



## PROGRAMME SPECIFICATION

### KEY FACTS

<b>Programme name</b>	<b>MSc in Sustainable Management and Finance</b>
Award	MSc
Exit Awards	PG Dip, PG Cert
School	Bayes Business School
Department(s) or equivalent	Specialist Masters Programme
Programme code	PSESGM
Type of Study	Full time
Total UK credits	180
Total ECTS	90
Mode of Learning	In Person

### PROGRAMME SUMMARY

In recent years, and especially since 2021 with the announcement of the UK Net Zero Strategies, the EU Adaptation Strategy for Climate Resilience and the EU Sustainable Finance Action Plan, listed companies need to include ESG (Environmental, Social and Governance) management in their operations and strategies. ESG management is becoming the way business must operate.

Yet, ESG management is full of complexities and constant novelty. Industries such as finance, insurance, real estate but also consultancy and many others are in high need of new professionals understanding ESG. Working in ESG requires a combination of complexity analysis, critical thinking, high-level interpersonal skills, in-depth knowledge, and analytical skills to ensure success in this rapidly changing and ever more complex environment.

Throughout your degree, you will integrate your learning across a range of professional skills, delivered in a highly targeted and applied format. These skills are aimed at helping you develop your aspirations, plan your approach to your job search and help you create a strong base from which to manage your career long term. You will also be able to use the skills you learn to support your wider study, substantiate your arguments and make informed assessments about the material you are covering.

On the programme you will:

- Gain a comprehensive grasp of the principles, standards, and applications of ESG management, including sustainable finance and sustainable management.
- Discuss about the challenges and opportunities environmental, social and governance challenges presents to companies across strategic planning, operations, marketing, and accounting and finance
- Learn how ethics and innovation are essential components for organisations dealing with ESG challenges including climate change but also inequality and corruption
- Develop an in-depth appreciation of the science, policies and technologies linked to ESG issues, including the scientific basis and economic rationale underpinning international agreements and responsible investment standards.
- Engage with an international, multicultural and critical perspective on ESG management as well as a flexible qualification suitable for a wide range of roles ranging from ESG specialist or analyst to sustainability manager or consultant.

The programme combines managerial, ethical, legal, accounting and investment skills in ESG to give a 360-degree view of ESG management. It includes the tools and techniques for effective financial valuation and risk assessment, taking ethical and financially sound managerial decisions and communicating effectively with stakeholders. Furthermore, it also provides a strong critical approach to some of the current ESG applications that will help future managers to promote impactful and meaningfully change beyond potential decoupling and greenwashing.

A Masters in Sustainable Management and Finance from Bayes has the potential to open up global career opportunities for flexible high-calibre students.

#### Registration Period

It is expected that you will complete this degree within 12 months. The maximum period of registration for the degree is three years full time.

### **WHAT WILL I BE EXPECTED TO ACHIEVE?**

**On successful completion of this programme, you will be expected to be able to:**

#### Knowledge

- **Critically discuss** the variety of ESG concepts, philosophies, standards and practical applications and use them to explain the broad area of ESG management and associated areas.
- **Articulate** how ESG management changes other organisational areas such as financial analysis, strategy making and supply chain management.
- **Apply** quantitative and qualitative analytical and decision supporting methods to analyse assets and evaluate organisations based on ESG methodologies.
- **Evaluate** current problems and new insights, much of which is at the forefront of corporate social responsibility and sustainable finance.

### Skills

- **Apply** various decision-making frameworks and standards to systematically identify, assess, and provide recommendations on how to improve ESG in organisations at asset management, risk assessment but also strategy level.
- **Critically analyse** decisions on investments and general financial strategy based on ESG criteria.
- **Explain** the implications of sustainable finance and corporate responsibility theories for practical issues of, for example, asset management, portfolio management, risk management but also supply chain management, new product development and leadership.
- **Evaluate** complex decisions and engage in analytical problem solving.
- **Identify** relevant information from a large array of data and use it to develop complex ESG decisions and strategies.
- **Develop and improve** report writing and presentation skills in order to present ESG concepts to a range of audiences.
- **Successfully analyse** and manage risk in relation to ESG decision making.

