



Payap-Yunus
Social Business Center



Certificate in Social Enterprises Creation
and Management : SECM (Intermediate Program)

ประกาศนียบัตร การจัดการและการสร้างธุรกิจเพื่อสังคม
(ระดับกลาง)

รหัสหลักสูตร ND2569053001352

2026

Payap-Yunus Social Business Center (P-YSBC)

And

Center for Social Impact (CSI)

Payap University

Name of Program : Certificate in Social Enterprises Creation and Management: SECM
(Intermediate Program)

1. **Name of Certificate :** Certificate in Social Enterprises Creation and Management: SECM
(Intermediate Program)
2. **Responsible Unit :** Payap-Yunus Social Business Center / Center for Social Impact
3. **Teaching and Learning Model :** Project-Based Learning (PBL)
4. **Background**

4.1 Overview

The short course program Social Enterprises Creation and Management (Intermediate Program) has been developed by the Center for Social Impact (CSI) and the Payap-Yunus Social Business Center (P-YSBC), Payap University. The program aims to enable students to create and manage projects effectively, help students understand the approach to creatively building businesses through innovation, understand cultural differences, and be able to communicate across cultures effectively.

The Payap-Yunus Social Business Center (P-YSBC), aims to serve as a hub for disseminating the concepts and practices of social business, fostering understanding among students and researchers at the university. The center adheres to the principles of Professor Muhammad Yunus, Nobel Prize laureate, and is committed to conducting research, providing education, developing academic programs and curricula, engaging in action research, and organizing knowledge-sharing activities related to social business, such as competitions, workshops, and seminars. Additionally, P-YSBC seeks innovative methods and approaches to expand the concept of social business to students, researchers, and broader communities and regions, creating a positive impact aligned with the Sustainable Development Goals (SDGs). The center also aims to inspire students to see the importance of sustainable solutions in addressing global challenges, urging the new generation to drive change based on the "three zeros" principles: 1) Zero Poverty, 2) Zero Unemployment and 3) Zero Net Carbon Emission.

The implementation of the short-term program **"Social Enterprises Creation and Management (Intermediate Program)"** for students from various countries worldwide is a key initiative that fosters learning through high-standard courses combined with hands-on experience, such as study visits and practical training in real social business. This approach ensures that participants gain in-depth knowledge and understanding, enabling them to expand

their ideas or create innovative businesses in their own countries in alignment with the Sustainable Development Goals (SDGs).

4.2 Objectives

1. To enable students to create and manage projects effectively.
2. To help students understand the approach to creatively building businesses through innovation.
3. To understand cultural differences and be able to communicate across cultures effectively.
4. To foster the exchange of ideas and knowledge between international students and faculty and those from the Payap-Yunus Social Business Center, including students, faculty members, and researchers.

5. Qualifications required of Students for Acceptance into the Program

- 5.1** The program is open exclusively to international students (non-Thai nationals)
- 5.2** Applicants must have English language proficiency skills suitable for a program taught exclusively in English
- 5.3** Applicants who have not undertaken Social Enterprises Creation and Management (Foundation Program) must pass a knowledge assessment interview conducted by the program director.

6. Program Structure

- 6.1 System of Study:** 3 Modules
- 6.2 Duration of Study:** 108 hours / 6 Months (17 July 2026 - 17 January 2027)
- 6.3 Instructional Models/Teaching Methods:** Project-Based Learning (PBL)
- 6.4 Method of Instruction:** Onsite 80%, Online 20%
- 6.5 Application Period:** 1 June - 15 July 2026
- 6.6 Maximum No. of Students:** 25/section
- 6.7 Language of Instruction:** English
- 6.8 Days and Time of Instruction:** Classes are held 2days/week, on Tuesdays and Fridays, from 9:00 a.m. to 12:00 p.m.
- 6.9 Teaching Venue:** Training Room, Center for Social Impact Building, Payap University
- 6.10 Number of intakes per year:** 1

7. Requirements for Graduation

1. The student must fulfil all requirements as set forth in the curriculum.
2. The student must fulfil any further requirements for graduation and the conferral

of a certificate established by the University.

7.1 Verification of Students' Achievements in the Course

1. Students are required to attend at least 80% of the class sessions in person for each course to graduate.
2. This course employs a Pass or Fail grading system.

