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By
SVEUČILIŠTE U
RIJECI EKONOMSKI FAKULTET



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PROGRAMME GUIDE FOR LIFELONG LEARNING PROGRAMME FOR SOCIAL IMPACT MANAGERS

Overview

This programme guide introduces guidelines for the development of the Social Impact Manager programme. The programme aims to create a common understanding of a hybrid and versatile profile of Social Impact Manager (SIM). It outlines the essential skills and knowledge a SIM has to acquire to grow a business simultaneously in terms of CSR and community development.

The programme will be developed as a result of the collaboration and expertise of four partner Universities and the VET provider and will be piloted as a Lifelong Learning Programme (LLP) in five (5) countries: Italy, Austria, Greece, Croatia and France.

Participants in the LLP are: University students, young professionals with 1 to 3 years of work experience, middle managers with 3 to 5 years of work experience, SME owners and senior managers. Each partner will adapt the programme to the target group of participants.

The Lifelong Learning Programme (LLP) will be divided into five key modules. Each partner with the support of an associate partner will lead the development of one module. The programme aims to promote a comprehensive understanding and practical skills in the areas of governance, territorial analysis, stakeholder engagement, project management, and impact assessment and reporting. The goal of this programme is to empower a new generation of managers to drive meaningful change in their organisations and communities.

This document contains general instructions to ensure consistency and quality in the development of the programme modules. Partners working together in developing LLP will ensure that:

- ✓ the content of the modules is consistent with the specific learning outcomes;
- ✓ each programme module consists of: introductory, core content – face-to-face or online lectures, cooperation schemes between students and companies, organisation of local hackathons, final project work and assessments;
- ✓ there is good collaboration and coordination between the lead partner for module development and the assisting partner;
- ✓ the content is written in clear, professional English; a standardised formatting style is followed and sources and references are cited in Harvard style to maintain academic integrity.

1. INTRODUCTION

The Social Impact Manager (SIM) programme is designed to equip professionals with the necessary skills and knowledge to improve the social impact of their organisations. The focus of this programme is on integrating sustainability aspects into business strategies and developing relationships with the community. The emphasis is on a holistic approach to Corporate Social Responsibility (CSR), where SIM acts as a bridge between business initiatives and the needs of the local community.

All partner Universities and the VET provider will deliver the programme. Program Guide will be delivered under EFRI coordination as 1st WP3 deliverable.

Programme will be piloted as a Lifelong Learning Programme (LLP) with 5 ECTS credits in Italy, Austria, Greece, Croatia and France. It will start at M23 and end at M28 and each country will run the programme with 20-30 participants. The programme will comprise 150 learning hours, of which approximately 30 hours of lessons will be delivered.

2. PROGRAMME OBJECTIVES

SIM programme objectives are:

1. To provide a comprehensive understanding of the sustainability dimensions in social and economic terms;
2. To develop critical insights for transformative planning and project application at the local level;
3. To understand the complex structures influencing sustainable development;
4. To apply appropriate methodologies for data gathering, analysis, and proposal formulation;
5. To communicate effectively with diverse stakeholders, bridging cultural differences and addressing both specialist and non-specialist audiences;
6. To provide skills to engage businesses in collaborative programmes with local communities;

3. METHODOLOGY

The LLP takes a learner-centered, outcomes-based approach that includes both theoretical and practical components. Each module includes lectures (face-to-face and/or online - it depends on the decision of each partner in charge of implementing the programme), case studies, discussions and practical activities to ensure comprehensive learning. Content is peer-reviewed and tailored to the specific needs of participants.

