

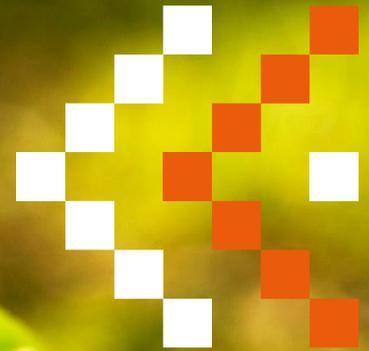
Department of Business Management

Master of Sustainability Management



UNIVERSITY
OF
JOHANNESBURG

SCHOOL OF MANAGEMENT



**The Future
Reimagined**

Master of Sustainability Management



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The University reserves the right to amend enrolment requirements, dates, fees and programme contents as and when the need arises, without prior notice.

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Introduction

Sustainable development is key to every nation and organisation leading to a competitive advantage and value creation. Leaders and managers in all organisations, no matter what size or type of organisation need the competence and skills to manage sustainability and entrench it into the organisation as a change agent. Sustainability should be an integral part of an organisation from its strategy to its people and its operations.

NAME OF INSTITUTION
University of Johannesburg

PROGRAMME TYPE
Professional

NQF LEVEL
9

CREDITS
180 Credits

DURATION
2 Years

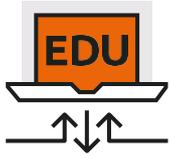
MODE OF DELIVERY
Contact

CAMPUS
JBS Park Campus

What sets this Masters apart?



Purpose of Programme: The purpose of the Master of Sustainability Management is to equip participants (who will be drawn from the current generation of organisational leaders/managers and especially from among leaders/managers in emerging countries) to advance sustainability management practices in the workplace and to lead the transformational organisational and cultural changes associated with the full integration of sustainability management as key to long-term organisational success – in short, to develop leaders in sustainability management for both the national and African and other international countries. To achieve this, participants will learn to reflect critically on theories relating to sustainability management, and to apply these in dealing with the complex issues and problems around sustainability which arise in their institutional context. This will require participants to draw on high-level skills with regard to accessing, interpreting and utilising data and information, and planning and implementing tasks. Leadership skills developed will include self-direction, autonomy and innovation in driving sustainability, high-level communication skills to a variety of audiences, as well as the ability to constantly advance further their knowledge and skills in this field.



Teaching approach

Though this is a part time programme, teaching is conducted in day classes, over 3 and 2 day blocks each quarter over two years. The teaching approach is experiential learning or action learning where students get the opportunity to apply the knowledge obtained through the programme practically in the workplace as they work through the programme.

Focus is placed on developing critical thinking, systems thinking and problem-solving skills.

Admission requirements

Admission Requirements: The minimum admission requirements are:

- a four-year qualification equivalent to Hons level NQF level 8 qualification in any field - a minimum of five years' professional experience with at (highlighted in a CV uploaded into the UJ application portal).
- the ability to take study leave for the duration of each block session run during working days

NB: Due to a limited intake of about 20 students each year, the selection process may also consist of interviews, psychometric testing, a research proposal exercise, or other entrance examination, amongst other requirements.

Articulation possibilities of this programme

The Master of Sustainability Management does not build on any specific undergraduate programme. While the programme will certainly comply with statutory requirements, in that entrants will be required to hold a four-year qualification Honours, professional Bachelor's degree, PGDip), the specific field of prior study will be considered less decisive than the specified workplace experience and the commitment to advance sustainability in the current workplace. Hence it is envisaged, and indeed desired, that graduates with a wide range of disciplinary expertise will articulate into the programme, given that the programme only to a limited extent involves further disciplinary specialisation; rather it involves preparing experienced professionals to significantly advance sustainability practices in the workplace, not least by learning from the diverse experience of their peers in the programme.

Graduates who have completed the Master of Sustainability Management will be able to articulate to doctoral studies in a variety of cognate management fields.