### Values and attitudes

- **Demonstrate ethical reasoning** and knowledge of responsible management.
- **Reflect on** global challenges such as climate change, plastic pollutions, poverty, etc.
- **Show confidence** in handling complex ESG information including risk analysis.
- **Demonstrate critical awareness** of the limitations of standard, approaches and theoretical models.

### Graduate Attributes

The graduate attributes you can demonstrate on completion of your programme are key to your future employment. It is therefore central to every programme that there will be opportunities in the learning, teaching and assessment activities for you to engage with these on all modules. Further detail of this will be provided for you by your module leader.

The graduate attributes are:

- Always learning
- Engaged in the world
- Technical and digital
- Connected Professional

### **WHAT WILL I STUDY?**

The programme is taught over three terms. You must complete four compulsory modules in term one, four compulsory modules in term two, you then have two options in term three to complete your degree:

**Option one:** You will complete an Industry Research Project and three elective modules.

**Option two:** You will complete a General Research Project and three elective modules.

Module Title	SITS Code	Module Credits	Compulsory / Elective	Compensation Yes/No	Level
<b>Term One</b>					
The Challenges and Debates of Sustainability and ESG	BBM101	15	Co	Y	7
Principles of Sustainable Finance	BBM102	15	Co	Y	7
Sustainable Management	BBM103	15	Co	Y	7
Engagement, Communication and Governance	BBM106	15	Co	Y	7
<b>Term Two</b>					
Applied Research Methods in ESG	BBM104	15	Co	Y	7
Accounting and Sustainable Governance	BBM105	15	Co	Y	7
Business Strategies, Climate-tech and Innovation	BBM107	15	Co	Y	7
Metrics, Asset Management and Modelling in Responsible Investment	BBM108	15	Co	Y	7
<b>Term Three</b>					
<b>In term three you will choose one module from:</b>					
Industry Research Project	SMM095	30	E	N	7
General Research Project	BBM110	30	E	N	7
<b>You will then take three further elective modules:</b>					
Sustainable Finance with ESG	SMM087	10	E	Y	7
Emerging Global Risks	SMM925	10	E	Y	7
Operational Risk Management	SMM388	10	E	Y	7
Advanced Company Valuation	SMM525	10	E	Y	7
Country and Geopolitical Risk Management	SMM343	10	E	Y	7
Storytelling for Business	SMM143	10	E	Y	7
New Market Creation	SMM317	10	E	Y	7
Sustainability in Real Estate	SMM685	10	E	Y	7
Shipping Risk Management	SMM716	10	E	Y	7

Corporate Entrepreneurship	SMM296	10	E	Y	7
FinTech - Financial Services in the Digital Age	SMM392	10	E	Y	7

Throughout your study you will have the opportunity to work both individually and in groups, on a wide variety of subject matter. You will also have the opportunity to attend events and showcases to enable you to engage with external stakeholders and begin to build professional networks. In addition to this you will be provided with guidance about routes through the programme and encouraged to discuss your plans with your tutors and careers advisors to choose the options most appropriate to you.

At the beginning of the course, you will complete a number of induction workshops including:

- Team building
- Career induction and careers fair
- Professional development skills
- Descriptive statistics and introduction to probability
- Introduction to programming languages

Throughout your studies you will also have the opportunity to undertake several professional and career development workshops.

During term three you will be able to choose from a range of electives to personalise your experience.

This list of electives is an indication of the range of modules that can be on offer and is subject to change due to circumstances such as: enhancing or updating the quality and content of educational provision; responding to student feedback; academic staffing changes; the number of students in each programme; a lack of student demand for certain modules; or factors beyond the institution's reasonable control, such as meeting the latest requirements of a commissioning or accrediting body. For these reasons, not all the electives listed will be offered every year. New (additional or replacement) modules may also be added for these reasons.

There may also be pre-requisites for joining a module, and space and timetable availability restrictions may also apply.

The list of electives offered in a given year will be confirmed by February 1<sup>st</sup>.