The main components (methodologies) of the LLP are:

- ✓ **Common Courses** – There will be approximately 30 hours of lectures in five (5) programme modules, which equates to approximately **90 hours of student work**. Each module comprises approximately 6 hours of lectures on 4-6 subtopics. The duration of the module depends on the decision of the partner responsible for the implementation of the programme in their country and the specific requirements of the local market;
- ✓ **Cooperation schemes between learners, companies and local communities** – participants of the Lifelong Learning Programme are divided into small groups and brought together with local enterprises with the aim of developing initiatives to create and promote social innovation in the local areas. At least five (5) local businesses will participate. The goal is to develop at least three (3) community engagement initiatives for each partner responsible for the implementation of the Lifelong Learning Programme (15 in total). This part of the programme will require **30 hours of work per student**;
- ✓ **Local hackathons** – 1 hackathon per country; 1 day each; minimum 30 participants each. Students will work with local communities to develop innovative actions tailored to specific local challenges. **15 working hours per student** are estimated for this part of the programme.
- ✓ At the end of the LLP, students will draft a project work – a description of the comprehensive community engagement solutions co-developed during the programme. The project work will be evaluated. This part of the programme is estimated at **15 working hours per student**.

4. LEARNING OUTCOMES

The programme designed for Social Impact Managers aims to achieve the following learning outcomes in the areas of Knowledge and insights, Application and Communication.

Knowledge and Insights

- **LO1:** Demonstrate knowledge and understanding of the complexity of sustainability dimensions in social and economic terms, and implications in relation to diverse territorial and socio-economic development and planning issues.
- **LO2:** Demonstrate insights into critical conditions that provide a basis for developing and applying transformative planning and projects at the local level.
- **LO3:** Demonstrate understanding of complex structures that influence sustainable development of a territory, such as resources, stakeholder networks, and power relations.

Application

- **LO4:** Have the ability to use appropriate methodologies for data gathering and analysis, integrate various knowledge, handle complexity, and formulate proposals and solutions acknowledging the limits and constraints of specific territories and communities.
- **LO5:** Produce and transfer knowledge and understanding, including analysis and problem-solving abilities in unfamiliar contexts, considering the profile and resources of various stakeholders and environmental and socio-economic conditions.
- **LO6:** Link proposals, recommendations, and judgments with a reflection on the social and ethical responsibilities of stakeholders in the field.

Communication

- **LO7:** Communicate with a variety of stakeholders, bridging across cultural differences.
- **LO8:** Highlight the specific rationale underpinning their knowledge and applied solutions, addressing specialist and non-specialist audiences clearly and unambiguously.