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International comparability

A statement on how the qualification compares with or relates to similar qualifications or best practices or standards offered in other parts of the world must be given. The Quality Councils will apply this in a manner appropriate to their relevant sector and Sub-framework. Qualifications that are internationally comparable could assist in determining the articulation possibilities of the qualification with qualifications in other national and regional qualification frameworks.

| COUNTRY | NAME OF INSTITUTION | QUALIFICATION TITLE | CONTENT | SYNOPSIS |
|---------|-----------------------|---|---|--|
| USA | University of Arizona | Executive Masters for Sustainability Leadership | Strategic sustainability and Decision-making; Leadership for Sustainability and Enterprise Transformation; Communication for Sustainability; Global Context; Capstone Project. | This programme was the initial inspiration for the UJ programme; hence there are similarities in structure and content (the underlying broad understanding of sustainability and associated strategies, the target audience of senior leaders in the workplace; the international immersive experience). How they differ is that the UJ programme is firmly located with the local and continental context, while still drawing on internationally validated perspectives on sustainability. |
| UK | Cranfield University | Environmental Management for Business MSc | Principles of Sustainability; Project and Contract Management; Environmental Regulation in Practice; Environmental Economics; Technology, Environment and Society; Environmental Policy; Evaluating and Communicating Sustainability; Globalisation and Environmental Change. | Both the UJ and the Cranfield programmes seek to develop 'a new breed of professional' who will provide leadership in a widerange of sectors with international application; however, the Cranfield programme targets young graduates (rather than senior leaders); focuses primarily on 'green' environmental issues (a narrower understanding of sustainability); and positions itself as module postgraduate programme at Cranfield. |

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Composition of the programme



MODULE OUTCOMES

MODULE NAME

MODULE OUTCOMES

Strategising sustainability

(25 credits)

Strategy, Decision Making and Sustainability / Making the case for sustainability to Sustainability strategy in action / Strategic Sustainability Action

- Students will explore critical concepts and apply action-oriented tools at the interface of strategy, decision making and sustainability management.
- Students will develop pragmatic skills in areas such as emerging strategic sustainability frameworks, planning from success, sustainability as a decision challenge, system mapping and assessment, and prioritisation for driving sustainable success.
- Students will explore key historic, economic and enterprise concepts comparing business-as-usual and emerging requirements from a strategic sustainability perspective.
- Students will develop advanced knowledge and capability to make effective cases for strategic sustainability leadership.
- Students will apply their growing set of concepts, methods and tools for strategy and sustainability both to iconic challenges and issues drawn from their own personal and professional contexts.
- Students will create systems, decision and knowledge maps; develop integrated suites of actions and success metrics; and develop the skills to transform the ongoing sustainability discussion from a debate over costly trade-offs to a dialogue on investments and strategic options.

Leading sustainability

(25 credits)

Imperatives of sustainable leadership / Foundations of leadership and Sustainability to Supporting change and leading transformations / Leading Transformative Change

- Students will explore key concepts of both theory and practice for leadership within a sustainability management context.
- Critical aspects at levels from personal to institutional leadership and beyond will be explored. Arenas such as leading within a “wicked-problem” space, team building for continual learning and adaptive change, critical thinking for sustainability, and supporting innovation for sustainable success will be explored.
- Students will work with both conceptual and pragmatic knowledge to enable constructive experimentation and application within their current personal and professional contexts.
- As the module progresses students will increasingly focus on developing and experimenting with their growing toolbox of hands-on leadership skills, methods and tools.
- The module will focus on real-world challenges at the level of organizational change — including understanding and integrating individual and critical global contexts.
- The module will provide students with the means and opportunity for their personal transformation to an effective sustainability leader.

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Communicating sustainability

(25 credits)

Sustainability, communication and change management / Crafting your organization's sustainability story / Communicating for Sustainability Success



concepts and tools that create the basis for
developing effective cases for sustainability and skills for
leadership and managing ongoing adaptive-change
efforts.

