


Content, Curriculum & Skills Guide	Sustainable Development Goals
	Main SDG-related learning objectives and outcomes:  Goal 4.7: Ensure all learners acquire knowledge and skills needed to promote sustainability, including through education for sustainable development.  Goal 13.3: Improve education, awareness-raising and human/institutional capacity on climate change mitigation, adaptation, impact reduction.  (Specific SDG indicators and targets are mapped to the content below.)

Key learning outcomes (all Phases)				Key skills outcomes	
Strategy & Organisational Change	Sustainability, ESG & CSR	Supply Chains	Communication & Reputation	Transferable skills	Sustainability competencies
Acquire a holistic view of strategy formulation, content and implementation.  Analysing the strategic threats and opportunities of firms based on their internal capabilities and external challenges.  An appreciation of the dynamics of working organisations in a rapidly evolving business environment.  Planning and carrying forward system-wide change programmes in the area of ESG.	The ethical, environmental and socially responsible dimensions of business and management.  The challenges of sustainability and ESG compliance for companies.  Ethical decision-making in a global business environment.  Proposing new solutions to the social and environmental challenges firms face in the business environment.	Analyse and evaluate enablers and drivers of sustainable supply chain management.  Identify managerial challenges of sustainable supply chain implementation.  Contribute towards the development of strategies towards the sustainable development of supply chains.  Understand the economic, social and environmental impacts of supply chains.	Develop the language and communication skills needed in the world of business and management through the application of key business concepts and frameworks.  Learn communication skills for the purposes of persuasion, negotiation and discussion in business contexts.  Critically evaluate the perception of an organisation's ESG reputation and develop a strategy to improve it.	<b>Curious &amp; creative:</b> analytical, problem solving, research, planning, showing initiative. <b>Collaborative &amp; connected:</b> leadership, negotiation, teamwork, communication. <b>Proactive &amp; resilient:</b> adaptability, flexibility, confidence, decision making. <b>Socially responsible &amp; mindful:</b> commercial awareness, organisation, professionalism <b>Agile &amp; digitally capable:</b> learning by doing, responding to feedback, appreciating multiple perspectives.	<b>Systems:</b> recognise and understand relationships; analyse complex systems; deal with uncertainty. <b>Future:</b> understand and evaluate multiple outcomes; assess the consequences of actions; deal with risks and changes. <b>Critical:</b> take a position in the sustainable development debate. <b>Collaboration:</b> learn from others, including peers; facilitate participatory problem-solving. <b>Problem-solving:</b> apply different problem-solving frameworks to complex sustainable development problems; develop viable, inclusive and equitable solutions.

Business & Management Topics										
Phase	Stage	Time	Task	SDGs	Strategy & Organisational Change	Sustainability, ESG & CSR	Supply Chains	Communication & Reputation	Transferable skills	Sustainability competencies
Opportunity	1. Client and sector research	10 mins	Read briefing papers on the client, ESG, communications, and real-world ESG case studies.	12.14	Understanding organisations e.g. in the agri-food sector.	Corporate ESG strategies.	Fisheries & aquaculture supply chains.	Communication strategies for ESG.	Commercial awareness. Organisation. Research & planning.	Recognise and understand relationship; analyse systems.
		5 mins	Email projects director with initial observations on Task 1.	12.3 12.6 14	The dynamics of companies in an evolving business environment.	Sustainability challenges.	Sustainable supply chains.	Corporate social responsibility.	Decision making. Communication.	Collaboration: participatory problem-solving.
	2. Project team formation and strategy.	5-10 mins	Reflection on individual and collective skill sets.						Teamwork. Communication.	Self-awareness: reflect on ones own skills and aptitudes.
		5 mins	Update projects director on client background work. Confirm team's commitment to project.						Initiative. Teamwork.	Help develop and implement actions that further sustainable development.
	3. A briefing from the client. A SWOT analysis of its ESG challenges.	12 mins	Analyse the SWOT analysis and suggest amendments and/or additions.	12.2 12.3 13.2.2 14.c	Understand and use analytical business tools.	Frameworks for measuring companies' sustainability impact.	The issue of outsourcing sustainability obligations along the supply chain.	Reputational and brand enhancement. The impact of environmental pressure groups.	Critical-thinking. Agile learning. Analytical skills.	Analyse systems. Apply problem-solving frameworks to sustainability problems.
		5 mins	Contact your F & A sector specialist to discuss the project and seek advice.	12.2 12.3 14	The strategic threats and opportunities of firms in the agri-food sector.		Fisheries & aquaculture supply chains.	Communicating with internal stakeholders.	Asking questions. Seeking evidence. Requesting help.	Learn from others, including peers.
	4. Supply chain sustainability. An information leak about the ESG Solution bidding process.	5-10 mins	Listen to the Econvo podcast on supply chains and assess potential implications for the client.	2.4, 12.2 12.3 12.6 14	The role of knowledge, technology and innovation.	Sustainable production. The environmental impact of multinationals.	Supply chain integration. Block chain. Transparency & traceability.	Analysing and speaking about business.	Researching. Innovation.	Learn from others, including those outside the organisation.
		10 mins	Update Projects Director on environmental issues in the SWOT analysis.	12.2 12.3 12.6	External environmental analysis. The impact of external context on a company's strategy.	The environmental dimensions of business and management.	Environmental regulatory challenges in the supply chain.	Critically evaluate an organisation's ESG reputation from a perception vs. reality perspective.	Initiative. Working effectively with others.	Collaborative problem solving. Respecting the perspectives of others.
		5-10 mins	Deal with the leak of the names of consultants bidding for the Noraqua contract.		Professional services companies. Organisational behaviour and perception.			Deliver appropriate responses to threats to reputation. Enhance and protect reputation.	Problem solving. Adaptability.	Deal with uncertainty. Assess the consequences of actions.