


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 3	Stage	Time	Task	SDGs	Strategy & Organisational Change	Sustainability, ESG & CSR	Supply Chains	Communication & Reputation	Transferable skills	Sustainability competencies
Solution building	1. A review of the outcomes of the Mobilisation phase. Addressing omissions in the solution, including the supply chain issues at Frozen North.	10-15 mins	Review the solution and decide if the right balance has been achieved between the E, S and G areas.	12 12.5 12.6	Strategic change and building a cohesive strategy. Strategic options, selection and evaluation.	A critical awareness of methodologies used in sustainability.	The ability to make strategic decisions in supply chain design and management.	Interpret business situations concisely and coherently. Develop skills of reflection. Summarise business cases.	Analytical. Critical thinking.	Systems thinking. Take a position on the development of the sustainability strategy.
		10 mins	Using management tools (e.g. the RACI chart) to prioritise stakeholders and engage effectively with the client.		Process and skills relating to the management of people. The role of groups and teams in organisations.			How organisations communicate with stakeholder groups. Manage relationships to build trust and influence.	Using communication and networking skills to work effectively with others.	Collaboration. Problem solving with stakeholders.
		10 mins	Prioritise items in the solution for immediate action by the project team.		Strategic options, selection and evaluation.	Tools and frameworks for measuring sustainability.	Critical awareness of the process of supply chain management.	Express core concepts. Present a balanced argument with supporting evidence.	Evaluating and using evidence as part of strategy formulation.	Recognise and understand relationships in systems. Evaluate multiple outcomes.
	2. A focus on supply chain issues i.e. compliance with regulation, Scope 3 emissions and vertical integration.	10 mins	Identify aspects of the supply chain Vertical Integration Plan that require further development.	12.3 12.6 14.7 14c	Planning system-wide change programmes in the area of ESG.	Sustainable production and consumption. The environmental impact of multinationals.	Supply chain structure, especially vertical integration.	Use frameworks to analyse solutions and make recommendations.	Adaptable and flexible. Evaluating and using evidence.	Develop viable, inclusive and equitable solutions. Work strategically.
		10 mins	Assess the ESG compliance of suppliers and their vertical integration readiness.	12	Analysing a company's strategic threats and opportunities.	Regulation and governance.	Scope 3 emissions. Transparency and traceability.	Communications skills around ethical decision making.	Analyse business situations to identify courses of action	Problem solving. Utilise appropriate competencies to solve problems.
	3. Developing a communications strategy for Noraqua. Building a positive narrative for all stakeholders around the solution. Selling the Double Materiality Assessment (DMAs) approach to stakeholders.	5 mins	Create the key campaign messages and slogans that will spearhead the communications strategy.		Management of transformational change. One of the 7 Cs of strategic management: communication.	The key terms and concepts of sustainability.	Communicating the business case for sustainable supply chains.	Using language in business communication. Critically evaluate the perception of an organisation's ESG reputation.	Communicate meaningfully using teamwork. Influencing.	Collaboration. Facilitate participatory problem-solving.
		10 mins	Which element(s) of the strategy should be prioritised in Noraqua's communications?		Understanding the role of communications in managing change and culture.	Ethical decision making.	Suppliers as stakeholders.	Develop an innovative communications plan based on building trust or enhancing or protecting reputation.	Decision making. Organisation. Adaptability and flexibility.	Take a position in sustainable development communication.
		10 mins	Address the recent governance issue at Noraqua. Decide whether to involve stakeholders and engage regulators.		The impact of control and information systems on the strategic management process.	The challenges of sustainability and ESG compliance for companies.	Governance and regulatory issues relating to supply chains.	How reputations can be threatened. The way organisations communicate with stakeholder groups.	Initiative. Leading, influencing and reaching out. Acting ethically.	Deal with uncertainty. Understand and evaluate outcomes.
		10 mins	Set out the benefits of DMAs to key stakeholders: shareholders, customers, employees and suppliers.	12 12.6	Managing change and culture. Strategic decisions that shape the boundaries of the firm.	The impact of multinationals. Regulation and governance. Tools for measuring companies' sustainability impacts.	The environmental impact of supply chains.	Express core concepts. Summarise business cases.	Adapting as needs demand. Communicate meaningfully.	Develop and implement actions that further sustainable development.