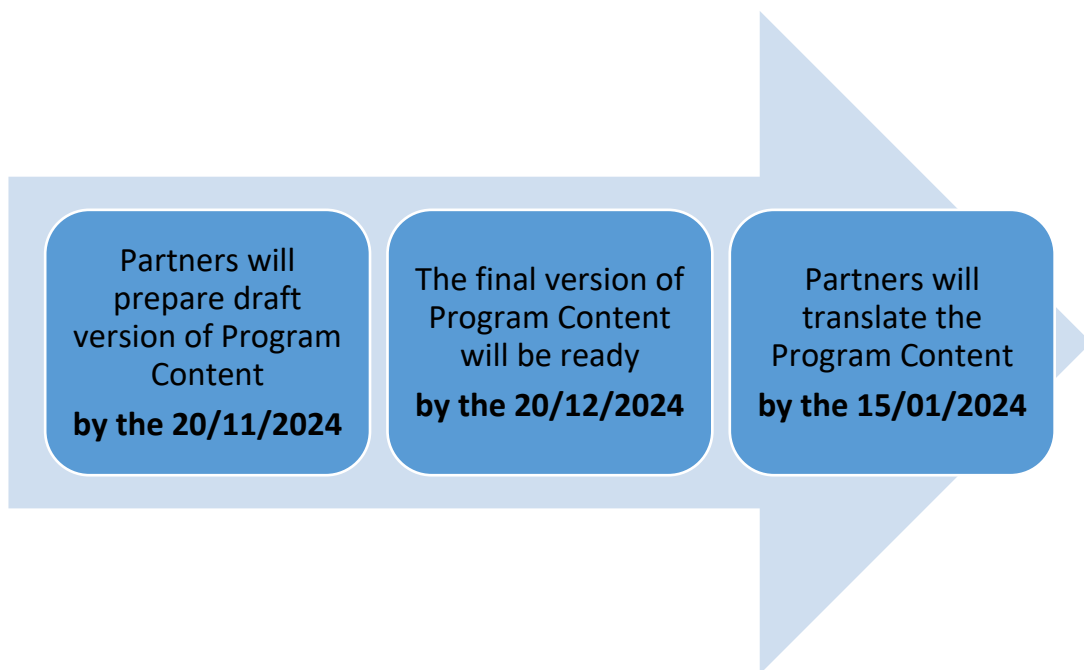
5. ACTIVITIES AND DEADLINES

The Lifelong Learning Programme is developed as a result of the collaboration and expertise of five (5) project partners: Sveučilište u Rijeci Ekonomski fakultet (EFRI), Croatia – WP3 Lead Partner; University of Peloponnese (UOP), Greece; Université Paris I Panthéon-Sorbonne (UP1), France; Università Degli Studi di Milano-Bicocca (UNIMIB), Italy; Die Berater Unternehmensberatungs Gesellschaft Mbh (dB), Austria.

The programme consists of five (5) pillars. Each partner is responsible for the development of the content of one pillar by the 20/11/2024 (final version).

Activity	Lead Partner	Start Date	Draft Due	Peer-Review (by EFRI)	Finalisation	Translation Start	Translation End
Module 1: Corporate Governance and Strategy	Croatia (EFRI)	10/09/2024	20/11/2024	01/12/2024	20/12/2024	20/12/2024	15/01/2025
Module 2: Territorial Analysis	France (UP1)	10/09/2024	20/11/2024	01/12/2024	20/12/2024	20/12/2024	15/01/2025
Module 3: Stakeholder Engagement	Austria (DIE BERATER)	10/09/2024	20/11/2024	01/12/2024	20/12/2024	20/12/2024	15/01/2025
Module 4: Project Management	Greece (UOP)	10/09/2024	20/11/2024	01/12/2024	20/12/2024	20/12/2024	15/01/2025
Module 5: Impact Assessment and Reporting	Italy (UNIMIB)	10/09/2024	20/11/2024	01/12/2024	20/12/2024	20/12/2024	15/01/2025

6. ACTION PLAN



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7. PROGRAMME MODULES

EFRI has elaborated the following framework for the development of the Lifelong Learning Programme (LLP), including structure (modules), learning objectives, learning outcomes, content, xxx. Each partner is responsible for the development of a module through the programme content by 01/11/2024. EFRI, as leader of WP3, will review and propose changes before final approval, which will be done by 10/11/2024. The aim of this document is to provide guidance to the partners for the joint development of LLP.

Proposed Framework

The proposed framework is intended to provide the partners responsible for the development of the Lifelong Learning Programme with detailed information on the development of the module. The content provided is indicative and may be subject to change.

Between M20 and M22, the education partners will open the selection process and receive the application for joining the LLP. The programme will start at M23 and end at M28. The programme will comprise a total of 150 learning hours, of which approximately 30 hours of lessons will be delivered in five (5) modules. Each module will be conducted over a period of one week through comprising lectures, case studies, practical exercises, and group discussions. The entire programme spans a total of 20 weeks, with each module being led by an expert from the designated educational partner.

SOCIAL IMPACT MANAGER

MODULES

Module 1: Corporate Governance and Strategy

Objectives:

1. Understand the importance of incorporating social impact into corporate strategies (LO1, LO2).
2. Learn about value creation and appropriation (LO1).
3. Integrate ESG into corporate strategy (LO1, LO3).
4. Explore ethics in enterprise and organisational culture (LO6).
5. Embed sustainability into internal strategy (LO1, LO4).

Learning Outcomes:

- **Knowledge:** Define the theory of the firm, value creation, ESG, and ethics (LO1).
- **Skills:** Apply ESG principles in strategy, foster ethical practices, and promote a sustainable culture (LO4, LO6).
- **Attitudes:** Advocate for integrating social impact in corporate governance (LO3).