### **HOW WILL I LEARN?**

Learning is achieved through a range of methods, such as lectures, case studies, group work, presentations, seminars, company projects and business simulation games. In general, the programme reflects the pedagogic philosophy of Bayes Business School: advanced, technically challenging education to prepare business professionals and leaders

to operate at decision-making levels. You will also make extensive use of Moodle, our Virtual Learning Environment (VLE), which is used to support all learning on the course.

Emphasis is placed upon the specific equipping you with the theoretical foundations of various decision-making schools as applied in practical, real-world contexts. Student presentations - to lecturers, external guests, visitors from the City and other members of the class - give you invaluable practice in using, applying and expressing complex subject matter clearly and concisely to a business audience. Group work, on the preparation of case studies consolidates the acquired knowledge and also builds interpersonal and communication skills which are essential for any future career you might choose.

The MSc in Sustainable Management and Finance is designed and structured to allow for intellectual progression through modules taught in terms 1 and 2. Modules taught in term 2 normally build on the knowledge and skill acquired in term 1. Term 3 allows for further progression by choosing specialist elective modules or a dissertation/project, where students can apply knowledge and skills acquired earlier in the programme.

An indicative number of learning and teaching hours (normally around 10, both contact and non-contact) are required for each credit awarded. The precise weighting of different types of learning and teaching depends on the modules you take, and the breakdown is therefore provided within the appropriate module specifications.

Non-contact hours are for self-directed study and account for the **indicative** amount of time you should spend studying independently, including subject research, reading, working in groups and completing assignments and other homework. Whilst these are non-contact hours we will have designed some activities that you should engage in during that time, and we will also spend time responding to questions and providing feedback on some of these activities and draft assessments.

**Overall teaching and learning hours: approx 1800 hours**

**Contact hours: approx. 314hours**

## **WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?**

### Assessment and Assessment Criteria

This course is assessed using both examinations and a variety of coursework formats, depending on your choice of modules. Coursework formats may include tests and quizzes, written assignments and presentations, set exercises or computer-based exercises, and will also include a formal research project on a related topic of your choice. Standard MSc grade related criteria will apply.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge or attitudes that you need to demonstrate in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade- Related Criteria are descriptions of the level of skills, knowledge or attributes that you

need to demonstrate in order to achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

### Feedback on assessment

Feedback will be provided in line with our Assessment and Feedback Policy and will be provided in a variety of ways throughout your course, both formally and informally, in order to support your learning.

You will normally be provided with coursework feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. The timescale for feedback on final projects or dissertations may be longer. Examination grades will be provided once they have been agreed by an Assessment Board.

More details about the feedback you can expect from individual modules and assessments will be provided by your lecturers.

The full policy can be found at: [assessment regulations and policy](#).

### Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. The programme is weighted according to the number of credits awarded for each module. Pass / Fail modules are excluded from this calculation.

The pass mark for each module is 50% and there are no minimum qualifying marks for individual components.

If you fail an assessment component or a module, the following will apply:

#### **1. Re-Sit:**

You will normally be offered one re-sit attempt.

If you are successful in the re-sit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a re-sit will be capped at the pass mark for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the component(s) that you passed at first attempt.

## 2. Compensation:

Compensation can only be awarded by the Final Assessment Board and must be applied within the following limits and conditions:

Where you fail up to a total of 30 credits (15 for a postgraduate certificate), you may be eligible for compensation if:

- Compensation is permitted for the module involved (see the “What will I Study” section of the programme specification), and
- It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and
- A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and
- An aggregate mark of 50% has been achieved overall.

If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original mark shall be used for the purpose of your award calculation.

If, at the point where you have results for all taught modules:

- You have no more than 30 credits outstanding (15 for a PG Certificate), and
- The grade for this module(s) is 40% or above, and
- Your overall degree average is at least 50%, and
- If the module(s) is eligible for compensation.

Then you will **not** be required to undertake the re-sit for that module, as this will be eligible for compensation.

