


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

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

					Business & Management Topics					
Phase 2	Stage	Time	Task	SDGs	Strategy & Organisational Change	Sustainability, ESG & CSR	Supply Chains	Communication & Reputation	Transferable skills	Sustainability competencies
Mobilisation	1. Client (PULSE) ESG audit conducted. F & A specialist's report on sector development. ESG communications strategy.	10 mins	What areas would a communications strategy cover? Create a similar multi-letter acronym for the key areas of a comms strategy. Re-read the Communicating ESG document for background.	12	Communications as part of building a cohesive strategy.	Corporate ESG and CSR strategies.		Developing persuasive skills and language for ESG-related communications.	Communication. Creativity.	Take a position in the sustainable development discourse.
		5 mins	With reference to the F&A sector report, identify any omissions in the PULSE audit.	2.4, 9.4 12.2 12.3,12.6 13, 14	External environment analysis.	Sustainable production, regulation and governance.	Supply chain structure and sustainability. Transparency, traceability. Outsourcing sustainability obligations.	Reports which propose solutions to business problems.	Critical thinking. Analytical skills.	Apply problem-solving frameworks to sustainability issues.
	2. Input required on the draft ESG solution.	10-15 mins	Compare the draft solution to the PULSE ESG audit. Does it fulfill the client brief?	12.3, 12.6 13, 14	The impact of information on a client's strategic management process.	Tools and frameworks for measuring companies' sustainability impact.	A critical awareness of the process of supply chain management.	Reading, analysing and writing about business.	Analyse business situations to identify courses of action.	Analyse systems. Understand and evaluate outcomes.
		10 mins	Does the draft solution cover all potential areas of ESG improvements?	12, 13 14	System-wide change in the area of ESG.	Environmental and social impact of multinationals.	Understanding the business case for a sustainable supply chain.	Analyse and summarise business cases and make recommendations.	Influencing. Communicating meaningfully.	Develop viable solutions.
	3. Identifying the expertise needed from internal stakeholders and the resources required from different workstreams.	10 mins	Analyse the Workstream Resource Allocation and prioritise expertise/resources.		Strategic options, selection and evaluation. Organisational complexity and structure.			Use analytical frameworks and tools (the WRA).	Working effectively with others.	Critical thinking.
		5 mins	Communicate the reasoning behind your WRA assessment.					Communicating with internal stakeholders.	Communication.	Facilitate collaborative problem solving.
	4. Use a RACI chart to identify the level of engagement of the project team and other internal stakeholders.	10 mins	Has anybody been omitted from the RACI chart who has a key direct or indirect role in the project?		The role of groups and teams in organisations.			Use analytical frameworks and tools (the RACI chart).	Analytical skills.	Recognise and understand relationships.
		10 mins	Identify the areas of operation and RACI categories relevant to your own project team.					Develop skills of reflection.	Reflecting on self and taking notice of the impact you're having.	Reflect on their own role in the business community.
	5. Financial evaluation of the resources allocated to the project and preparation of project budget.	15 mins	Contribute to the preparation of the budget by providing the omitted workstream resource area costings.		Financial analysis in strategic management.			Using analytical tools (costing and budgeting).	Numeracy.	Utilise appropriate competencies to solve problems.
		5 mins	Email the Projects Director with the missing budget figures. Check the RACI chart and include informed/consulted colleagues.					Written communication with supporting evidence.	Working effectively with others. Influencing and reaching out.	Respect the perspectives of others.

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	6. Working with Finance colleagues to identify potential areas for reducing costs. Addressing a supply-chain related governance issue that wasn't picked up in the PULSE audit.	10 mins	Reply to the Finance team with suggestions as to where cost reductions could be made to reduce the total budget by 5%.		Managing finances to meet the organisation's goals.			Communicating with internal stakeholders.	Analytical skills. Numeracy.	Collaborative problem solving.
		10 mins	Decide whether the ESG solution should be adapted to include the Governance issue.	12.3 12.6	The impact of external control systems on strategic management.	Regulation and governance.	Governance and regulatory issues relating to supply chains.	Interpret business situations. Deliver appropriate responses to (external) potential threats to reputation.	Adaptability. Agile learning.	Assess consequences, deal with changes.
	7. Begin preparing for the presentation of Twelvex's ESG solution to the client.	5-10 mins	Decide whether to update/amend recommendations you made, now that you have sight of the finished solution.	12, 13 14	Strategic options, selection and evaluation.	Regulation in the fisheries and aquaculture sector.	Sustainable supply chains. Transparency and traceability.	Dealing with the scrutiny and criticism of campaign and pressure groups.	Initiative. Decision making.	Understand and evaluate outcomes.
		1 hour	Write a script for the video pitch to the client. Create a wiki or slide presentation illustrating the key ESG solution recommendations.	12				Work as a team to create and deliver a presentation.	Communication skills. Confidence. Influencing.	Create their own visions for the future.
	8. Deal with the consequences of a leak of negative client customer survey data. Decide whether to adapt the pitch/presentation accordingly.	5 mins	Contact the Data Analytics team regarding the customer survey breach.		Customers (one of the 7 Cs of strategic management).	The importance of stakeholders (customers).		Communicating with internal stakeholders.	Problem solving. Adaptability.	Facilitate collaborative problem solving.
		5-10 mins	Decide whether to include mention of the negative customer survey findings in the pitch/presentation.	12	The role of knowledge in strategic decision making.	How sustainability agendas and customer perception shape a firm's strategies.		Interpret business situations. Develop skills of reflection.	Evaluating and using evidence as part of a strategy formulation process.	Understand the perspectives of others.
	9. Deliver your video pitch and presentation to the client.	Cont. from Stage 7						Work as a team to create and deliver a presentation.	Communication skills. Confidence. Influencing.	Create their own visions for the future.