


Content, Curriculum & Skills Guide	Sustainable Development Goals
	Main SDG-related learning objectives and outcomes:
	<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
Acquire a holistic view of strategy formulation, content and implementation.	The ethical, environmental and socially responsible dimensions of business and management.	Analyse and evaluate enablers and drivers of sustainable supply chain management.	Develop the language and communication skills needed in the world of business and management through the application of key business concepts and frameworks.	<u>Curious &amp; creative</u> : analytical, problem solving, research, planning, showing initiative.	<u>Systems</u> : recognise and understand relationships; analyse complex systems; deal with uncertainty.
Analysing the strategic threats and opportunities of firms based on their internal capabilities and external challenges.	The challenges of sustainability and ESG compliance for companies.	Identify managerial challenges of sustainable supply chain implementation.	Learn communication skills for the purposes of persuasion, negotiation and discussion in business contexts.	<u>Collaborative &amp; connected</u> : leadership, negotiation, teamwork, communication.	<u>Future</u> : understand and evaluate multiple outcomes; assess the consequences of actions; deal with risks and changes.
An appreciation of the dynamics of working organisations in a rapidly evolving business environment.	Ethical decision-making in a global business environment.	Contribute towards the development of strategies towards the sustainable development of supply chains.	Critically evaluate the perception of an organisation's ESG reputation and develop a strategy to improve it.	<u>Proactive &amp; resilient</u> : adaptability, flexibility, confidence, decision making.	<u>Critical</u> : take a position in the sustainable development debate.
Planning and carrying forward system-wide change programmes in the area of ESG.	Proposing new solutions to the social and environmental challenges firms face in the business environment.	Understand the economic, social and environmental impacts of supply chains.		<u>Socially responsible &amp; mindful</u> : commercial awareness, organisation, professionalism	<u>Collaboration</u> : learn from others, including peers; facilitate participatory problem-solving.
				<u>Agile &amp; digitally capable</u> : learning by doing, responding to feedback, appreciating multiple perspectives.	<u>Problem-solving</u> : 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
Business development	1. A business development opportunity for Twelvex in the technology sector.	10 mins	Outline your approach to a possible meeting with Nanotec's CEO, Alice James.	9.4 12 12.6	Analysing strategic opportunities. Understanding the importance of managing change and culture.	Define the key terms and concepts of sustainability. Awareness of how sustainability issues shape a firm's strategy.	Understanding the business case for sustainable supply chains.	Summarise business cases. Search for information to support ideas with evidence.	Problem solving. Commercial awareness. Agile learning. Professionalism.	Facilitate participatory problem-solving. Develop innovative actions that further sustainable development.
		5 mins	Write the copy for a LinkedIn post about your attendance at the #EnviroMeet event.					The use of communications across a range of contemporary channels that influence perceptions of organisations.	Showing initiative. Teamwork.	Take a position in the sustainable development debate.
	2. Promoting Twelvex's range of ESG capabilities and competitive advantages.	10 mins	Outline Twelvex's approach to developing ESG solutions drawing on your experience with Noraqua.	9.4 12 12.6	Management of transformational change.	Concepts and principles that constitute contemporary approaches to CSR and sustainability.	Sustainable and vertically integrated supply chains.	Interpret business situations concisely and coherently. Search for information to support ideas with evidence.	Critical thinking. Analytical. Commercial awareness.	Develop viable, inclusive and equitable solutions.
		10 mins	Develop guidance notes for inclusion in a client management tool kit for potential new customers.	12	Processes and skills relating to the management of people.	An awareness of how sustainability agendas shape a firm's strategy.	Understanding the business case for sustainable supply chains.	Develop the skills and language to write persuasive and influential workplace documents.	Learning by doing. Appreciating multiple perspectives.	Recognise and understand relationships. Understand the perspectives of others.
	3. Selling the benefits of the PULSE audit process to potential clients.	5 mins	Compare your ESG solution analysis to the official line set out in Twelvex's position statement.	12	Strategic options, selections and evaluation.	A critical awareness of methodologies used to determine sustainability.	An understanding of decision-making models for sustainable and effective supply networks.	Develop the skills of reflection through writing about your learning process.	Responding to feedback. Appreciating multiple perspectives.	Learn from others, including peers. Facilitate participatory problem-solving.
		15 mins	Respond to questions on the PULSE framework approach. Consider Nanotec's potential ESG vulnerabilities and risks.	9 12.2 12.3	Carrying forward system-wide change programmes in the area of ESG. Strategic decisions that shape the boundaries of the firm.	Tools and frameworks for measuring companies' sustainability impact.	Transparency and traceability. Governance and regulatory issues relating to supply chain.	Summarise business cases. Search for information to support ideas with evidence.	Critical thinking. Analytical. Commercial awareness.	Analyse systems. Understand and evaluate outcomes.
		10 mins	The ESG and client management expertise Twelvex offers that sets us apart as a professional services consultancy.	9 12.2 12.3	The impact of culture and information systems on the strategic management process within organisations.			Develop critical thinking skills for the purposes of discussion, business presentations and defending your viewpoint.	Communication. Decision making. Showing initiative.	Communicating viable, inclusive and equitable solutions to stakeholders.
	4. Developing an ESG strategy that takes account of and integrates two different business cultures.	10 mins	Compare your responses on the PULSE process to the guidance notes of Twelvex's Senior Strategist.	9 12	Strategic change and building a cohesive strategy.	How sustainability agendas shape a firm's strategies.	Understanding the business case for sustainable supply chain.	Develop the skills of reflection through writing about your learning process.	Responding to feedback. Appreciating multiple perspectives.	Learn from others, including peers. Facilitate participatory problem-solving.
		5 mins	Respond to Nanotec CEO's cultural misalignment concerns about the Servorstl acquisition.		Organisational behaviour, attitudes, perceptions and motivation.	Strategic issues in social responsibility in the workplace.		Present a balanced argument with supporting evidence.	Problem solving. Commercial awareness. Agile learning. Professionalism.	Apply different problem-solving frameworks to complex sustainable development problems.
	5. Building on the positive synergies between Nanotec and Twelvex. Responding to the client's concerns about the communication challenges of leaked information.	5 mins	Provide an explanation to Nanotec of how Twelvex approached the Noraqua-Green Oceans leak issue.		Two of the 7 Cs of strategic management: customers and communication.	Ethical decision-making. Governance.	Governance and regulatory issues relating to supply chains.	How to manage reputation in relation to brand image, employee behaviour and ethical values.	Communication. Analytical. Confidence.	Analyse complex systems and deal with uncertainty.
		1 hour	Create a wiki or slide presentation for Nanotec that sets out and sells Twelvex's approach to ESG solution development.	9 12 13	Strategic decisions that shape the boundaries of the firm. Organisational complexity, structure and culture.	Concepts and principles that constitute contemporary approaches to CSR and sustainability.	A critical awareness of the process, technology, cost and people elements of supply chain management.	Use communications across a range of contemporary channels which influence perceptions in organisations.	Research planning. Showing initiative. Commercial awareness. Agile learning.	Take a position in the sustainable development debate.