

MODULE CODE: DSAW7074
TITLE: Leading for Sustainability
DATED: 03/08/2016

LEVEL: 7
CREDITS: 30

JACS CODE: N290

AIM(S)

- To enable learners to gain a critical awareness of the different understandings of sustainability and sustainable development, and of the complex interactions between personal, social, economic and environmental systems.
- To enable learners to critically evaluate the opportunities and challenges of integrating sustainable development in their workplace.

LEARNING OUTCOMES

Upon the successful completion of this module, learners should be able to demonstrate the ability to:

- critically evaluate a range of concepts of sustainable development;
- analyse the interaction of the personal, social, environmental, economic, and legislative contexts of sustainability;
- assess and critically analyse the challenges and opportunities of implementing sustainable development in a range of workplaces.

INDICATIVE CONTENT

- A critical analysis of understandings of sustainability and sustainable development, and a reflection of meaningful interpretations in the context of the learners' workplace.
- A critical analysis of the interaction between personal, social, economic and environmental systems within a range of understandings of sustainable development.
- The challenges of integrating sustainability into the workplace will be explored, including a lack of awareness, misconceptions, organizational structures, and different ideological approaches to the workplace.
- An exploration of the competing values systems that drive sustainable and unsustainable behaviour.
- Evaluation of relevant international and national legislative and voluntary measures, including the Well-being of Future Generations Act, the Millennium Development Goals, the World Summit on Sustainable Development, the Earth Charter, and the UN Sustainable Development Goals.
- A critical exploration of the links between sustainable development theory, discourses, debates and practices in a global and local context.
- Analysis and assessment of the tools and techniques for integrating sustainability into the workplace, with specific emphasis on the learners' organisations.

LEARNING AND TEACHING STRATEGY

Teaching sessions will introduce the learners to the relevant concepts, principles and practices. Tutorials will introduce practical examples which will be used to support application, discussion, and evaluation.

Activity type	Hours	Percentage
Scheduled learning	30	10
Independent learning	90	30
Placement learning (work-based)	180	60
TOTAL	300	100%

ASSESSMENT

Coursework: 100% - 8,000 words or equivalent

Assessment Component 1 – 60%

Written Assignment (4,800 words or equivalent)

Exemplar:

‘Critically examine your workplace within the context of sustainable development concepts, sustainability legislation, and international standards, identifying strategies/models currently in use and analysing the balance of social, economic, and environmental concerns. Critically evaluate your organisation’s performance, benchmark your organisation against sector leaders, and establish specific goals for improvement.’

Assessment Component 2 – 40%

Presentation (20 minutes + 5 minutes Q and A – 3,200 words equivalent)

Exemplar:

‘Draft a Sustainability Policy Statement for your organisation, and present your statement in 20 minutes or fewer. Include a framework for implementation and an analysis of your choice using appropriate analytical tools.’

Assessment Summary

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

EDUCATION FOR SUSTAINABLE DEVELOPMENT (ESD)

Does the module contribute to ESD?	Yes ☐
	No ☐
This module provides information to develop knowledge and understanding 'about' sustainability by examining its conceptual definitions and key social, economic and environmental aspects. Education 'for' sustainability is primarily defined by its pedagogic style of critical reflection and holistic approach to systemic and futures thinking. The facilitated learning approach of this module fully supports this by requiring a participative epistemology, allowing learners to link sustainability theory with opportunities for change in the workplace.	

BIBLIOGRAPHY

Essential

Books

Dalal-Clayton, D., Bass, S., International Institute for Environment Development, United Nations Development Programme, Expanded Program of Technical Assistance, & Organisation for European Economic Co-operation (2002) *Sustainable Development Strategies a Resource Book*. London: Earthscan.

Dresner, S. (2012) *The Principles of Sustainability [ebook]*. (2nd ed) Hoboken, New Jersey: Taylor and Francis.

Henderson, R., Gulati, R., Tushman, M. (2015) *Leading Sustainable Change: An Organisational Perspective*. Oxford: Oxford University Press.

Klein, N. (2015) *This Changes Everything: Capitalism vs. the Climate*. London: Penguin.

Journal Articles

Avota, Silvija. (2015) 'Linking Personal and Organisational Values and Behaviour to Corporate Sustainability: A Conceptual Model', *Journal of Business Management*, (10), 124-139.

Marrewijk, Marcel van. (2003) 'Multiple Levels of Corporate Sustainability', *Journal of Business Ethics*, 44(2/3), 107-120.

Steurer, Reinhard (2005) 'Corporations, Stakeholders and Sustainable Development I: A Theoretical Exploration of Business-Society Relations', *Journal of Business Ethics*, 61(3), 263-282.

Stevens, B. (2008) 'Corporate Ethical Codes: Effective Instruments For Influencing Behavior'. *Journal of Business Ethics*, 78 (4), 601-609.

Recommended

Books

Carson, R. (2000) *Silent spring*, London: Penguin.

Schumacher, E.F. (1993) *Small is beautiful: a study of economics as if people mattered*, London: Vintage.

Journal Articles

Brennan, Linda, Binney, Wayne, McCrohan, Janelle, & Lancaster, Narelle. (2011) 'Implementation of environmental sustainability in business: Suggestions for improvement', *Australasian Marketing Journal (AMJ)*, 19(1), 52-57.

Hahn, Tobias. (2015) 'Cognitive Frames in Corporate Sustainability: Managerial Sensemaking with Paradoxical and Business Case Frames', *Academy of Management Review*, 40(1), 18-43.

Konrad, Astrid (2006) 'Empirical Findings on Business--Society Relations in Europe', *Journal of Business Ethics*, 63(1), 89-106.

Schneider, Anselm (2015) 'Reflexivity in Sustainability Accounting and Management: Transcending the Economic Focus of Corporate Sustainability', *Journal of Business Ethics*, 127(3), 525-537.

Websites

OECD Better Life Index: <http://www.oecdbetterlifeindex.org>

Sustainable Development National Strategies:

https://www.iisd.org/measure/gov/sd_strategies/national.asp

UN Sustainable Development Goals (Post 2015): <https://sustainabledevelopment.un.org/post2015>

Well-being of Future Generations (Wales) Act (2015): <http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>