



Learning Spaces for Sustainable and Responsible Decision-Making

c-VET Curriculum on Sustainable and Responsible Decision-Making

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Preface

The **WiseUp to Succeed - Learning Spaces for Sustainable and Responsible Decision-Making c-VET Curriculum** offers a comprehensive and innovative approach to equipping business successors with the knowledge, skills, and competencies necessary to make sustainable and responsible decisions. By integrating various learning perspectives and methodologies, the curriculum aims to cultivate practical wisdom (phronesis) in decision-making, drawing on insights from critical pedagogy, cognitive development theory, and sociocultural theory.

The curriculum's eight learning units cover various topics and approaches, from foundational concepts in strategic decision-making relevant to business succession to specific techniques for learning from the past, anticipating the future, understanding systemic contexts, and navigating social dynamics. The units also emphasize the importance of peer learning, interdisciplinary insights, and practical application through case studies and collaborative projects. The units resulted from a literature review (WP 2), are aligned with the framework for practitioners (WP 2), and formed the basis for designing the training program (WP 3).

Throughout this curriculum, learners are encouraged to develop transversal skills such as critical thinking, openness, creativity, and effective communication, which are essential for successful decision-making in business succession. The assessment strategies employed in the curriculum, including a personal learning log, ad-hoc and long-term tasks, quizzes, case study analyses, and peer feedback, ensure that learners have ample opportunities to demonstrate mastery of the learned concepts and skills.

By completing this training program, business successors will be well-equipped to navigate the challenges of sustainable and responsible decision-making in their professional context. They will have developed a comprehensive understanding of the various factors influencing decision-making in general and decision-making in the context of business succession. They will also have a toolkit of strategies and techniques for integrating social, environmental, and economic considerations into their decision-making processes. Ultimately, this c-VET curriculum aims to foster a new generation of practically wise business successors capable of leading their organizations towards sustainable and responsible futures.

Wise up to Succeed: c-VET Curriculum and Training Programme

Curriculum Overview	
Curriculum domain	Entrepreneurial Education and Training
Title of the curriculum	Sustainable and Responsible Decision-Making for Business Successors
Number of learning units	8
Working load	2 ECVET / 50 working hours
EQF level	5
Target group	<p>(Prospective) business successors: Successors are defined as individuals who have taken over a smaller company and who have the power to make strategic decisions within the company. This person may come from within the company, e.g., a family successor, a long-standing employee, or from outside the company. Regarding decision-making power, the succession solution selected must include ownership and management. Independent decisions should be possible.</p>
Main learning objectives/target qualification	<p>The main objective of this curriculum is to equip (prospective) business successors with the knowledge, skills, and competencies necessary to make more informed sustainable and responsible strategic decisions relevant to their business and its operations.</p> <p>The curriculum aims to cultivate practical wisdom (phronesis) in decision-making by integrating various learning perspectives and methodologies informed by critical pedagogy, cognitive development theory, and sociocultural theory.</p>
General learning outcomes	<p>The learner will be able to</p> <ul style="list-style-type: none"> ● develop a better understanding of the importance of sustainable and responsible decision-making triggered by business succession, ● know and apply various learning perspectives to analyze different business situations that require a decision, ● integrate social, environmental, and economic considerations into their decision-making processes, which are linked to succession and its consequences, ● critically reflect on their own experiences and the company's legacy, and their impact on informing business-related future decisions,

