social Change, 121, pp.228-237.	☒
Further	Peeters, L.W. and Ateljevic, I., 2017. Women empowerment entrepreneurship nexus in tourism: Processes of social innovation. In Tourism and entrepreneurship (pp. 94-109). Routledge.	☒

Module Code	BMSP7007D	
Module Title	Leading Social Innovation	
Classification	Reading List entry	Electronic*
Further	Živojinović, I., Ludvig, A. and Hogl, K., 2019. Social innovation to sustain rural communities: Overcoming institutional challenges in Serbia. Sustainability, 11(24), p.7248.	☒
Further	Dwivedi, A. and Weerawardena, J., 2018. Conceptualizing and operationalizing the social entrepreneurship construct. Journal of Business research, 86, pp.32-40.	☒
Further	de Oliveira, N.P., Figueiró, P.S. and de Souza, A.C.A.A., 2021. Social entrepreneurship as an agent in the intermediation of social innovation in companies. Contextus–Revista Contemporânea de Economia e Gestão, 19, pp.257-269.	☒

Module Code	BMSP7004D
Title	Leading Sustainability Change
Date	14/12/2022
Level	7
Credits	30
Pre-Requisites	None

AIM(S)

- To engage students in planning for sustainability change in a specific context.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- demonstrate a systematic, extensive and comparative knowledge and understanding of the sustainability leadership challenges facing the development of twenty first century business;
- systematically plan a sustainability change initiative;
- creatively communicate sustainability principles to a critical audience.

INDICATIVE CONTENT

As we are in an infancy of knowing how to effect change for sustainability in business, our approach to this module is one of 'action research', where learners identify appropriate leadership intervention opportunities in their organisational contexts as 'praxis projects'.

Challenges and opportunities might include: organisational cultural change, operational, employment, business modelling, business processes, extended supply chain, product design, or connectivity with clients and consumers. Other parts of the organization, such as governance, policy, advocacy, or education, might equally be seen as opportunities for challenge.

- A critical review of leadership theory. The nature of the leadership challenge. Archetypal roles of leadership: awakening personal learning in action characteristics, and drivers for sustainability potential.
- Reflexive visioning, and examining complexity and uncertainty. Alignment of leadership interventions with suitable barriers, and opportunities to leverage change: Qualities, styles, traits and competencies.
- Organisational learning. macro and micro approaches in the transition to large scale behavioural change – reaction and re-evaluation. Envisioning change through individual agency, organisational cultural transformation of collaborative systemic change.
- The dynamics that make up a sustainability approach. Investigating sustainability leadership traits and competencies: Seeing organizational change as being part of nature.
- Developing networks; managing for improvisation, sense-making, mindfulness and reflective practice.
- Capacity development to lead participatory processes: identifying gateways into individual and group facilitation techniques. Developing foresight through systems thinking, developmental learning, scenario planning, and empowering people.

- Transformative futures: envisioning technological innovation and entrepreneurship as change, and its role in sustainability potential. The three Horizons of practice.
- Principles, paradigms and paradoxes in organisational development, and developing resilience in organisations.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	90	30%
Independent learning	210	70%
Placement learning	0	0%
TOTAL	300	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Vision Video/Podcast	6 minutes	20%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Change Initiative Plan	3000 words	40%

Assessment Component 3

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Critical Reflection	3000 words	40%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	80%
Practical	20%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7004D	
Module Title	Leading Sustainability Change	
Classification	Reading List entry	Electronic*
Essential	Schein, S. (2017). <i>A new psychology for sustainability leadership the hidden power of ecological worldviews</i> . Sheffield: Greenleaf Pub.	☒
Essential	Moody-Stuart, M. (2014). <i>Responsible leadership lessons from the front line of sustainability and ethics</i> . Sheffield, UK: Greenleaf, Pub.	☒