Content:

- Why include social impact in strategies?
- Value creation and appropriation.
- ESG integration.
- Ethics in enterprise.
- Organisational culture.
- Sustainability in strategy.

SUBTOPIC 1: Why should companies include social impact into their strategies?

✓ AIM

Understanding the role of social impact in corporate strategies.
Exploring the Theory of the Firm and the relationship between company and society.

✓ METHODOLOGY AND TOOLS

✓ LO1 and LO2

SUBTOPIC 2: Value creation and appropriation

✓ AIM

Mechanisms of value creation for stakeholders.
Appropriation of values in socially responsible enterprises.

✓ METHODOLOGY AND TOOLS

✓ **LO1**

SUBTOPIC 3: ESG and integration into corporate strategy

✓ **AIM**

Environmental, Social, and Governance (ESG) criteria.
Integrating ESG into corporate strategic planning.

✓ **METHODOLOGY AND TOOLS**

✓ **LO1 and LO3**

SUBTOPIC 4: Ethics in the enterprise

✓ **AIM**

Importance of ethical conduct in business.

✓ **METHODOLOGY AND TOOLS**

Case studies on ethical dilemmas and solutions.

✓ **LO6**

SUBTOPIC 5: Organisational culture

✓ **AIM**

Building a culture that supports social impact.

✓ **METHODOLOGY AND TOOLS**

Strategies for cultural transformation towards sustainability.

✓ **LO4**

SUBTOPIC 6: Integration of sustainability into internal strategy

✓ **AIM**

Integration of sustainability into internal strategy.

✓ **METHODOLOGY AND TOOLS**

Practical steps for embedding sustainability.

Tools and frameworks for sustainable business practices.

✓ **LO4**

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures.

Lead Partner: Croatia (EFRI)

Assist Partner: Italy (UNIMIB)

Module 2: Territorial Analysis

Objectives:

1. Understanding the local ecosystem in which the company operates (LO1, LO3)
2. Identifying the social needs to which the company could respond (LO4, LO5)
3. Exploring the possibilities of partnerships with local actors (LO2, LO5)

Learning Outcomes:

- Knowledge: knowledge and understanding of the territorial context (LO1), of the network of stakeholders and possible territorial alliances (LO2, LO3).
- Skills: data gathering and analysis, stakeholder mapping (LO4, LO5).
- Attitudes: Value the role of territorial analysis in strategy (LO3).

Content:

- What is the relevant territory for SIM's action? (institutional and economic analysis)
- What are the challenges facing SIM's territory of action?
- Who are the key stakeholders for SIM's action?

SUBTOPIC 1: Which territory?

✓ AIM

Understanding the institutional environment in which the company operates and the scope of its economic action
Identifying the relevant territory for SIM's action

✓ METHODOLOGY AND TOOLS

Institutional analysis
Creating and managing a contact database
Mapping software

✓ LO1 & LO4

SUBTOPIC 2: Profile of SIM's territory of action

✓ AIM

Identifying the challenges facing the territory in order to pinpoint the social needs to which the company, through the SIM's action, could seek to respond.

✓ METHODOLOGY AND TOOLS

Data collection
SWOT analysis
Interviews

✓ LO2 & LO4

SUBTOPIC 3: Stakeholder analysis

✓ AIM

Identifying and mapping key stakeholders.
Understanding stakeholders' needs and expectations.
Prioritizing stakeholders based on their influence and interest

✓ METHODOLOGY AND TOOLS

Surveys and interviews

Stakeholder map
Power – Interest grid
Risk Assumptions matrix

✓ **LO3 & LO5**

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures.

Lead Partner: France (UP1)

Assist Partner: Austria (dB)

Module 3: Stakeholder Engagement

Objectives:

1. Develop strategies and tools for engagement (LO4, LO5).
2. Manage stakeholders effectively (LO5, LO6, LO7).
3. Monitor and evaluate engagement efforts (LO5).
4. Learn from best practices (LO4).