Phase 3	Stage	Time	Task	SDGs	Strategy & Organisational Change	Sustainability, ESG & CSR	Supply Chains	Communication & Reputation	Transferable skills	Sustainability competencies
	4. Waste and transportation challenges at Frozen North. The results of a supplier survey and a proposal to set up an Emissions Data Task Force. Managing a data leak to an environmental activist group.	10 mins	Provide a summary of Frozen North's transportation and waste (T & W) plan.	12.5 12.6	The role of knowledge, technology and innovation.	Proposing new solutions to the social and environmental challenges firms face.	Waste management in supply chains and the circular economy.	Search for information and support ideas with evidence.	Analyse business situations to identify course of action. Working effectively with others.	Apply different problem-solving frameworks to complex sustainable development problems.
		10 mins	Provide more detailed input on the T & W report and draw up a list of carbon footprint mitigations	12 12.2 12.3	The dynamics of organisations in an evolving business environment.	Regulation and governance. Determining the extent to which a business is sustainable.	Environmental risk reduction.	Interpret business situations concisely and coherently.	Analytical and critical thinking. Seeking evidence to support a position.	Evaluate multiple outcomes. Critical thinking. Integrated problem solving.
		5 mins	Inform and reassure relevant stakeholders about the data breach.		Three of the 7 Cs of Strategic Management: channels, communications and coordination.			Communicating with internal and external stakeholders.	Agile learning. Adapting as needs demand. Confidence.	Collaboration. Facilitate problem solving.
	5. Management of the recent governance and social issues that have arisen. Addressing possible modern slavery issues in the supply chain.	5 mins	Summarise the investigation into the data breach and the outcome of the risk assessment. Inform stakeholders where necessary.	8.7	The impact of control and information systems on the strategic management process. Analysing the strategic threats to firms.	Examine the regulatory dynamics of CSR. Strategic issues in social responsibility in the workplace.	The impact of outsourcing and subcontracting in supply chains. Labour practices. Critical awareness of the process and people elements of supply chain management.	Apply crisis communications and reputation management models and theories to deliver appropriate responses to a range of threats to reputation. Manage relationships to build trust and influence.	Critical thinking. Commercial awareness. Solving problems to progress the strategy.	Recognise and understand relationships. Analyse complex systems. Deal with uncertainty. Taking a position.
		10 mins	Outline what could be done to reinforce the compliance strength of the ESG audit process.	12.6	Planning change programmes in the area of ESG.	Regulation and governance.	Governance, social and regulatory issues relating to supply chains.	Search for information and support ideas with evidence.	Critical thinking and adopting a global mindset to gauge impact.	Develop viable solutions. Problem solving.
	6. The challenge of collecting reliable GHG emissions data from suppliers.	10 mins	Analyse the Catston Fisheries emissions data report and suggest changes to its scope and presentation.	7.2 7.3 14	The role of knowledge and technology.	Tools for measuring companies' sustainability impacts.	Scope 3 emissions in the context of the environmental impact of supply chains.	Use frameworks to analyse solutions and make recommendations.	Evaluating and using evidence.	Analyse systems and evaluate outcomes.
		5 mins	Assess and prioritise the factors contributing to the accuracy of emissions data.	7.3 12.6	The impact of control and information systems on the strategic management process.					
	7. Adding value and innovation to the ESG solution to consolidate the relationship with the client.	10 mins	Consider and recommend potential innovations in supply chain operations and technology.	9.4	Selection and evaluation of strategic options.	Proposing new solutions to social and environmental challenges.	Critical awareness of the need to enhance customer value through supply chain excellence.	Summarise business cases. Search for information and support ideas with evidence.	Responding to feedback. Leadership. Agile learning. Innovation.	Problem-solving. Develop viable, inclusive and equitable solutions.
		1-2hrs	Develop a wiki or slide presentation for the consulting team covering ESG innovations, waste reduction reactions and the pros and cons of Phyigital stores for Frozen North.	9.7	Strategic change and building a cohesive strategy.		Use of blockchain and other technology innovations in supply chain.	Use communications across a range of contemporary channels which influence perceptions in organisations.	Leading and influencing. Communicating meaningfully.	Create own visions for the future. Develop innovative actions that further sustainable development.