7.2 Guidelines for Monitoring International Student Attendance

1. Instructors and program advisors at the Payap-Yunus Social Business Center are responsible for monitoring international students' academic performance and participation in various activities, as well as coordinating visa-related matters.
2. Attendance for each course must be recorded weekly by the respective instructor using a physical attendance sheet. Additionally, student participation in program activities must be documented through signed attendance records and photographic evidence.
3. Instructors are required to submit a Post-Teaching Note to the Payap-Yunus Social Business Center upon completion of the required teaching hours for each course.
4. Students must maintain a minimum attendance rate of 80% for both class sessions and academic activities. If a student's attendance falls below this requirement, the instructor must notify the program advisor to investigate the reasons. Should unjustified absences be confirmed, the Payap-Yunus Social Business Center will proceed with visa revocation for the student in question.

8. Evaluation of Teaching and Learning Management

The evaluation of teaching and learning management for the **Certificate in Social Enterprises Creation and Management: SECM (Intermediate Program)** is designed to ensure the quality, effectiveness, and continuous improvement of the program in alignment with its objectives and learning outcomes. The evaluation framework emphasizes both learning processes and learning outcomes under the Project-Based Learning (PBL) approach.

8.1 Evaluation of Student Learning Outcomes (Revised with Assessment Methods)

Student learning outcomes are assessed based on students' ability to apply knowledge, skills, and attitudes acquired throughout the program. Assessment is conducted using clearly defined criteria and evaluation tools, including rubrics, observation checklists, and assignment guidelines. The assessment methods include:

1. Class Participation and Engagement

Evaluation of students' active participation in discussions, workshops, and collaborative learning activities, assessed through:

- Instructor observation
- Participation checklists
- Qualitative evaluation based on predefined participation criteria

2. Group Assignments and Project Work

Assessment of group-based projects that demonstrate students' understanding of social enterprise concepts, problem-solving abilities, creativity, and teamwork, evaluated using:

- Project evaluation rubrics
- Assessment of project outputs and processes
- Peer and instructor feedback

3. Reports and Presentations

Evaluation of written reports and oral presentations focusing on clarity of ideas, feasibility

of social enterprise concepts, and alignment with social impact principles, assessed through:

- Written report assessment rubrics
- Presentation evaluation criteria
- Instructor feedback on content, structure, and delivery

4. Attendance Requirement

Students must attend at least 80% of all scheduled class sessions and academic activities. Attendance is monitored through:

- Attendance records
- Participation logs

Students who do not meet the attendance requirement are not eligible for course completion under the Pass/Fail grading system.

8.2 Evaluation of Teaching and Learning Processes (Revised with Evaluation Methods)

The effectiveness of teaching and learning management is evaluated through systematic review and feedback mechanisms, focusing on instructional design, teaching methods, and the learning environment. Evaluation is conducted using documented evidence and structured assessment tools, including surveys, observation, and course review meetings. The evaluation includes:

1. Appropriateness of Teaching Methods

Assessment of the suitability of Project-Based Learning (PBL), workshops, and experiential learning activities in supporting intended learning outcomes, evaluated through:

- Classroom observation by program coordinators or academic committees
- Review of lesson plans and learning activity designs
- Student feedback collected through course evaluation surveys

2. Integration of Theory and Practice

Evaluation of how effectively theoretical knowledge is integrated with real-world social enterprise case studies, field activities, and practical exercises, assessed by:

- Review of course content and learning materials
- Analysis of student assignments and project outputs
- Student reflections and feedback on learning experiences

3. Learning Resources and Facilities

Review of teaching materials, learning resources, and facilities to ensure they adequately support student learning, conducted through:

- Evaluation of teaching and learning materials
- Student satisfaction surveys related to learning resources
- Instructor and program team review meetings

8.3 Evaluation of Instructors (Revised with Evaluation Methods)

Instructor performance is evaluated to ensure effective delivery of course content and appropriate learner support. The evaluation is based on multiple sources of evidence to ensure fairness and continuous improvement, including student feedback, peer review, and self-reflection. Evaluation criteria include:

1. Clarity and Organization of Instruction

Assessment of the instructor's ability to clearly explain concepts, structure learning activities, and manage classroom time effectively, evaluated through:

- Student evaluation questionnaires
- Peer observation or academic supervision reports
- Review of teaching plans and instructional materials

2. Student Engagement and Facilitation

Evaluation of the instructor's effectiveness in encouraging student participation, critical thinking, and collaborative learning, assessed through:

- Classroom observation
- Student feedback surveys
- Review of learning activities and facilitation methods

3. Feedback and Academic Support

Assessment of the quality, relevance, and timeliness of feedback provided to students on assignments, projects, and presentations, evaluated by:

- Review of feedback provided on student work
- Student satisfaction surveys
- Instructor self-reflection and course review reports

8.4 Student Satisfaction Evaluation

Student feedback is collected through surveys or questionnaires at the end of each module or upon completion of the program to assess:

1. Satisfaction with course content, teaching methods, and learning activities.
2. Perceived relevance of the program to students' academic, professional, and social enterprise goals.
3. Overall learning experience and suggestions for improvement.

8.5 Utilization of Evaluation Results

The results of the evaluation are systematically reviewed by the Program Coordinator and the responsible units, namely the Payap-Yunus Social Business Center (P-YSBC) and the Center for Social Impact (CSI). The findings are used to:

1. Improve course content and instructional methods.
2. Enhancing learning activities and assessment approaches.
3. Support continuous development and quality assurance of the short-term

9. Curriculum

MODULE 1 Social Business Management and Sustainability	36 Hours
MODULE 2 Experiential Learning	36 Hours
MODULE 3 Cross-Cultural Communication	36 Hours
TOTAL	108 Hours

10. Course Descriptions

MODULE 1: Social Business Management and Sustainability

This course focuses on developing managerial knowledge and practical skills necessary to operate and sustain a social business effectively. Students will explore management concepts, resource allocation, financial planning, partnership building, and impact assessment. Emphasis is placed on creating strategies that ensure both organizational efficiency and long-term social value.

MODULE 2: Experiential Learning

This course is designed to provide students with firsthand experiences of Thai culture through interactive and enjoyable activities. These include Thai cooking, traditional dance, arts and crafts, folk games, and cultural festivals. Students will gain a deep understanding of Thai cultural elements and their significance, which they can apply in their daily lives.

MODULE 3: Cross-Cultural Business Communication

This course explores the significance of cross-cultural communication in the modern business environment. Learners will develop an understanding of cultural differences, communication barriers, and strategies for effective interaction across diverse cultural settings. The course includes theoretical frameworks, real-world case studies, and practical applications to enhance adaptability and cultural intelligence. Key topics include cultural dimensions, negotiation techniques, conflict resolution, and digital communication in global business. Through interactive activities, learners will gain hands-on experience in cross-cultural collaboration and problem-solving.

11. Instructors

	Name	Qualification	Institution
1.	Michael Meallem	M.B.A Business Administration	Sir John Cass Business School, UK
2.	Waruth Kaosol	M.B.A (Concentration in Finance)	The University of Findley, USA
3.	Asst. Prof. Thanwa Benjawan	MA. Cultural Studies M.Ed. Education Administration	Mae Fah Luang University, THA Naresuan University, THA

12. Course Coordinator:

Asst. Prof. Thanwa Benjawan

13. Fees

Tuition:

Flat- Rate Tuition	25,000 THB
--------------------	------------

14. Course Schedule

Week	Course	Topics
1	MODULE 1 Social Business Management and Sustainability	Concepts and Principles of Management in Social Businesses • Definition and nature of social business management • Key differences between social and traditional business models • Roles and responsibilities of a social entrepreneur • Management challenges in mission-driven enterprises
2		Participatory Leadership and Team Management • Inclusive leadership styles and practices • Building trust and collaboration in diverse teams • Conflict resolution and motivation techniques • Empowering community members as co-creators
3		Financial Planning and Cost Management for Social Enterprises • Budgeting and resource allocation • Revenue generation and financial sustainability models • Cost control and efficiency improvement • Accessing funding and investment opportunities
4		Stakeholder Engagement and Communication Strategies • Identifying key stakeholders and mapping interests • Designing effective communication strategies • Building long-term relationships and accountability • Transparent reporting and ethical practices