- As the module progresses, students will develop personal skills and practice with a hands-on toolbox for creating and delivering robust and compelling reports, narratives and critical know-how across multiple audiences.
- Students will apply an audience-centric approach to communicating and explore how to leverage new communications arenas such as the emerging universe of social media. Through real-world challenges, many selected from their own personal and professional context, students will develop the skills to create a robust communications platform and compelling case for sustainability leadership and ongoing change.

Global sustainability challenges

(25 credits)

The Global Context for Sustainability / Developing your Global Context to Global Context for Sustainability Action / Harnessing external factors and actors to drive internal outcomes

- Students will be exposed to and explore critical global issues for sustainability leadership.
- Knowledge and skills for identifying key and emerging issues, as well as continual-learning and learning-as-a-community, will be developed.
- Students will explore evolving ideas and methods to bring the global context into individual, local and regional contexts, including implications at each level.
- As the module progresses, students will use the lens of global sustainability as a platform for transformative change and action-oriented strategic efforts.
- Students will delve deeply into a suite of iconic sustainability issues as vehicles to create tangible efforts and actions that generate high-value outcomes.
- Tools from studies in leadership, strategy and communication will all be brought to bear through experimentation and application within each student's personal and professional context. Students will explore the theories and hand-on practice of effectively communicating all aspects of sustainability within a context of personal and organizational change.

Research in Sustainability Management

(45 Credits)

Research Methodology / Application of sustainability theory and practice in an organisational setting

- Working across a year-long programme, each student will be supported in producing a mini-dissertation based on a hands-on and personally and professionally-relevant project to provide a vehicle for the application of sustainability theory and practice in an organisational setting.

Sustainability Immersion (35 credits)

Sustainability Leadership Experience

- During the immersion sessions, students will visit globally connected businesses or public sector organisations and engage directly over five working days with practical attempts at sustainable development.
- Students will gain higher sensitivity to the challenges of working in globally connected organisations, and societies and learn how to adapt global thinking and methods to drive desired outcomes locally and on the continent. The final immersion will also provide an event for students, including the presentation of their on-site projects.
- Students are charged additional costs for travel to and from the nearest hotel of their stay.

Competences developed in the programme

Level descriptors describe the learning achievement at a particular level of the NQF that provides a broad indication of the learning achievements or outcomes that are appropriate to a qualification at that level. The NQF level descriptors that are applicable to the Master of Sustainability Management are Level 9 descriptors, and are as follows:

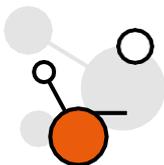


| NQF LEVEL 9 DESCRIPTORS | COMPETENCIES DEVELOPED IN THE PROGRAMME |
|--|---|
| <p>1. Scope of knowledge, in respect of which a student is able to demonstrate specialist knowledge to enable engagement with and critique of current research or practices, as well as advanced scholarship or research in a particular field, discipline or practice.</p> | <p>The scope of knowledge of the graduates will be developed at a high level across a wide spectrum, covering theories and practices relevant to sustainability management as these relate primarily to the continent (see especially the module Leading Sustainability). Their engagement with literature during the programme, and in particular during the Research in Sustainability Management Project, will develop advanced scholarship in the field of disciplines relating to sustainability. While each participant will draw on and apply their specialised knowledge (arising from their prior studies and work experience), the purpose of the programme is to develop generalists who are able to apply sustainability management across numerous management disciplines, as required in their professional practice.</p> |
| <p>2. Knowledge literacy, in respect of which a student is able to demonstrate the ability to evaluate current processes of knowledge production, and to choose an appropriate process of enquiry for the area of study or practice.</p> | <p>Graduates will be able to demonstrate knowledge literacy in their investigation of theoretical frameworks and models of sustainability, and their possible applications, from multiple local and international sources. Graduates will select an appropriate focus area for in depth research, arising from their individual professional environment.</p> |
| <p>3. Method and procedure, in respect of which a student is able to demonstrate a command of and the ability to design, select and apply appropriate and creative methods, techniques, processes or technologies to complex practical and theoretical problems.</p> | <p>The programme will equip participants to advance highly complex sustainability practices in the workplace by designing, selecting and applying appropriate methods, processes, and communication strategies. The programme will develop the competence of graduates to select appropriate models and approaches and to adapt them for a specific context.</p> |
| <p>4. Problem solving, in respect of which a student is able to demonstrate: the ability to use a wide range of specialised skills in identifying, conceptualising, designing and implementing methods of enquiry to address complex and challenging problems within a field, discipline or practice; and an understanding of the consequences of any solutions or insights generated within a specialised context.</p> | <p>Graduates will develop a wide range of specialised skills that will enable them to analyse complex, multi- faced problems, and to design appropriate solutions to challenges as regards implementing sustainability in professional environments. In particular, the modules on Strategising Sustainability and Global Sustainability Challenges will enhance their awareness of, and ability to develop solutions to these complex issues, as appropriate to specific environments. In the Research in Sustainability Management Project, students will research the applications of proposed solutions in a specific work environment.</p> |
| <p>5. Ethics and professional practice, in respect of which a student is able to demonstrate the ability to make autonomous ethical decisions which affect knowledge production, or complex organisational or professional issues, and the ability to critically contribute to the development of ethical standards in a specific context.</p> | <p>The programme will position graduates as sustainability management professionals, which will commit them to the inherently ethical management of limited global resources, and to ensuring that their work environment adopts a similar ethical standard. The knowledge, theoretical frameworks, as well as practical models they will be able to use in their leadership roles, will equip them for ethical decision making and conduct in executing their function</p> |