Learning Outcomes:

- Knowledge: Identify appropriate form of partnership and engagement strategies (LO2, LO3, LO4).
- Skills: Use tools for effective communication and engagement (LO4, LO5, LO7).
- Attitudes: Foster positive stakeholder relationships (LO6).

Content:

- Working in partnership.
- Communication and engagement strategies.
- Stakeholder management.
- Monitoring and evaluation.

SUBTOPIC 1: Working in partnership

➤ **AIM**

Defining the partnership's objectives

Identifying the appropriate form of partnership

Defining the methods of action according to the objectives and resources available

➤ **METHODOLOGY AND TOOLS**

Stakeholder map

Data collection

Interviews

➤ **LO2 & LO4**

SUBTOPIC 2: Strategy & tools for communication and engagement

- **AIM**
Learn how to develop effective stakeholder communication strategies.
- **METHODOLOGY AND TOOLS**
Communication plan.
- **LO7**

SUBTOPIC 3: Stakeholder management

- **AIM**
Learn how to build and maintain relationships with stakeholders
- **METHODOLOGY AND TOOLS**
Best practices in managing stakeholder relationships.
Conflict resolution and negotiation techniques.
- **LO5, LO6**

SUBTOPIC 4: Monitoring and evaluation

- **AIM**
Learn how to monitor stakeholder engagement and evaluate the effectiveness of engagement strategies
- **METHODOLOGY AND TOOLS**
Focus groups, workshops
- **LO4, LO5 & LO6**

SUBTOPIC 5: Best practices

- **AIM**
Increase understanding of how to engage stakeholders by studying real life examples.
- **METHODOLOGY AND TOOLS**
Case studies on successful stakeholder engagement.
Lessons learned and practical insights.
- **LO2 & LO3**

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures.

Lead Partner: Austria (dB)

Assist Partner: France (UP1)

Module 4: Project Management

Objectives:

1. Introduce the fundamentals of project management (LO2).
2. Plan and schedule projects (LO4, LO5).
3. Manage financial aspects (LO4).
4. Monitor and control projects (LO4).
5. Address specific needs of social impact projects (LO6).

Learning Outcomes:

- **Knowledge:** Understand project management principles (LO2).
- **Skills:** Plan, schedule, manage and monitor projects (LO4).
- **Attitudes:** Proactive mindset, team-oriented, accountability and responsibility, adaptability and flexibility, results-driven, risk awareness (LO5, LO6).

Content:

- Introduction to Project Management: Basics and the project lifecycle.
- Project Planning and Scheduling: Tools and techniques.
- Financial Aspects: Budgeting and cost management.
- Monitoring and Control: Simple methods for tracking progress.
- Social Impact Projects: Unique challenges and considerations.

SUBTOPIC 1: Introduction to project management

✓ AIM

Provide a basic understanding of project management fundamentals, including the project life cycle, key phases, and the roles of project managers.

✓ METHODOLOGY AND TOOLS

- **Lectures and Discussions:** Overview of fundamental concepts of project management.
- **Visual Aids:** Diagrams showing the project life cycle (initiation, planning, execution, monitoring, closure).
- **Tools:**
Introduction to:
 - Gantt Charts: Visual tool to help plan and schedule project tasks over time.
 - MS Project: Basic project management software to organise and visualise project phases and timelines.
 - Trello or Asana: simple, user-friendly tools for task management and tracking progress through boards and lists.

✓ LO2

SUBTOPIC 2: Project planning and scheduling

✓ AIM

Teach how to create effective project plans and schedules that meet project goals, including risk assessment.

✓ **METHODOLOGY AND TOOLS**

- **“Workshops”**: Practical sessions to create project plans and schedules.
- **Tools**: Presentation of MS Project, Trello or Asana and other scheduling tools, including Gantt charts and timelines.
- **Examples**: Simple project scenarios to practice planning and scheduling techniques.