	<ul style="list-style-type: none"> ● appreciate the engagement with interdisciplinary networks and peer learning to expand (strengthen) their decision-making repertoire, ● demonstrate openness, creativity, and adaptability in dealing with complex decision-making situations in business succession, ● cultivate their personal practical wisdom.
Critical thinking competences	<p>The learners will be able to</p> <ul style="list-style-type: none"> ● analyze complex decision-making situations using multiple epistemological perspectives and conceptual frameworks, ● anticipate future trends and challenges and adapt decision-making strategies accordingly, ● engage with reflexive practice to continuously improve decision-making skills and outcomes, ● employ creative problem-solving techniques to ideation of approaches, ● evaluate the effectiveness of decision-making processes and results identifying areas for improvement.
Self-management competencies	<p>The learners will be able to</p> <ul style="list-style-type: none"> ● extend and maintain a professional network, seek mentorship and support when needed, ● practice self-reflection and self-awareness to understand their own strengths, weaknesses, and biases, ● manage time and resources effectively to ensure efficient decision-making processes, ● take responsibility for the outcomes of decisions and learn from success and failures.
Social communication competences	<p>The learners will be able to</p> <ul style="list-style-type: none"> ● engage in constructive dialogue and debate to explore different viewpoints, ● provide and receive constructive feedback to support the development of decision-making skills, ● collaborate effectively with peers, experts, and stakeholders to solve complex problems and make informed decisions, ● adapt communication style and approach to suit different cultural and organizational contexts, ● foster a culture of open communication, knowledge sharing, and continuous learning within the organization.
Teaching and learning methods	<p>The training programme employs various teaching and learning methods to cater to different learning styles and promote active engagement. These include</p> <ul style="list-style-type: none"> ● lectures and presentations, ● case study analysis and discussion, ● reflective journaling and self-assessment, ● peer learning and collaboration, ● experiential learning activities (e.g., games, role-playing, simulations).

Assessment of learning outcomes	<p>The assessment of learning outcomes will be conducted through a combination of formative and summative assessments, such as</p> <ul style="list-style-type: none"> ● ad-hoc and long-term tasks, ● quizzes, ● personal learning log, ● case studies, ● group project work and presentations, ● peer feedback. 	
Learning Units	Title	Working Load
Unit 1	Introduction to Business Succession, the 'Practically Wise Business Successor', and the Wise Up to Succeed Training Programme	2 hours
Unit 2	'Viewing Backwards' - Learning from the Past	4 hours
Unit 3	'Viewing Ahead' - Learning from the Future	4 hours
Unit 4	'Viewing from Above' - Learning from Systemic Contexts	4 hours
Unit 5	'Viewing from Below' - Learning from Social Dynamics	4 hours
Unit 6	'Viewing Near' - Learning from Peers (Business Successors)	4 hours
Unit 7	'Viewing Far' - Learning from Others	4 hours
Unit 8	Peer Learning on Sustainable and Responsible Decision-Making	24 hours



Unit 1 - Introduction to Business Succession, the ‘Practically Wise Business Successor’, and the Wise Up to Succeed Training Programme

Content

This introductory unit provides an introduction to business succession and strategic decision-making. It introduces the concept of responsible knowledge management and the notion of the “practically wise business successor”, highlighting the intended learning outcomes of this training programme.

The unit discusses critical success factors in company succession, focusing on strategic decision-making. Using illustrative real-world examples relevant to business succession, learners will understand the implications of strategic decision-making and identify and reflect on critical areas of their own business and/or succession phase where strategic decisions need to be made.

The final part of this unit introduces the WiseUp Cube framework, i.e., the six learning perspectives that structure the training programme. It provides an outlook on what learners can expect from the following learning units. This unit builds the foundational knowledge required for the following learning units.

Outline

- Introduction to strategic decision-making in the context of business succession in small and medium-sized enterprises (SMEs)
- Critical success factors in SME company succession, with a focus on decision-making skills
- Introduction to responsible knowledge management
- Introduction of the notion of the “practically wise business successor”
- Introduction to the WiseUp Cube framework and its learning perspectives
- Overview of the c-VET curriculum and the content of the training programme

