Session: 2024/2025

Title of Module: Sustainability & Organisational Strategy			
Code: QUAL11028	SCQF Level: 11 (Scottish Credit and Qualifications Framework)	Credit Points: 20	ECTS: 10 (European Credit Transfer Scheme)
School:	School of Computing, Engineering and Physical Sciences		
Module Co-ordinator:	Fathiya Mohammed (PA) and Mehran Shikhrobat (LR)		

Summary of Module

Changes in the business environment require organizations to constantly assess their strategies for success. Within the emerging context of sustainable development, students will learn about sustainability and its impact on managing projects, develop a deep understanding of current debates and narratives on sustainability, analyse the impact and application of sustainability principles to the competitive environment and the internal organisational systems; students will develop competence in evaluating strategies, and ensuring that management rolls out the strategies across the organisation taking cognisance of sustainable development goals.

The importance of sustainability will be explored from both a strategic and an operational perspective with consideration of the economic, social and environmental impact of business activities such as standard operations and projects, their delivery results and their effects, for now and future generations. The module works to develop various graduate attributes, including sustainability consideration, leadership qualities and socially responsible management skills within a project management environment.

This module is designed to provide a comprehensive understanding of sustainability, covering various aspects such as development, modern applications and future prospects. During the course, students will explore a wide range of topics aimed at offering insights into the growing importance of Environmental, Social and Governance (ESG) and other emerging factors that affect policies and methods for the sustainable management of project resources.

This module is assessed by an individual assignment; there is no formal examination. Students will be expected to undertake an assessment task in relation to sustainable organisational strategy. This may be in the form of a coursework report, essay, presentation, poster or a combination of these.

Graduate attributes covered by this module include:

Universal

- Critical Thinker
- Ethically-minded
- Research-minded

Work Ready

- Problem Solver
- Effective Communicator
- Ambitious

Successful

- Autonomous
- Resilient
- Driven

The module is aligned with the updated curriculum framework of UWS:

1. **Student centred**: the material and case studies are based on different sectors to reflect the experience of the students from different degrees and contextualise their learning. Tutorial time and discussion forums (AULA, MS Teams) allow for a multi way communication between students themselves as well as student and lectures.
2. **Flexible and hybrid**: teaching material is made available on the online learning platform including slides, recordings, practical exercises and additional learning to complement each week's topic. Online lectures are available, and the recorded summaries allow for students to watch or Re-watch what they may have missed. The module is designed for full time, part time and Distance learning students.
3. **Simple and coherent**: the learning content, which is communicated from the start is set in a linear way to ensure learning is progressing smoothly with designed check-in milestones to assess progress (e.g. tutorial and in-lecture quizzes).
4. **Authentic**: discussions and assessment are based on students' experience, centred around the learning material
5. **Inclusive**: all material is available in written/visual formats; audio formats with subtitles and transcripts are provided where feasible.
6. **Sustainable**: material is updated annually and reflects the current state of affairs on the subject and in the industry/business environment, taking into consideration the student's feedback from formal and informal channels.

Module Delivery Method					
Face-To-Face	**Blended**	**Fully Online**	**HybridC**	**Hybrid 0**	**Work-Based Learning**
☒	☐	☒	☒	☐	☐
See Guidance Note for details.					

Campus(es) for Module Delivery						
The module will **normally** be offered on the following campuses / or by Distance/Online Learning: (Provided viable student numbers permit) (tick as appropriate)						
Paisley:	Ayr:	Dumfries:	Lanarkshire:	London:	Distance/Online Learning:	Other:
☒	☐	☐	☐	☒	☒	TNE (LUBM)

Term(s) for Module Delivery					
(Provided viable student numbers permit).					
Term 1	☒	Term 2	☒	Term 3	☒

Learning Outcomes: (maximum of 5 statements) **These should take cognisance of the SCQF level descriptors and be at the appropriate level for the module.** At the end of this module the student will be able to:	
L1	Develop leadership skills and strategies for sustainable projects by integrating ESG into management practices and creating long-term value for both business and stakeholders.
L2	Develop self-awareness and professional reflective practice about the impact of individual and collective behaviours on achieving sustainability in organisational strategy, by appreciating the impact of individual values, organisational culture and leadership.
L3	Critically analyse the growing challenge and imperative of sustainable organisational strategy by developing a systematic approach to assessing the problems and contexts with standard solutions and new approaches.
L4	Create a customised plan for driving positive change that support the implementing, governing, and managing the necessary transformations required for ongoing sustainability integration.
L5	Critically evaluate the opportunities, emerging systems and techniques for developing and managing new business strategic models, based on the principles of sustainability.

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	During completion of this module, there will be an opportunity to achieve core skills in:
Knowledge and Understanding (K and U)	SCQF Level **11**

| | Gain a critical understanding of the key concepts in organisational strategy, strategic project management and their relationship to sustainable development.