✓ **LO2**

SUBTOPIC 3: Financial aspects of project management

✓ **AIM**

Cover key budgeting, financial planning, and cost control aspects to manage project finances effectively.

✓ **METHODOLOGY AND TOOLS**

- Interactive Sessions: Budgeting exercises and financial planning activities.
- Tools: Use of financial planning software like Excel and Google Sheets.
- Case Studies: Analysis of real-life examples of financial management in projects.

✓ **LO4**

SUBTOPIC 4: Project monitoring and control

✓ **AIM**

Teach methods for tracking project progress, managing scope, and ensuring timely and budget-compliant project completion.

✓ **METHODOLOGY AND TOOLS**

- **Workshops**: Sessions on basic tracking techniques, including setting up and monitoring project milestones.
- **Tools**:
 - Excel: Use of simple templates for tracking project schedules and budgets.
 - Project Dashboards: Basic introduction to creating and using dashboards for real-time updates on project status.
 - Slack: For communication and instant updates on project progress.
 - Bitrix24: Introduction to Bitrix24 for task management, time tracking, and status reporting. A versatile platform for managing tasks, deadlines, and monitoring project activities.

✓ **LO4, potentially LO5**

SUBTOPIC 5: Special aspects of social impact projects

✓ **AIM**

Explore the unique challenges of managing social impact projects, including stakeholder engagement and impact measurement.

✓ **METHODOLOGY AND TOOLS**

- **Case Studies and Discussions:** Examination of social impact projects and their challenges.
- **Strategies:** Development of impact measurement frameworks and stakeholder management plans.
- **Survey Tools:** Google Forms or SurveyMonkey for stakeholder feedback and engagement.
- **Stakeholder Management Software:** Simple CRM systems for managing stakeholder relationships and communications, like Bitrix24.

✓ **LO6**

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures.

Lead Partner: Greece (UOP)

Assist Partner: Croatia (EFRI)

Module 5: Impact Assessment and Reporting

Objectives:

1. Understand impact theory (LO1, LO3).
2. Develop an impact framework (LO4).
3. Design a data gathering strategy (LO4, LO5).
4. Utilise monetisation methodologies (SROI) (LO6).
5. How to bridge impact measurement and sustainability disclosures (LO5, LO8).

Learning Outcomes:

- **Knowledge:** Define impact theory and frameworks (LO1).
- **Skills:** Gather data and report impact (LO4, LO5).
- **Attitudes:** Value the importance of impact assessment (LO6).

Content:

- Impact theory and scenarios: triple bottom line, impact and sustainability.
- Impact framework to cluster and understand impact value chain.
- Data gathering strategy and tools for impact management.
- Monetisation methodologies: Social Return on Investment (SROI).
- Sustainability Strategy and Reporting: bridging impact measurement and sustainability.

SUBTOPIC 1: Impact theory

✓ **AIM**

Understanding the theoretical foundations of impact assessment.
Key concepts and principles of social impact as triple bottom line and differences and links between sustainability and impact.

✓ **METHODOLOGY AND TOOLS**

- ✓ **Lectures and Discussions:** Overview of fundamental theoretical concepts on how to structure an impact framework.
- ✓ **Visual content:** Powerpoint showing diagrams and images to help visualise the theoretical concept presented during the discussion.
- ✓ **Academic literature:** lists of selected learning materials to deepen the concept described during lectures.

✓ **LO1, LO3**

SUBTOPIC 2: Impact framework

✓ **AIM**

Understand the impact value chain, learn and apply basic impact assessment categories (outcome areas, outcome, indicator, stakeholders, target) to develop an impact framework.

✓ **METHODOLOGY AND TOOLS**

- **Lectures and Discussions:** Overview of fundamental theoretical concepts on how to structure an impact framework.
- **Visual content:** Powerpoint showing diagrams and images to help visualise the theoretical concept presented during the discussion.
- **Project work:** development of an impact framework on Excel Sheets per student.