Module Code	BMSP7004D	
Module Title	Leading Sustainability Change	
Classification	Reading List entry	Electronic*
Essential	Scott, C., & Esteves, T. (2013). <i>Leadership for sustainability and change</i> (DōShorts). Oxford: Dō Sustainability.	☒
Essential	Strand, R. (2014). Strategic Leadership of Corporate Sustainability. <i>Journal of Business Ethics</i> , 123(4), 687-706.	☒
Essential	Marshall, Coleman, Reason, Marshall, Judi, Coleman, Gill, & Reason, Peter. (2011). <i>Leadership for sustainability an action research approach</i> . Sheffield, U.K.: Greenleaf Pub.	☒
Further	Galbreath, J. (2017). <i>Drivers of environmental sustainability in wine firms: the role and effect of women in leadership</i> .	☒
Further	Fullan, M. (2005). <i>Leadership & sustainability : System thinkers in action</i> . Thousand Oaks, Calif.: Corwin.	☒
Further	Montabon, F., Pagell, M., & Wu, Z. (2016). Making Sustainability Sustainable. <i>The Journal of Supply Chain Management.</i> , 52(2), 11-27.	☒
Further	Mitra, R., & Buzzanell, P. (2017). Communicative tensions of meaningful work: The case of sustainability practitioners. <i>Human Relations.</i> , 70(5), 594-616.	☒
Further	Bendell, Jem. (2017). Beyond unsustainable leadership: Critical social theory for sustainable leadership. <i>Sustainability Accounting, Management & Policy Journal</i> , 8(4), 418-445.	☒
Further	Wilson, Samuel G. (2016). Introduction to the Symposium on Sustainability Leadership. <i>Journal of Leadership Studies</i> , 9(4), 43-47.	☒
Further	Bates, S., & Saint-Pierre, P. (2018). Adaptive policy framework through the lens of the viability theory: A theoretical contribution to sustainability in the Anthropocene Era. <i>Ecological Economics</i> , 145, 244-262.	☒
Further	Nieto, Carpintero, & Miguel. (2018). Less than 2 °C? An Economic-Environmental Evaluation of the Paris Agreement. <i>Ecological Economics</i> , 146, 69-84.	☒
Further	Bates, & Saint-Pierre. (2018). Adaptive Policy Framework through the Lens of the Viability Theory: A Theoretical Contribution to Sustainability in the Anthropocene Era. <i>Ecological Economics</i> , 145, 244-262.	☒
Further	Bendell, J., & Little, R. (2015). Seeking Sustainability Leadership. <i>The Journal of Corporate Citizenship</i> , 2015(60), 13-26.	☒
Further	Lourenço, Isabel. (2014). The Value Relevance of Reputation for Sustainability Leadership. <i>Journal of Business Ethics</i> , 119(1), 17-29.	☒
Further	Aydin, & Parker. (2018). Innovation and technology diffusion in competitive supply chains. <i>European Journal of Operational Research</i> , 265(3), 1102-1114.	☒

Module Code	BMSP7004D	
Module Title	Leading Sustainability Change	
Classification	Reading List entry	Electronic*
Further	Hechanova, Regina. (2013). Transformational Leadership, Change Management, and Commitment to Change: A Comparison of Academic and Business Organizations. <i>Asia-Pacific Education Researcher (Springer Science & Business Media B.V.)</i> , 22(1), 11-20.	☒
Further	Lourenço, Isabel. (2014). The Value Relevance of Reputation for Sustainability Leadership. <i>Journal of Business Ethics</i> , 119(1), 17-29.	☒

Module Code	BMSP7008D
Title	Management Practice: A Critical Perspective
Date	14/12/2022
Level	7
Credits	30
Pre-Requisites	None

AIM(S)

- To engage students in critical re-think of current management theory and practice, through the lens of sustainability.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- challenge, and evaluate critically, traditional versus sustainability metaphors of business
- evaluate critically strategic planning approaches, and their impact on organisational values and behaviour
- demonstrate a systematic, extensive and comparative knowledge and understanding of changing management styles, and approaches for sustainability

INDICATIVE CONTENT

The module content reflects a view that learners need to 're-think' management theory and practice, to reflect the sustainability perspective through critical engagement with the roots of existing paradigms, metaphors, and language use. in organisations and businesses, and to re-conceptualise sustainability business.