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Understand strategic decision-making in the context of business succession ● Recognize the critical success factors in company succession ● Grasp responsible knowledge management in business succession ● Understand the “practically wise business successor” and the WiseUp Cube framework and its learning perspectives 	<ul style="list-style-type: none"> ● Identify critical decision-making situations in the context of business succession ● Apply sustainability and responsibility concepts to knowledge management practice. ● Analyze decision-making situations in relation to their impact on sustainability and responsibility. ● Reflect on one's decision-making skills and areas for improvement 	<ul style="list-style-type: none"> ● Demonstrate an understanding of the importance of strategic decision-making, sustainability, and responsibility in the context of business succession ● Show awareness of one's decision-making skills and areas for improvement ● Engage with the 'practically wise business successor' notion and the WiseUp Cube framework



Unit 2 - 'Viewing Backwards' - Learning from the Past

Content

This unit equips learners with learning and unlearning strategies that enable them to analyze both past personal and professional experiences and those of others (e.g., their predecessors, experienced employees) at individual and organizational levels.

The unit introduces sense-making strategies to reflect on isolated past events and long-term dynamics (e.g., the company's legacy and organizational knowledge). Learners are provided with learning techniques based on changing time and social perspectives. This way, learners learn to critically evaluate their own experiences, the company's legacy, and context. Based on analyzing the past, they will be able to identify cause-and-effect relationships that can help them make strategic decisions in the present.

To illustrate this learning perspective, the unit provides examples of fundamental organizational changes, such as a change in the business model.

Outline

- Introduction to reflective learning and its importance for decision-making
- Techniques for analyzing personal experiences and drawing lessons for future decisions
- Strategies for learning from others' experiences, including predecessors and experienced employees
- Contextualizing past experiences within the company's legacy and broader social, ethical, and legal frameworks
- Identifying cause-and-effect relationships and ineffective decision-making patterns

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Understand the importance of reflective learning for decision-making ● Understand the importance of unlearning for decision-making ● Gain knowledge of techniques for analyzing personal and others' experiences ● Recognize the value of contextualizing past experiences within broader frameworks 	<ul style="list-style-type: none"> ● Apply reflective learning and unlearning techniques to analyze past experiences and draw lessons for future decisions ● Engage in perspective-taking to learn from others' experiences ● Contextualize past experiences within the company's legacy and broader social, ethical, and legal frameworks ● Identify cause-and-effect relationships and ineffective decision-making patterns 	<ul style="list-style-type: none"> ● Demonstrate the ability to learn from past experiences and apply lessons to future decision-making ● Ability to mitigate the influence of old knowledge on future decision-making ● Show openness to learning from others' experiences and perspectives ● Critically evaluate the company's legacy and decision-making patterns ● Adapt decision-making approaches based on insights gained from learning and unlearning

Unit 3 - 'Viewing Ahead' - Learning from the Future

Content

This unit equips learners with the ability to think with the future in mind. It teaches techniques that make it possible to look beyond the current decision-making situation and anticipate future consequences. This shall inform current decision-making. These techniques include both reactive as well as formative approaches.

The first include techniques such as anticipating future trends (e.g., predictions) and scenario building to align decisions with the (most) probable course of development. The latter encompass formative strategizing techniques for shaping desirable future images (e.g., vision or mission statement) that are both functional and motivating. These normative and action-guiding future images allow for dealing with uncertainty and aligning the strategy, processes and structures of an organization with the future that the learner desires.

The successors learn to transform (reactive or formative) future scenarios into actionable strategies and decisions.

Outline

- Introduction to futures thinking and its relevance for strategic decision-making
- Techniques for anticipating future trends and developments (e.g., scenario planning, backcasting)
- Strategies for developing normative frameworks and desirable future visions
- Transforming future scenarios into actionable strategies and decisions
- Aligning organizational processes and structures with (desired) future states

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Understand the importance of futures thinking for strategic decision-making ● Gain knowledge of techniques for anticipating future trends and developments ● Recognize the value of developing normative frameworks and desirable future images ● Understand strategies for transforming future scenarios into actionable strategies and decisions 	<ul style="list-style-type: none"> ● Apply futures thinking techniques to anticipate future trends and developments ● Develop normative frameworks and desirable future images to guide decision-making ● Transform future scenarios into actionable strategies and decisions ● Align organizational processes and structures with desired future states 	<ul style="list-style-type: none"> ● Demonstrate the ability to think ahead and consider long-term implications of decisions ● Show proficiency in developing and applying normative frameworks to guide decision-making ● Adapt organizational processes and structures based on insights gained from futures thinking ● Make strategic decisions that align with desired future states and contribute to sustainable and responsible outcomes