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6. **Accessing, processing and managing information**, in respect of which a student is able to demonstrate the ability to design and implement a strategy for the processing and management of information, in order to conduct a comprehensive review of leading and current research in an area of specialisation to produce significant insights.
- Especially the module Global Sustainability Challenges will develop information accessing, processing and analytical skills, as well as the ability to constantly review a wide range of local and international literature, reports and research data. Global Sustainability Challenges will develop competence in managing information and creating innovative solutions that will contribute towards the professionalisation their sustainability practices.
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7. **Producing and communicating information**, in respect of which a student is able to demonstrate the ability to use the resources of academic and professional or occupational discourses to communicate and defend substantial ideas that are the products of research or development in an area of specialisation; and use a range of advanced and specialised skills and discourses appropriate to a field, discipline or practice, to communicate with a range of audiences with different levels of knowledge or expertise.
- The module Communicating Sustainability focuses specifically on the production and communication of information at various levels and to a wide range of audiences, drawing on information gathered from ongoing review of local and international literature, as well as data gathered through own research. Advanced written and verbal communication skills will be developed on an ongoing basis, culminating in the final assessment which will include a verbal presentation to a high-level audience, including business professionals.
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8. **Context and systems**, in respect of which a student is able to demonstrate the ability to make interventions at an appropriate level within a system, based on an understanding of hierarchical relations within the system, and the ability to address the intended and unintended consequences of interventions.
- The graduates will develop the competence to manage systems effectively, beginning from their own position in a company hierarchy. The programme will draw inter alia on the theoretical framework of complex adaptive systems, which will position graduates to approach and manage complex problems from a systems approach, and to develop and implement solutions that make provision for the complex interrelationships between factors in the system. This will include building competence in identifying and managing the intended and unintended consequences of interventions.
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9. **Management of learning**, in respect of which a student is able to demonstrate the ability to develop his or her own learning strategies, which sustain independent learning and academic or professional development; and can interact effectively within the learning or professional group as a means of enhancing learning.
- The graduates will demonstrate their management of learning throughout the programme, in that they will be required to plan and undertake independent study in two themes simultaneously, primarily on- line, and interfacing digitally with the full group of participants. The initial sustainability immersion is envisaged as, at the outset, familiarising participants with each other, and with the approaches to the proposed learning, to ensure subsequent successful group learning. In addition, the Global Sustainability Challenges module will position graduates to draw on the learning skills acquired to manage lifelong learning and to constantly utilise literature and other relevant learning resources to maintain their knowledge levels in the rapidly developing field of sustainability.
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10. **Accountability**, in respect of which a student is able to demonstrate the ability to operate independently and take full responsibility for his or her own work, and, where appropriate, to account for leading and initiating processes and implementing systems, ensuring good resource management and governance practices.
- The programme requires students to take full responsibility for their own learning and to use their initiative in undertaking independent advanced study. The purpose of the programme, to develop graduates' competence to achieve the ethical management of sustainability as a complex system, will require graduates to be successful in initiating, leading and implementing complex systems, processes and projects.
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Assessments