- Theoretical development of sustainability business and management models.
- Shared roots of economy/ecology, and competing root realities and metaphors.
- Theory in terms of environmental sustainability connections, omissions, contrasts, and criteria for evaluating sustainability management theory
- Values and beliefs in organisational culture: enhancing value, and the development and role of culture.
- Leadership styles, diversity, competency, values and vision, in driving organisational change.
- Addressing the need to centrally embed management theory and decision making in the natural (including human).
- The inclusion of existing management theory and practice in recognising our participation at individual, organisational and society levels.
- Communicating evidence of the 'Sustainability Revolution': developing the capacity for environmental and socio-economic long-term quality of life improvements, including the role of identity and participation narratives – story telling.
- Sustainability Opportunities for: reducing costs, increasing revenues, adding value and reducing risk from liabilities.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	90	30%
Independent learning	210	70%
Placement learning	0	0%
TOTAL	300	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Essay	2250 words	30%

Assessment Component 2

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Report	3750 words	50%

Assessment Component 3

(Tick one)

☐ Written exam ☐ Coursework ☒ Practical

Mode of assessment	Volume	Weighting
Personal Photo Story	3 minute digital photo story	20%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	80%
Practical	20%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7008D	
Module Title	Management Practice: A Critical Perspective	
Classification	Reading List entry	Electronic*
Essential	Caliyurt, K. & Yuksel, U. (2017) Sustainability and Management, New York, Routledge	☒
Essential	Borg, N., Scott-Young, C. M., & Naderpajouh, N. (2020). Strategies for business sustainability in a collaborative economy: Building the career resilience of generation Z. In <i>Strategies for Business Sustainability in a Collaborative Economy</i> (pp. 306-329). IGI Global.	☒
Essential	Esposito, M., Tse, T., & Soufani, K. (2018). Introducing a circular economy: New thinking with new managerial and policy implications. <i>California Management Review</i> , 60(3), 5-19.	☒

Module Code	BMSP7008D	
Module Title	Management Practice: A Critical Perspective	
Classification	Reading List entry	Electronic*
Essential	Whalen, C. J., & Whalen, K. A. (2020). Circular economy business models: A critical examination. <i>Journal of Economic Issues</i> , 54(3), 628-643.	☒
Essential	Schaltegger, S., Hansen, E., & Lüdeke-Freund, F. (2016). Business Models for Sustainability. <i>Organization & Environment</i> , 29(1), 3-10.	☒
Further	Molthan-Hill, & Molthan-Hill, Petra. (2014). <i>The business student's guide to sustainable management: Principles and practice</i> . Sheffield, U.K.: Greenleaf Publishing.	☒
Further	Lau, C. K. (2019). The economic consequences of business sustainability initiatives. <i>Asia Pacific Journal of Management</i> , 36(4), 937-970.	☒
Further	Lucie K. Ozanne, Marcus Phipps, Todd Weaver, Michal Carrington, Michael Luchs, Jesse Catlin, Shipra Gupta, Nicholas Santos, Kristin Scott, and Jerome Williams (2016) Managing the Tensions at the Intersection of the Triple Bottom Line: A Paradox Theory Approach to Sustainability Management. <i>Journal of Public Policy & Marketing</i> : Fall 2016, Vol. 35, No. 2, pp. 249-261.	☒
Further	Schaltegger, Stefan. (2017). In Search of the Dominant Rationale in Sustainability Management: Legitimacy- or Profit-Seeking? <i>Journal of Business Ethics</i> , 145(2), 259-277.	☒
Further	Engert, Sabrina. (2016). Exploring the integration of corporate sustainability into strategic management: A literature review. <i>Journal of Cleaner Production</i> , 112, 2833-2851.	☒
Further	Hibbert, P., & Cunliffe, A. (2015). Responsible Management: Engaging Moral Reflexive Practice Through Threshold Concepts. <i>Journal of Business Ethics</i> , 127(1), 177-188.	☒
Further	Westman, L., Luederitz, C., Kundurpi, A., Mercado, A. J., Weber, O., & Burch, S. L. (2019). Conceptualizing businesses as social actors: A framework for understanding sustainability actions in small-and medium-sized enterprises. <i>Business Strategy and the Environment</i> , 28(2), 388-402.	☒
Further	Starik, Mark. (2013). Toward a Theory of Sustainability Management: Uncovering and Integrating the Nearly Obvious. <i>Organization & Environment</i> , 26(1), 7-31.	☒
Further	Hörisch, Jacob. (2014). <i>Applying Stakeholder Theory in Sustainability Management: Links, Similarities, Dissimilarities, and a Conceptual Framework</i> . (Vol. 27).	☒
Further	Aasen, & Vatn. (2018). Public Attitudes Toward Climate Policies: The Effect of Institutional Contexts and Political Values. <i>Ecological Economics</i> , 146, 106-114.	☒