Unit 4 - 'Viewing from Above' - Learning from Systemic Contexts

Content

This unit teaches learners to look at the broader context of decision situations. It aims to help learners understand a decision's complexity, embeddedness, and interconnectedness. Learners are enabled to grasp the relationship between a single decision and its social, ecological, ethical, legal, and economic contexts.

The unit raises the learner's awareness of these systematic influences on decision-making and their impact on higher-level systems (e.g., the natural environment). To this end, this unit introduces the concepts of complex adaptive systems, corporate governance, stakeholder management, and the circular economy, which can be used to systematically analyze and evaluate the complexity, embeddedness, and interconnectedness of a decision.

Complementarily, the unit discusses the downstream consequences of a decision in terms of social, ecological, and economic consequences (i.e., people, planet, and profit). In this way, learners are empowered to weigh up and integrate different interests and perspectives when making decisions.

Outline

- Introduction to systems thinking (complex adaptive systems) and its relevance for decision-making
- Exploring the social, ecological, ethical, legal, and economic contexts of decisions
- Strategies for identifying and analyzing systemic influences on decision-making
- Techniques for considering the downstream consequences of decisions on higher-level systems (e.g., the natural environment)
- Integrating diverse perspectives and interests in decision-making processes

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> • Understand the importance of systems thinking for decision-making • Gain knowledge of the various contexts that influence and are influenced by decisions • Recognize strategies for identifying and analyzing systemic influences on decision-making • Understand techniques for considering the downstream consequences of decisions 	<ul style="list-style-type: none"> • Apply systems thinking to analyze the complexity and interconnectedness of decision situations • Identify and analyze the social, cultural, ecological, ethical, technological, legal, and economic contexts of decisions • Consider the downstream consequences of decisions on higher-level systems • Integrate diverse perspectives and interests in decision-making processes 	<ul style="list-style-type: none"> • Demonstrate the ability to think systemically and consider the broader context of decisions • Show proficiency in analyzing the various contexts that influence and are influenced by decisions • Make decisions that consider and balance diverse perspectives and interests • Take responsibility for the downstream consequences of decisions on higher-level systems



Unit 5 - 'Viewing from Below' - Learning from Social Dynamics

Content

This unit enables learners to understand the social dynamics underlying a decision-making situation. It offers techniques to capture the perspectives of those involved in a business situation in order to understand the social and situational context that influences a decision.

The learning unit introduces the concepts of identity, motivation, and organizational culture. The strategies presented allow learners to identify the goals and uncover the individual and organizational values and motives that determine the behavior of those involved.

An empathetic understanding of the motivation, emotions, values, and needs of stakeholders makes it possible to find common ground among those involved to ensure the effectiveness of the decision. In this way, learners can align their decisions with the values, motivation, and goals of different stakeholders, promoting an inclusive and responsible approach to decision-making.

Outline

- Introduction to stakeholder analysis and its relevance for decision-making
- Techniques for identifying and understanding stakeholder perspectives, interests, and needs
- Strategies for uncovering the motivations and goals that drive stakeholder behavior
- Approaches to finding common ground and aligning decisions with stakeholder interests

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Understand the importance of stakeholder analysis for decision-making ● Gain knowledge of techniques for identifying and understanding stakeholder perspectives, interests, and needs ● Recognize strategies for uncovering the motivations and goals that drive stakeholder behavior ● Understand approaches to finding common ground and aligning decisions with stakeholder interests 	<ul style="list-style-type: none"> ● Apply stakeholder analysis techniques to identify and understand stakeholder perspectives, interests, and needs ● Uncover the motivations and goals that drive stakeholder behavior ● Find common ground and align decisions with stakeholder interests ● Foster an inclusive and participatory approach to decision-making 	<ul style="list-style-type: none"> ● Demonstrate the ability to consider and integrate diverse stakeholder perspectives in decision-making ● Show empathy and understanding for stakeholder needs and motivations ● Make decisions that align with and serve the interests of relevant stakeholders ● Promote an inclusive and participatory decision-making culture within the organization



