



## Curriculum und Contents of the SME Seminar

### 1. Objectives and key elements

- ✓ Overview and introduction into priorities of company management
- ✓ Requirements, strategies and instruments to promote innovation and competitiveness of SMEs
- ✓ Creating broader opportunities for women and older people
- ✓ Promotion of entrepreneurship and self-employment, especially for women

Core contents include the key aspects on the Baltic Sea Region and country wise demographic trends, employment, job structure and social situation women and elderly person's employability, increasing productivity, creation of innovation capacity, special leadership and management skills, organizing questions and crises management.

### 2. Target groups

- ✓ Owners and managers of SMEs
- ✓ Potential entrepreneurs
- ✓ Consultants and promoters of SMEs
- ✓ Women and older people

### 3. Duration

The course will include about 14 hours of study. It is to be provided alternatively as:

- a) 2 full days during the week or on the weekend (Friday + Saturday)
- b) 5-6 evenings, 2.5 hours each evening
- c) combination of day and evening classes

### 4. Number of participants

At least 12, a maximum of 30 participants



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## 5. Lecturers

The seminar should be preferably delivered by the faculty who have both in-depth knowledge in the field of company management, personnel and organizational development, as well as their own practical leadership experiences in SMEs. It is recommended to use two lecturers at the seminar. The lecturers should not only be professionally competent but should also have experience in leading presentations and discussions on the subject. Knowledge of how to direct group work and of best practices examples for SMEs is an advantage.

## 6. Necessary technical equipment

- ✓ Flip chart
- ✓ Chalkboard
- ✓ PC with a projector
- ✓ Internet access for the lecturers laptop
- ✓ Canvas
- ✓ Pin-boards

## 7. Certificate

Participants receive a certificate of qualified participants of and educational event in the form issued by the respective implementing organization.

## 8. Fundamental approach and structure

The entire seminar is structured in completed modules.

A flexible seminar design with repeated interventions and assessment of the interests and topic suggestions of the participants. Matching the content with the participants needs. A system of topics portfolio that allows for further rearrangement.

Strong interactive design with intensive involvement of the participants in working groups and discussion boards. Recommended is the formation of

- a) spontaneous small working groups with about 4 people for short processing (5-15 minutes) of questions.
- b) larger work groups with 6-8 people for longer processing (one to one and a half hours) of tasks.

Participants can move between groups over the course of the seminar. In the group work, each group shall appoint a moderator and a rapporteur who briefly presents the results of the group work during the plenary session.



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Participants follow the intensive course, but also become aware where they currently are and pick many comprehensive examples from practice. Delivery of theory, but the course is always oriented towards practical implementation.

Participants receive handouts: lecture scripts and presentations, at the end of the seminar and before each meeting of a working group and information for the group work.

At the end of a systematic evaluation of the seminar via written evaluation forms and personal feedback is conducted.

## 9. Complementary methodological and didactic aids

- Depending on the knowledge of the seminar participants the basic relationships will be treated as necessary treated, but may be deepened at any time, if desired.
- For each topical block groups shall be formed and discussions shall be organized.
- Participants receive handouts: lecture scripts and presentations, at the end of the seminar and before each meeting of a working group and information for the group work.
- Each organizer of the seminar should preferably appoint a contact person who is available for consultation even after the seminar.

There is a range of exercises the trainer can effectively use in order to involve in the participants as much as possible to the learning process. The best way for adults to learn is when the new course material is based on their experiences, but when there is also left space for the debate among the participants. There are varieties of training methods and together they can give the possibility for a multifaceted understanding of the course material.

- In the beginning of the session it is important to get participants involved and engaged in an activity that requires them to talk and cooperate with the others. Icebreakers are the simple activities used at the beginning of a session to help participants learn each other's names and/or backgrounds, share their experiences, or introduce the topic of the lecture. The right icebreaker can help to get a positive and enjoyable learning experience for both the trainer and the participants. During the icebreakers participants should connect with at least one other person. Icebreakers should be topic related and at low risk so that participants would feel comfortable and easy. Time used for ice breakers should not be too long compared to the length of the session.
- The presentation is used to support the content of the training and thus it should be clear and easy to read. The presentation is designed to be a visual support for both the trainer and the participants. In order to improve the attractiveness of the lecture and the presentation it would be advisable to include figures or tables or videos into the presentation/ the lecture. Figures and tables illustrate



the situations well and thus make it easier for the participants to assimilate the gained information. Presentations of success stories and case studies can be also included to this section. Internet and Youtube offer good opportunity for researching suitable videos.

- Group works can be applied in learning if the trainer wants participants to deal about the issue by debating and discussing. Group work in small groups gives all the participants the opportunity to participate in the exercises and thus express their ideas. In order to get the best out of the group works would be good to get them goal them goal oriented. The participants should understand the task of the group work at hand, the time frame and the way of presenting the results.
- Brainstorming involves the trainer ask an open-ended question and the participants to come up with as many solutions as possible. The idea of brainstorming is to get participants involved and engaged in the training. Brainstorming should be based on few rules in order to get the best results. Example of the rule could be that there are no stupid or bad ideas.
- Mentoring can be described as partnership between two people working in a same field or sharing same experiences. A mentor is a person helping the mentee to develop solutions to career related issues. Mentors should be helpful and get the mentee to believe in her while boosting her confidence. A good mentor also challenges and questions her mentee, but in the meantime provides guidance and encouragement. The most important meanings of mentoring are to enable others become more self aware, to make them take responsible for their life and to direct their life in the direction they decide.
- Best practices can be defined as “practices that consistently show results superior to those achieved with other means”. (European Commission report on best practices p.17) Best practice examples can be used as a support and example during the training session. Good examples can be found from the document Europe can do better, Best practices for reducing administrative burdens.
- Worst Case Scenarios can be defined as “worst possible environment or outcome out of the several possibilities in planning or simulation” (BusinessDictionary.com) During the training session worst cases can be helpful to the participants in order to help their planning of the future expenditure cuts and contingency in their businesses.