Module Code	BMSP7008D	
Module Title	Management Practice: A Critical Perspective	
Classification	Reading List entry	Electronic*
Further	Govindan, K., & Hasanagic, M. (2018). A systematic review on drivers, barriers, and practices towards circular economy: a supply chain perspective. <i>International Journal of Production Research</i> , 56(1-2), 278-311.	☒
Further	Lin, B. C. A. (2020). Sustainable growth: a circular economy perspective. <i>Journal of Economic Issues</i> , 54(2), 465-471.	☒

Part II Module

Module Code	BMSP7009D
Title	MBA Dissertation
Date	14/12/2022
Level	7
Credits	60
Pre-Requisites	None

AIM(S)

- To develop in the student an understanding of the application of research methodologies, and an ability to frame a research proposal.
- To develop in the student the ability to report research results in written format to an academic and/or professional audience, and to further develop the student's capacity for critical analysis and independent thought.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to:

- prepare an original research/independent study proposal that provides evidence that the topic to be studied is worth addressing; that the way the proposal addresses the topic is both appropriate and feasible in terms of intended activities, outcomes, and resources, and thus establishes its importance to both academic and professional communities;
- systematically plan, manage and execute in-depth research, inquiry or investigation with a sustainability business and/or management focus by applying the principles of research design to the formulation of a research question plan;
- critically evaluate the appropriateness of qualitative/quantitative methods of data collection, in combination as necessary, to analyse, synthesise, interpret, and present the resulting data, and the applications of those methods by other researchers in other contexts;
- demonstrate the ability to conduct research, under supervision, in a business and management context, including the ability to: critically review published literature; show conceptual and comprehensive understanding; identify research problems; use project management skills to budget, manage time and other resources, handle data, interpret results and disseminate findings in a way that is consistent with professional business and management practice, and normal principles of sustainability research ethics;
- exhibit advanced scholarship including analytical, numerical, literacy, communication, and computer skills to enable critical research to be undertaken, and be able to apply those transferable skills to develop research based inquiry in future employment settings.

INDICATIVE CONTENT

It is an expectation of this module that students participate in a series of Research Methodology and Methods learning activities, and as a result have produced a successful research proposal for a dissertation. The activities are intended to prepare students for the requirements of independent research, and to enhance their

professional competencies necessary for this purpose. This will ensure that students will have:

- developed a clear focus for their research, inquiry or investigation;
- identified the context, boundaries and stakeholder interests;
- justified a methodological approach;
- considered research perspectives and ethical concerns and procedures;
- considered research perspectives and ethical concerns and procedures; are informed about data collection and analysis, and are in a position to successfully complete their research project.

Once the Research Proposal has been successfully completed, the dissertation module provides the student with the necessary support and opportunity to produce a substantial specialist body of research (15,000 words), which has been instigated, developed and produced as a consequence of their own research initiative.

Only on the successful completion of Part I, and the research proposal, will the student be formally invited to submit a dissertation.