Gain a critical understanding of the terms and importance of sustainability for organisational strategy and within a professional environment. |
|---|---|
| Practice: Applied Knowledge and Understanding | SCQF Level **11**

Identify how strategic management is impacted by the developments in sustainability practices.
Analyse realistic mission, vision and value statements and how these are translated to actions to achieve sustainable development.
Identify methods to embed sustainable solutions to all levels of project management and delivery. |
| Generic Cognitive skills | SCQF Level **11**

Demonstrate an integrated understanding of strategic management and sustainability issues and identify solutions to achieve sustainable business strategies. |
| Communication, ICT and Numeracy Skills | SCQF Level **11**

Develop and demonstrate an ability to communicate effectively in a variety of professional settings using a variety of tools and techniques.
Gain practice of the process of preparing written reports, presentations and delivery, using different IT tools. |
| Autonomy, Accountability and Working with others | SCQF Level **11**

Work as part of a professional team to analyse information and formulate a solution.
Prepare, carry out, report on and present new solutions to current problems.
Develop the ability to self-reflect and recognise the impact of own current practices to the environment. |

Pre-requisites:	Before undertaking this module the student should have undertaken the following:	
	Module Code:	**Module Title:**
	Other:	
Co-requisites	**Module Code:**	**Module Title:**

*Indicates that module descriptor is not published.

Learning and Teaching	
In line with current learning and teaching principles, a 20-credit module includes 200 learning hours, normally including a minimum of 36 contact hours and maximum of 48 contact hours.	
Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	**Student Learning Hours** (Normally totalling 200 hours): (Note: Learning hours include both contact hours and hours spent on other learning activities)
Lecture/Core Content Delivery	24
Tutorial/Synchronous Support Activity	12
Independent Study	164
	200 Hours Total

**Indicative Resources: (eg. Core text, journals, internet access)
The following materials form essential underpinning for the module content and ultimately for the learning outcomes: CORE TEXT: Stead, Jean Garner, and W. Edward Stead. "Sustainable Strategic Management." 2017. 2nd ed. OTHER RECOMMENDED TEXTS: Epstein, Marc J.; Rejc Buhovac, Adriana; Elkington, John; Leonard Herman B. "Dutch"; "Making Sustainability Work" Greenleaf Publishing, 2017. 2nd ed. Sempels, Christophe.; Hoffmann, Jonas;"Sustainable Innovation Strategy: Creating Value in a World of Finite Resources";Basingstoke : Palgrave Macmillan, 2013. Hitt, Michael A.; Ireland, R. Duane.;Hoskisson, Robert E., "Strategic Management: Concepts and Cases: Competitiveness and Globalization", Boston, Mass. : Cengage Learning, 2017. 12th ed. Silvius, G., Sustainability in project management. London: Routledge, 2016. Click or tap here to enter text. Please ensure the list is kept short and current. Essential resources should be included, broader resources should be kept for module handbooks / Aula VLE. Resources should be listed in Right Harvard referencing style or agreed professional body deviation and in alphabetical order.

(**N.B. Although reading lists should include current publications, students are advised (particularly for material marked with an asterisk*) to wait until the start of session for confirmation of the most up-to-date material)

Attendance and Engagement Requirements

In line with the Student Attendance and Engagement Procedure: Students are academically engaged if they are regularly attending and participating in timetabled on-campus and online teaching sessions, asynchronous online learning activities, course-related learning resources, and complete assessments and submit these on time.

For the purposes of this module, academic engagement equates to the following:

Free Text – to add detail

Equality and Diversity

The University's Equality, Diversity and Human Rights Procedure can be accessed at the following link: UWS Equality, Diversity and Human Rights Code.

Please ensure any specific requirements are detailed in this section. Module Co-ordinators should consider the accessibility of their module for groups with protected characteristics..

(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)

Supplemental Information

Divisional Programme Board	Engineering
Assessment Results (Pass/Fail)	Yes ☐No ☒
School Assessment Board	Civil Engineering and Quality Management
Moderator	TBC
External Examiner	A Garad
Accreditation Details	Part of a degree programme accredited by APM
Changes/Version Number	1.1

Assessment: (also refer to Assessment Outcomes Grids below)

Assessment 1: Essay, report, presentation or hybrid (individually): Students will be given a brief on sustainability and its implications/implementation in organisational strategy and strategic management. Students will be asked to respond to this brief in one or a combination of the formats above.

(N.B. (i) **Assessment Outcomes Grids** for the module (one for each component) can be found below which clearly demonstrate how the learning outcomes of the module will be assessed.
(ii) An **indicative schedule** listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Module Handbook.)

Assessment Outcome Grids (See Guidance Note)

Component 1							
Assessment Type (Footnote B.)	Learning Outcome (1)	Learning Outcome (2)	Learning Outcome (3)	Learning Outcome (4)	Learning Outcome (5)	Weighting (%) of Assessment Element	Timetabled Contact Hours
Essay/Report/Presentation	☒	☒	☒	☒	☒	100	0
Combined Total for All Components						**100%**	**0 hours**