✓ **LO4**

SUBTOPIC 3: Data gathering strategy

✓ **AIM**

Understand the different typologies of data, how to design and implement data gathering strategies with appropriate tools.

✓ **METHODOLOGY AND TOOLS**

- ✓ **Lectures and Discussions:** Theory of data and of data gathering methodologies.
- ✓ **Visual content:** Powerpoint showing diagrams and images to help visualise the theoretical concept presented during the discussion.



- ✓ **Case studies:** presentation of real data gathering strategy
- ✓ **Tools:** provision, discussion and use of already existing data gathering tools (i.e.: internal register, structured interview, survey, network analysis matrix etc..)
- ✓ **Project work:** development of data gathering tools and strategies.
- ✓ **LO4, LO5**

SUBTOPIC 4: Monetisation methodologies (SROI)

- ✓ **AIM**
Introducing principle of Social Value International, theory and calculation of Social Return on Investment (SROI) applied to socio/environmental impact initiatives, projects and programs.
- ✓ **METHODOLOGY AND TOOLS**
 - ✓ **Lectures and Discussions:** Theory of data and of data gathering methodologies.
 - ✓ **Tools:** provision, discussion and use of already existing matrixes to calculate SROI.
 - ✓ **Academic literature:** lists of selected learning materials to deepen the concept described during lectures.
- ✓ **LO6**

SUBTOPIC 5: Sustainability Strategy and Reporting

- ✓ **AIM**
Provide knowledge of the regulatory framework and the national and international initiatives relative to sustainability reporting in order to connect materials topic and outcome measurement and communicate impact to stakeholders.
- ✓ **METHODOLOGY AND TOOLS**
 - ✓ **Lectures and Discussions:** theory on the principal sustainability reporting system (CSRD, GRI - double materiality matrix) and their link with impact assessment.
 - ✓ **Case studies:** presentation of best practices in impact reporting
 - ✓ **Academic literature:** lists of selected learning materials to deepen the concept described during lectures.
- ✓ **LO5, LO8**

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures.

Lead Partner: Italy (UNIMIB)

Assist Partner: Greece (UOP)

8. ASSESSMENT AND EVALUATION

Participants will be assessed through a combination of assignments, project work, presentations, and participation in discussions. Feedback will be provided to ensure continuous improvement and learning.

Each project team should offer appropriate means of assessment and evaluation for the materials of the Module they are developing, and based on the proposed Methodology and Tools.

9. ENROLLMENT AND CERTIFICATION

Participants who successfully complete the programme will receive a certificate from the lead educational partners. Enrollment is open to current and aspiring social impact managers looking to enhance their skills and knowledge in this dynamic field.

10. BASIC GUIDELINES FOR CONTENT WRITING

Font

- Arial
- Size 12
- Line Spacing 1.15

Language

- **TITLE:** use **SIZE 18, COLOUR #808080, UPPERCASE, BOLD, CENTERED FOR MODULE**
- **Subtopic title:** use **Size 16, colour #808080, Sentence case, bold, aligned left**
- Text: Use British English
- Use simple language as many learners may not be native speakers; minimise the use of complex sentences
- Avoid jargon, slang and idioms
- Use the active voice

Modules / Subtopics

- Content should be organised and written based on the learning objectives
- Each **module** will have:
 - Description**
 - Objectives**
 - Learning Outcomes**
- Each **subtopic** will have
 - Aim and scope**

Teaching tools
Learning Outcomes
Duration
Content development
Best practices
Assessment
References

Assessment




- At the end of each subtopic add five multiple choice AND True/False questions
- Include feedback

References

- Use Harvard style to maintain academic integrity (Surname, 2022)
- If you are using tables, graphs, images etc., add the source below
- The full citation will be added to the References