Indicative content:

- The complexities and practical issues of sustainability business and management research: independent learning and development; stakeholder interests and ethical considerations; the investigative process; philosophical considerations; the use of theory; the importance of on-going clear communication.
- The importance of clear aims and objectives: project management, use of project management skills to budget, manage time and other resources, building and managing relationships; learning and reflection, reviewing and judging.
- Exploring the literature, writing a literature review, critically reviewing published literature, showing conceptual and theoretical understanding, identifying research problems and questions.
- Choosing a research method, data collection and sampling, data analysis and interpreting results, reliability and validity of data, evidence based approach; disseminating findings in a way that is consistent with professional business and management practice. Drawing valid conclusions and recommendations. Reflecting on the research process and outcomes, and the learning experience.
- Writing a Master's thesis.

Study Time Allocation

The study time for the module is divided as follows:

Activity type	Hours	Percentage
Scheduled learning	20	3%
Independent learning	580	97%
Placement learning	0	0%
TOTAL	600	100%

ASSESSMENT

Assessment Component 1

(Tick one)

☐ Written exam ☒ Coursework ☐ Practical

Mode of assessment	Volume	Weighting
Dissertation	15,000 words	100%

Assessment Summary

Activity type	Percentage
Written exam	0%
Coursework	100%
Practical	0%
TOTAL	100%

INDICATIVE READING LIST

Module Code	BMSP7009D	
Module Title	MBA Dissertation	
Classification	Reading List entry	Electronic*
Essential	Bell, E., Bryman, A., & Harley, B. (2022). <i>Business research methods</i> . Oxford university press.	☒
Essential	Torralba, M., García-Martín, M., Bieling, C., & Plieninger, T. (2022). Participatory research methods for sustainability. <i>GAIA-Ecological Perspectives for Science and Society</i> , 31(1), 1-1.	☒
Essential	Fam, D., Palmer, J., Reidy, C. & Mitchell, C. (2017) <i>Transdisciplinary Research and Practice for Sustainability Outcomes</i> . New York: Routledge.	☒
Essential	Brannen, J. (2016) <i>Mixing methods: Qualitative and Quantitative Research</i> , USA: Ashgate Publishing	☒
Further	Ahmadin, M. (2022). Social Research Methods: Qualitative and Quantitative Approaches. <i>Jurnal Kajian Sosial dan Budaya: Tebar Science</i> , 6(1), 104-113.	☒
Further	Cresswell, J. (2019) <i>Research Design: Qualitative, Quantitative, and Mixed Methods Approaches</i> , London: Sage Publications	☐
Further	He, J., & Ortiz, J. (2021). Sustainable business modeling: The need for innovative design thinking. <i>Journal of Cleaner Production</i> , 298, 126751.	☒

Module Code	BMSP7009D	
Module Title	MBA Dissertation	
Classification	Reading List entry	Electronic*
Further	Lozano, & Reid. (2018). Socially responsible or reprehensible? Investors, electricity utility companies, and transformative change in Europe. <i>Energy Research & Social Science</i> , 37, 37-43.	☒
Further	Cash, P., Isaksson, O., Maier, A., & Summers, J. (2022). Sampling in design research: Eight key considerations. <i>Design studies</i> , 78, 101077.	☒
Further	Abreu Novais, Ruhanen, & Arcodia. (2018). Destination competitiveness: A phenomenographic study. <i>Tourism Management</i> , 64, 324-334.	☒
Further	Halme, Minna. (2016). Sustainability Innovation at the Base of the Pyramid through Multi-Sited Rapid Ethnography. <i>Corporate Social Responsibility & Environmental Management</i> , 23(2), 113-129.	☒
Further	Caprar, Dan. (2012). 'Norming' and 'Conforming': Integrating Cultural and Institutional Explanations for Sustainability Adoption in Business. <i>Journal of Business Ethics</i> , 110(2), 231-246.	☒
Further	Stoecker, R., & Avila, E. (2021). From mixed methods to strategic research design. <i>International Journal of Social Research Methodology</i> , 24(6), 627-640.	☒
Further	Williams, H. (2021). The Meaning of "Phenomenology": Qualitative and Philosophical Phenomenological Research Methods. <i>The Qualitative Report</i> , 26(2), 366-385.	☒