Unit 6 - 'Viewing Near' - Learning from Peers (Business Successors)

Content

This unit targets intradisciplinary learning skills. It enhances learners' ability to learn from other successors and utilize best practices for their decision-making.

Understanding the principles and values, i.e., ethos, that guide the decisions of persons in similar situations can provide valuable insights into practices that can strengthen one's decision-making.

The unit introduces approaches to social peer learning and interpretive techniques to transfer the experiences and values of others into one's decision-making. It presents tools for networking and collaboration with peers (or within an industry) to facilitate the sharing of knowledge and value.

Outline

- Introduction to peer learning and networking and their importance for decision-making
- Strategies for identifying and engaging with peer role models within the industry
- Techniques for analyzing and interpreting peers' decision-making practices and underlying values
- Approaches to adapting and integrating peer insights into one's decision-making
- Fostering a culture of knowledge sharing and collaborative learning within the industry

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Understand the importance of peer learning for decision-making ● Gain knowledge of strategies for identifying and engaging with peer role models ● Recognize techniques for analyzing and interpreting peers' decision-making practices and underlying values ● Understand approaches to adapting and integrating peer insights into one's own decision-making 	<ul style="list-style-type: none"> ● Apply strategies to identify and engage with peer role models within the industry ● Analyze and interpret peers' decision-making practices and underlying values ● Adapt and integrate peer insights into one's own decision-making ● Contribute to a culture of knowledge sharing and collaborative learning within the industry 	<ul style="list-style-type: none"> ● Demonstrate the ability to learn from and collaborate with peers to enhance decision-making ● Show openness to new ideas and practices from peer role models ● Critically evaluate and adapt peer insights to fit one's own context and values ● Actively participate in and contribute to a culture of knowledge sharing and collaborative learning within the industry

Unit 7 - 'Viewing Far' - Learning from Others

Content

This unit is aimed at interdisciplinary learning skills. Learners are encouraged to draw inspiration, ideas, practices, mindsets, ways of thinking of other professions. The unit aims to promote intentional-functional curiosity and encourage an open attitude and the willingness to learn in an open-ended way.

Understanding the principles and values, i.e. ethos, from exposure to practices in other professional fields can inspire and lead to fresh ideas for one's own decision-making. The unit aims to foster creativity and openness to alternative approaches to decision-making (e.g., artistic approaches, AI technology).

The unit introduces a variety of perspectives and creativity techniques to broaden learners' repertoire of decision-making and problem-solving skills and thus improve their ability to deal with ambiguity.

Outline

- Introduction to interdisciplinary learning and its relevance for decision-making
- Strategies for identifying and engaging with practices and role models from other fields
- Techniques for analyzing and interpreting decision-making practices and values from other contexts
- Approaches to adapting and integrating interdisciplinary insights into one's decision-making
- Strengthen transversal skills such as critical thinking, openness, and creativity

Learning Outcomes

Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Understand the importance of interdisciplinary learning for decision-making ● Gain knowledge of strategies for identifying and engaging with practices and role models from other fields ● Recognize techniques for analyzing and interpreting decision-making practices and values from other contexts ● Understand approaches to adapting and integrating interdisciplinary insights into one's own decision-making 	<ul style="list-style-type: none"> ● Apply strategies to identify and engage with practices and role models from other fields ● Analyze and interpret decision-making practices and values from other contexts ● Adapt and integrate interdisciplinary insights into one's decision-making ● Develop transversal skills such as critical thinking, openness, and creativity 	<ul style="list-style-type: none"> ● Demonstrate the ability to learn from and draw inspiration from practices and role models outside one's own field ● Show curiosity and openness to new ideas and approaches from other contexts ● Critically evaluate and adapt interdisciplinary insights to fit one's decision-making context and values ● Apply transversal skills such as critical thinking, openness, and creativity to enhance decision-making