ANNEX 1: MODULE TEMPLATE

MODULE 1: CORPORATE GOVERNANCE AND STRATEGY

<p>Description of Module 1</p> 	<p>The first module “Corporate Governance and Strategy” explains: the rationale for including social impact in strategies; value creation and appropriation; ESG integration; business ethics, organisational structure and sustainability in strategy. By participating in this module, students will learn a wide range of concepts and acquire skills critical to understanding and participating in the management and direction of organisations.</p>
<p>Objectives</p> 	<ul style="list-style-type: none"> ➤ Understand the importance of incorporating social impact into corporate strategies ➤ Learn about value creation and appropriation ➤ Integrate ESG into corporate strategy ➤ Explore ethics in enterprise and organisational culture ➤ Embed sustainability into internal strategy
<p>Learning Outcomes</p> 	<ul style="list-style-type: none"> ➤ Knowledge: Define the theory of the firm, value creation, ESG, and ethics ➤ Skills: Apply ESG principles in strategy, foster ethical practices, and promote a sustainable culture ➤ Attitudes: Advocate for integrating social impact in corporate governance

SUBTOPIC 1:

Why should companies include social impact into their strategies?

Aim and scope 	<ul style="list-style-type: none"> ➤ Understanding the role of social impact in corporate strategies. ➤ Exploring the Theory of the Firm ➤ Exploring the relationship between company and society.
Teaching tools 	<ul style="list-style-type: none"> ➤ Lectures with lecturers from the academic community and from the private sector ➤ Guest speakers ➤ Interactive activities: workshops and role-playing exercises ➤ Case studies ➤ Multimedia Content
Learning Outcomes 	<ul style="list-style-type: none"> ➤ LO1: Demonstrate knowledge and understanding of the complexity of sustainability dimensions in social and economic terms, and implications in relation to diverse territorial and socio-economic development and planning issues. ➤ LO2: Demonstrate insights into critical conditions that provide a basis for developing and applying transformative planning and projects at the local level.
Duration 	<ul style="list-style-type: none"> ➤ 30 min

Why is important to incorporate social impact into corporate strategies?

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures. Write in normal style, ARIAL, font 12, separate paragraphs with one

line of space. Two line of space after the end of the chapter and before the new line.

Theory of the Firm

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures. Write in normal style, ARIAL, font 12, separate paragraphs with one line of space. Two line of space after the end of the chapter and before the new line.

Best practices (international & national)

Each module comprises 4-6 hours of face-to-face/online lectures, while the programme comprises a total of 30 hours of face-to-face/online lectures. Write in normal style, ARIAL, font 12, separate paragraphs with one line of space. Two line of space after the end of the chapter and before the new line.

References

Surname, First name initial (2022): Title, Name of publication, Volume(number): page-page, doi:

Name of publication, link

Test your knowledge of Lesson 1 by taking the following quiz

Q.1 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

True **False**

Q.2 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

True **False**

Q.3 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

True **False**

Q.4 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

True **False**

Q.5 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

True **False**

Correct answers

True: Q1, Q3

False: Q2, Q4, Q5

Test your knowledge of Lesson 1 by taking the following quiz

Q.1 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

- a)
- b)
- c)
- d)

Q.2 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

- a)
- b)
- c)
- d)

Q.3 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

- a)
- b)
- c)
- d)

Q.4 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

- a)
- b)
- c)
- d)

Q.5 Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard.

- a)
- b)
- c)
- d)

Correct answers

Q1: a, Q2: c ...

Authors

SVEUČILIŠTE U RIJECI EKONOMSKI FAKULTET (EFRI), Croatia (WP3 Lead)

Alen Host, Pavle Jakovac, Jana Katunar, Danijela Sokolić, Marko Tomljanović, Hrvoje Katunar

In coordination with:

UNIVERSITY OF PELOPONNESE (UOP), Greece

UNIVERSITÉ PARIS I PANTHÉON-SORBONNE (UP1), France

UNIVERSITA' DEGLI STUDI DI MILANO-BICOCCA (UNIMIB), Italy

DIE BERATER UNTERNEHMENSBERATUNGS GESELLSCHAFT MBH (dB), Austria