The programme will track the progress of students through continuous assessments. Assessments may include assignments, case studies and examinations. At-risk students are identified after every assessment. Students who fail assessment tasks are referred to additional online tutoring sessions, and may be asked to repeat assessment tasks.

The Tutor Policy states that tutors are responsible for the early identification of potential at-risk students and for referring these students to the lecturer and/or to services and programmes offered by the Academic Development Centre. This duty is implemented as follows:

- Students that fail an assessment opportunity, or did not complete an assessment, will be contacted by a tutor for additional content assistance.
- Students can be referred to writing assistance support, if poor performance is due to language or writing difficulties.

Programme impact and improvement are done by the following:

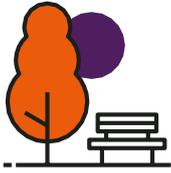
- **Annual Review:** At the annual departmental strategic planning session, the department reviews its programmes to ensure alignment with departmental, faculty and university goals and objectives. An action plan is developed based on the outcome of the review.

The action plan is then implemented and reviewed at the end of the following year.

- **Programme Review:** The Division for Institutional Planning and Quality Promotion within UJ provides guidelines to align the programmes offered at UJ with national programme related processes. The UJ approved a Quality Promotion Plan in 2010 for different forms of programme reviews. Programme reviews that could be conducted in the UJ context up to 2016 are formal evidence based self-evaluation, peer review or internal/faculty based self-evaluation.
- **Faculty Review:** The Faculty of Management undertakes faculty reviews in accordance with the institution's faculty review programme. The faculty reviews are benchmarking exercises to determine the national and international stature of the individual faculties in accordance with the UJ Strategic Plan: 2025.

MARKS WILL BE ALLOCATED AS FOLLOWS:

| MODULE NAME | MARKS ALLOCATED | % OF FINAL MARK |
|---|-----------------|-----------------|
| Strategising sustainability | 25 | 13.9% |
| Leading sustainability | 25 | 13.9% |
| Communicating sustainability | 25 | 13.9% |
| Global sustainability challenges | 25 | 13.9% |
| Sustainability immersion | 35 | 19.4% |
| Research into sustainability management | 45 | 25% |
| Total | 180 | 100% |



Application procedure

Applications to the University can be submitted either online or by submission of a hard copy application. The applicant submitting an application online is exempted from paying an application fee and a hard copy application need to be accompanied by a proof of payment of the amount of ±R250 (subject to change).

Please note that All applications must be accompanied by CERTIFIED copies (not older than 3 months) of the following documents:

- Degree certificates (BCom Honours or relevant, equivalent four-year university degree)
- Official academic record with 120 credits
- Certificate of conduct (obtained from the University where the B Com Honours or relevant, equivalent four year degree was completed)
- ID or Passport (certified)
- A recent abridged CV

International applications to the University of Johannesburg need to be accompanied by the CERTIFIED copies (not older than 3 months) of the following documents:

- Passport or National Identity Document
- Academic Transcript from the previous institution/s
- Degree certificate/s
- Evaluation certificate from SAQA or the equivalency can be done at the University through the UK-Naric system

Applications close on 30 September 2026.

With only one intake in January.

Fees

Programme fee for the Master of Sustainability Management is R94 540

Contact information

All programme, application, registration and fee queries can be directed to:

Mr Makgaba Manabile (makgabam@uj.ac.za / 011 559 3151) / Ms Gloria Mavambu (gmavambu@uj.ac.za / 011 559 1758)

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