### **Please note:**

- **If you fail more than 30 credits (excluding project modules), then you must retake all outstanding assessments with no exceptions.**

If you do not meet the pass requirements for a module and do not complete your re-sit by the date specified you will not progress and the Assessment Board will require that you be withdrawn from the programme.

If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award as per the table below.

If you would like to know more about the way in which assessment works at City St George's, please see the full version of the [Assessment Regulations](#).

## WHAT AWARD CAN I GET?

### Master's Degree:

Following successful completion of the MSc in Sustainable Management and Finance, you will have the ability to assess and evaluate all aspects of Sustainable Management and Finance and apply your learning in the appropriate context. You will also have demonstrated the capacity to undertake business research from an analytical perspective, and present an individually researched project applicable to the Sustainable Management and Finance subject area.

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>	<b>Class</b>	<b>% required</b>
Taught	7	180	100	With Distinction	70
				With Merit	65
				Without classification	50

### Postgraduate Diploma:

Following the award of a Postgraduate Diploma Sustainable Management and Finance in addition to the below, you will gain a more advanced knowledge and in-depth understanding of these subject areas, from a variety of different perspectives and in order for you to broaden your expertise and skills. You will have developed a sophisticated appreciation of current theories and practice in Sustainable Management and Finance together with the ability to evaluate a range of different approaches to them.

You must complete 120 credits with a minimum mark of 50%.

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>	<b>Class</b>	<b>% required</b>
Taught	7	120	100	With Distinction	70
				With Merit	65
				Without classification	50

### Postgraduate Certificate:

Following the award of a Postgraduate Certificate in Sustainable Management and Finance you will be able to examine the theories related to all aspects of Sustainable Management and Finance and apply your learning in the appropriate context. You will possess the skills and knowledge required to develop a career in the Sustainable Management and Finance arena, will have mastered essential skills and knowledge and also developed an

appreciation of what it takes to engage with Sustainable Management and Finance in context. The assessments you undertake to achieve this qualification will focus on the skills, knowledge and attributes that you will need to facilitate your career development and will support you in developing your practical abilities. The postgraduate certificate will enable you to gain confidence in your skills and your future role.

You must complete of 60 credits with a minimum mark of 50%.

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>	<b>Class</b>	<b>% required</b>
Taught	7	60	100	With Distinction	70
				With Merit	65
				Without classification	50

### **EMPLOYABILITY AT CITY ST GEORGE'S**

Information advice and guidance on professional development and potential career pathways for all Bayes Masters degrees is available from Bayes Careers: [Careers services | Bayes Business School](#)

All students are encouraged to make use of the careers service throughout their time at Bayes.

Some examples of potential career pathways are:

- 1) Advisor in ESG Management or Sustainability in consultancy firm or non-profit organization
- 2) ESG Investment Consultant in Bank, Investment Fund or Asset Management firm
- 3) ESG and Risk Management Analyst (Investment and Research)
- 4) Investment Compliance Officer in ESG in corporate organizations
- 5) Sustainability Manager in corporate organizations
- 6) Researcher in ESG in public organizations, non-profit organization, financial regulators, think tanks or academic institution.

The programme will also be supported by a Steering Group that will participate in conversations and debates about the ESG developments in the industry and regulation. This will ensure that the programme content is as relevant as possible to industry developments and that you are constantly updated on the challenges of ESG management.

### **WILL I GET ANY PROFESSIONAL RECOGNITION?**

The program will help students prepare for the corporate responsibility and ESG components of the CFA examinations or Chartered Institute of Securities and Investment qualifications.

## **HOW DO I ENTER THE PROGRAMME?**

To be accepted on to a Bayes MSc degree you will need a good Bachelor's degree. This usually means a UK 2.1 or above, or the equivalent from an overseas institution. Some level of previous study in the specific subject area may be required.

Applicants will need to submit two references, one of which must be an academic reference if the candidate does not have previous work experience. Previous work experience is not a requirement of our full time MSc courses.

We require all students who have not previously studied at in English to take an IELTS exam. The IELTS requirement is 6.5 with a minimum of 6.0 in any section.

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Information is provided subject to Terms and Conditions for study at City St George's, University of London.