Week	Course	Topics
5	MODULE 1 (Continue) Social Business Management and Sustainability	Partnership and Network Development for Sustainable Growth • Types of partnerships (public, private, nonprofit) • Collaborative value creation • Network management and relationship building
6		Risk Management and Strategic Decision-Making • Identifying operational and financial risks • Scenario analysis and contingency planning • Decision-making models in uncertain contexts • Ethical considerations in risk-taking
1	MODULE 2 Experiential Learning	Introduction to Thai Culture • Thai identity from local and international perspectives activity: <i>How well do you know Thailand?</i>
2		Thai Cuisine – A Taste of Culture • Workshop: Hands-on experience in making simple Thai dishes (e.g., Som Tum, Mango Sticky Rice) • Food tasting: Exploring flavors from different regions of Thailand
3		Thai Arts and Handicrafts • Workshop: Hands-on experience in traditional Thai crafts (e.g., silver embossing, banana leaf folding) Learning about Thai patterns and creating unique designs
4		Thai Costumes and Performing Arts • Workshop: Learning and performing traditional Thai and Lanna dances Understanding the history behind Thai performances and costumes

Week	Course	Topics
5	MODULE 2 (Continue) Digital Marketing for Social Entrepreneurship	Festivals and Beliefs • Workshop: Crafting Thai festival items (e.g., making Krathongs or Lanna-style <i>Tung</i> flags) Learning about Thai beliefs, zodiac signs, and auspicious traditions
6		Reflection and Experience Sharing • Students share their favorite experiences from the course • Mini exhibition showcasing student projects and cultural experiences
1	MODULE 3 Cross-Cultural Communication	Introduction to Culture and Cross-Cultural Communication • Definition of culture and cultural dimensions (Hofstede, Trompenaars). • Importance of cross-cultural communication in business • Case studies: Successes and failures in cross-cultural communication
2-3		Cultural Differences in Business • Cultural dimensions affecting business (Individualism vs. Collectivism, Power Distance, Uncertainty Avoidance) • Differences in decision-making, negotiation, and time management • Corporate culture in multinational organizations
3-4		Cross-Cultural Communication Skills • Verbal and non-verbal communication • Effective listening in cross-cultural contexts Using appropriate language and avoiding misunderstandings

Week	Course	Topics
4-5	MODULE 3 (Continue) Cross-Cultural Communication	Digital Cross-Cultural Communication - Challenges of online communication in multicultural environments - Using technology for effective communication Writing culturally appropriate emails and business documents
5-6		Real-World Application - Analyzing business partner cultures - Preparing for international work or business travel - Group project presentation: Designing a cross-cultural communication plan

15. Learning Outcomes

Module 1 - Social Business Management and Sustainability

Week	Key Topics	Intended Learning Outcomes	Learning Assessment
1	Concepts and Principles of Management in Social Businesses	1. Define social business management and its core principles. 2. Differentiate between the management needs of social businesses and traditional business models. 3. Identify the key roles, responsibilities, and common challenges faced by a social entrepreneur.	1. Group Assignments 2. Class Participation and Discussion
2	Participatory Leadership and Team Management	1. Describe inclusive leadership styles and their importance in social enterprises. 2. Apply techniques for building trust, resolving conflict, and motivating diverse teams. 3. Explain strategies for empowering community members as active co-creators in the enterprise.	1. Group Assignments 2. Class Participation and Discussion

Week	Key Topics	Intended Learning Outcomes	Learning Assessment
3	Financial Planning and Cost Management for Social Enterprises	1. Develop a basic budget and explain principles of resource allocation for a social enterprise. 2. Compare different revenue generation models for achieving financial sustainability. 3. Identify methods for cost control and potential sources of funding and investment.	1. Group Assignments 2. Class Participation and Discussion
4	Stakeholder Engagement and Communication Strategies	1. Map key stakeholders and their interests for a given social enterprise. 2. Design a foundational communication strategy to engage different stakeholder groups. 3. Explain the importance of transparency, ethical practices, and long-term relationship building.	1. Group Assignments 2. Class Participation and Discussion
5	Partnership and Network Development for Sustainable Growth	1. Categorize different types of partnerships (public, private, non-profit) and their potential benefits. 2. Analyze how collaborative partnerships can create shared value. 3. Outline key practices for effective network management and relationship building.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
6	Risk Management and Strategic Decision-Making	1. Identify common operational and financial risks specific to social enterprises. 2. Apply basic tools for scenario analysis and contingency planning. 3. Evaluate decision-making models and ethical considerations in situations of uncertainty.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation

Module 2 - Experiential Learning

Week	Key Topics	Intended Learning Outcomes	Learning Assessment
1	Introduction to Thai Culture	1. Identify key elements that constitute Thai identity from both local and international viewpoints. 2. Reflect on their initial perceptions of Thailand and compare them with the introduced cultural concepts.	1. Group Assignments 2. Class Participation and Discussion
2	Thai Cuisine – A Taste of Culture	1. Prepare simple, iconic Thai dishes, demonstrating an understanding of basic ingredients and techniques. 2. Describe the characteristic flavors and regional variations found in Thai cuisine.	1. Group Assignments 2. Class Participation and Discussion
3	Thai Arts and Handicrafts	1. Create a simple handicraft using a traditional Thai technique. 2. Discuss the cultural significance of patterns and motifs in Thai artisanal works.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
4	Thai Costumes and Performing Arts	1. Perform basic movements of a traditional Thai or Lanna dance. 2. Explain the historical and cultural context behind the performance and its costumes.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
5	Festivals and Beliefs	1. Construct a traditional Thai festival artifact. 2. Identify the core beliefs, symbols, and auspicious traditions associated with major Thai festivals.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
6	Reflection and Experience Sharing	1. Articulate personal insights and cultural understandings gained from the module. 2. Showcase their created projects, explaining the cultural context and personal learning behind them.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation

Module 3 - Cross-Cultural Communication

Week	Key Topics	Intended Learning Outcomes	Learning Assessment
1	Introduction to Culture and Cross-Cultural Communication	1. Define culture and identify key cultural dimensions (e.g., Hofstede, Trompenaars). 2. Articulate the critical importance of cross-cultural communication in a global business context. 3. Analyze case studies to identify the root causes of success and failure in cross-cultural interactions.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
2-3	Cultural Differences in Business	1. Apply cultural dimensions to explain differences in business practices (e.g., decision-making, negotiation). 2. Compare and contrast how different cultural values impact management styles and corporate culture. 3. Adapt their approach to time management and teamwork to suit different cultural contexts.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
3-4	Cross-Cultural Communication Skills	1. Identify potential pitfalls in verbal and non-verbal communication across cultures. 2. Demonstrate effective listening skills in a cross-cultural context. 3. Apply strategies to prevent misunderstandings and use inclusive, appropriate language.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation
4-5	Digital Cross-Cultural Communication	1. Evaluate the unique challenges of digital communication in multicultural teams. 2. Utilize technology tools to enhance clarity and connection in a global virtual environment. 3. Compose professional emails and business documents that are culturally appropriate and effective.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation

Week	Key Topics	Intended Learning Outcomes	Learning Assessment
5-6	Real-World Application	1. Analyze the cultural profile of a target country or business partner. 2. Develop a practical plan for effective engagement, including preparation for international travel or projects. 3. Design and present a comprehensive cross-cultural communication plan for a specific business scenario.	1. Group Assignments 2. Class Participation and Discussion 3. Report and Presentation

Program Coordinator:

Asst.Prof. Thanwa Benjawan

Program Lead, Payap-Yunus Social Business Center, Payap University

Frequently Asked Questions.

1. Can I get an ED Visa for this program.

Yes. This program fulfils the requirement of the Royal Thai Immigration regulations for the minimum number of classroom hours. Once you are accepted and have paid the tuition fee, you will be issued an acceptance letter and all the documents required to apply for an ED visa in a country/ Embassy of your choice.

2. How long will my visa be valid for?

Generally, an ED visa is valid for the length of the program which in this case is 12 months, but the exact length is always at the discretion of the Royal Thai Immigration Officer.

3. Do I need to attend class regularly and in-person?

YES! You are required by Thai Immigration law to attend a minimum of 80% of classes in order to keep your immigration status. All classes in program are in-person and taught at our Mae Kao Campus.

4. What happens if I don't attend the minimum number of classes?

Failure to meet the minimum attendance of 80% may mean your visa will be cancelled and you will be staying in Thailand illegally.

5. Does Payap University have accommodation on-campus for students?

Yes. Payap has a student dormitory and guest house which are available at different price ranges and these can be booked on a first-come-first basis. If you are interested, please contact us for further information.

6. Do I need to have any educational qualifications or professional work experience to join this program.

As this is a certificate program, the only requirement is that your level of English is suitable for taking a program taught exclusively in English.

7. How many hours will I need to study per week?

On average, you will need to study in-class 5-6 hours per week and there may be some additional reading or project work.

8. Can I use the university's facilities while studying on this program

Yes. As a participant in this program, you will be issued a Payap Student ID which will allow you to access all of the university's facilities and services.