Unit 8 - Peer Learning on Sustainable and Responsible Decision-Making

Content

In this unit, learners will play the WiseUp Game (freely available at www.wiseup2succeed.eu) to refresh what they have learned in the previous units (i.e., the WiseUp Cube framework). This is done in a playful and collaborative way and embedded in standardized decision-making situations. In this way, the learners get to know each other and can establish trustful work relationships, which are essential for the subsequent group work.

Next, learners will collaborate on in-depth decision-making case studies relevant to business succession. The case studies reflect moral dilemmas and are designed to integrate the various learning perspectives and methodologies covered throughout the previous learning units.

Learners will present their decision-making case study analyses and proposed solutions to the audience, which will consist of participants of the training programme (peers) and a panel of experts. A discussion and reflection on the learning outcomes and practical implications will follow the presentations.

This unit facilitates peer learning through face-to-face meetings (workshop) and online collaboration (online learning platform). This enables both local and international peer interactions. The learning unit is based on different didactic approaches that are suitable for both learning situations.

Outline

- Playing the Wise Up Game (freely available at www.wiseup2succeed.eu)
- Introduction to the case study and its relevance for applying learned concepts and skills
- Division of learners into peer groups and assignment of roles and responsibilities
- Collaborative analysis of the case study using the WiseUp Cube framework and other relevant management tools
- Development of potential solutions and decision-making strategies based on the analysis and their presentation
- Preparation of a structured presentation outlining the case study analysis, proposed solutions, and decision-making strategies
- Delivery of the presentation to the audience, demonstrating the application of learned concepts and skills
- Peer feedback and discussion to refine and improve the proposed solutions and strategies
- Engaging in a discussion and responding to questions from the audience
- Reflection on the learning outcomes and practical implications of the case study analysis and decision-making process



Learning Outcomes		
Knowledge	Skills	Competence
<ul style="list-style-type: none"> ● Deepen understanding of the practical application of learned concepts and skills ● Gain insights into different approaches to analyzing and solving complex decision-making situations ● Recognize the value of peer collaboration and feedback in enhancing decision-making ● Consolidate understanding of the practical application of learned concepts and skills ● Gain insights into different perspectives and approaches to decision-making from the audience and expert panel ● Recognize the importance of effective communication and presentation skills in decision-making contexts 	<ul style="list-style-type: none"> ● Apply the WiseUp Cube framework and other relevant management tools to analyze a real-world decision-making case study ● Develop and refine potential solutions and decision-making strategies based on the analysis ● Collaborate effectively with peers to solve complex decision-making challenges ● Prepare and deliver a clear and compelling presentation of the case study analysis and proposed solutions ● Provide constructive feedback to peers and incorporate feedback to improve one's work ● Engage in a constructive discussion and respond effectively to questions and feedback ● Reflect critically on one's learning outcomes and the practical implications of the decision-making process ● Incorporate feedback and insights into a final report or portfolio 	<ul style="list-style-type: none"> ● Demonstrate the ability to integrate and apply learned concepts and skills to a real-world decision-making situation ● Show proficiency in analyzing complex decision-making situations from multiple perspectives ● Make well-reasoned and justifiable decisions based on a thorough analysis and consideration of alternatives ● Show proficiency in applying learned concepts and skills to a real-world decision-making case study ● Contribute actively to a collaborative problem-solving process and learn from peers ● Demonstrate the ability to communicate complex decision-making situations and proposed solutions effectively ● Reflect on and articulate one's learning outcomes and areas for further development ● Integrate feedback and insights from others to improve one's decision-making approach ● Develop a comprehensive understanding of the practical implications of sustainable and responsible decision-making in the context of business succession



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