There will be a feedback form for the participants to fill in after the course has ended. The subject of the evaluation is

- the course itself with all the Technical Units
- the framework conditions out of the course: lecturers, organization, materials etc.

This evaluation of the course was carried out to check the whole course, to reveal eventual weaknesses or to incorporate new aspects.



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## 10. Key elements

### **Module A: Introductions, concepts and basics**

- a) Official welcome and personal introduction of the faculty
- b) Co-operation in the Baltic Sea region to support SMEs
  - Hanseatic Parliament
  - Baltic Sea Academy
  - SMEs promotion
  - Presentation of the IGA project
  - IGA main objectives
  - IGA results
  - Use of the developed measures by SMEs
- c) Presentation and coordination of the seminar program; Determination of the participants interests
- d) Presentation of the seminar philosophy and objectives

### **Module B: Perspectives of economic and demographic development in the countries of the Baltic Sea Region**

- a) Description of the environment, baseline data and importance of SMEs
- b) Economic development
- c) Employment and unemployment
- d) Development of the population
- e) Innovation, research and development
- f) Conclusion

### **Module C: Economic growth areas for SMEs today and tomorrow**

- a) Long-term waves theory
- b) Megatrends: globalization, the economy and the division of labor and decentralization



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- c) Overview of bottlenecks and growth areas
- d) Growth area "Staff and Organizational Development"
- e) Growth area "Energy and Environment"
- f) Growth area "Health and Welfare"
- g) Growth area "Added value and services"
- h) Illustrations

#### **Module D: Specific prospects for Belarus and innovation in SMEs**

- a) Impact of the environment and SME activities in growth fields
- b) Specific analyzes and forecasts as well as developments for Belarus
- c) Successful SMEs through innovation
- d) Cooperation in innovation clusters
- e) Types and forms of innovation
- f) Innovation Grants and Center of Competence
- g) Financing of innovation
- h) Innovative services for SMEs

#### **Module E: Why SMEs need more women and older people?**

- a) Demand for skilled workers
- b) Demographic change
- c) Entrepreneurs gap
- d) Future tasks: 1 strategy
- e) Future tasks: 2 strategy
- f) Future tasks: 3 strategy
- g) Future tasks: 4 Strategy
- h) Future tasks: 5 Strategy



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## **Module F: Management and Leadership in SMEs**

- a) Why Karl Marx was wrong
- b) Cooperation and competition
- c) Prospects for the working world of tomorrow
- d) Principles of Human Resource Management and Leadership
- e) Enterprises as faith community
- f) 4 levels of company management
- g) Strategies of company management
- h) Compensation of self-esteem
- i) The guidance drama: artists, craftsmen and technocrats
- j) Moses as a leader

## **Module G: Best Practices**

- a) Best Practice tiling company LOSCHAG
- b) best practice Roofers Dresden
- c) best practice Rothermann company
- d) Best Practice Dingfelder Hamburg
- e) Best Practice shoemaker Gomel
- f) Best Practice Schneider Berlin and Lithuania
- g) Best Practice Carpenter cooperation of northern Italy
- h) Best Practice Danish construction model
- i) Best Practice Munich Gewerbehof
- j) Best Practice Construction company

## **Final round**

- a) What is a process?
- b) Verbal feedback
- c) Written Reviews



## 11. Course plan

When?	What?	Who?	How?
<b>Day 1.</b>			
8.30	Welcome Coffee and registration		
<b>Module A: Introductions, concepts and basics</b>			
9.00	Welcoming remarks	Organizers	Welcome
	Introduction and mediation basics	Lecturer/Moderator	
	Seminar objectives and outline	Moderator	Work plan + Questions
	Flashlights: Short presentation of participants with name, business and expectations of the seminar	Moderator + Teilnehmer	Common minutes
<b>Module B: Perspectives of economic and demographic development in the countries of the Baltic Sea Region</b>			
10.00	Analysis, trends and forecasts	Lecturer	Lecture + Q&A
	Discussion	Moderator + participants	Clarifications, Questions Brainstorming
11.00	Coffee-break and experiences exchange		
<b>Module C: Economic growth areas for SMEs today and tomorrow</b>			
11.30	Mediation backgrounds and megatrends	Lecturer/Moderator	Class discussion
	Clarifications of questions	All	Discussion
	Mediation growth areas	Lecturer/Moderator	Class discussion
	Processing of tasks and discussion of results	All	Small groups
13.15	Lunch and exchange of experiences		
<b>Module D: Specific prospects for Belarus and innovation in SMEs</b>			





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14.15	"Environment" and "growth areas" Presentation and discussion of group results	All Moderator/All	Group work Plenum
15.15	Analysis, perspectives and developments in Belarus Clarification of questions	Lecturer Moderator/All	Lecture Discussion
16.00	Coffee-break and exchange of experiences		
16.30	What is innovation? SME innovation and its financing Collection of questions and discussion SME innovation and its promotion Collection of questions and discussion	All Lecturer/Moderator All Lecturer/Moderator All	Small groups Class discussion Small groups/Plenum Class discussion Plenum
18.00	End of first day		
19.00	Dinner and exchange of experiences		
<u>Day 2.</u>			
09.00	Summary of the results of the first day, Clarifying issues and coordination of further seminar program	Lecturer/All	Plenum
<b>Module E: Why SMEs need more women and older people?</b>			
09.30	Demographic change and strategies for addressing it Discussion and clarification of issues	Lecturer All	Lecture Plenum
10.45	Coffee break and exchange of experiences		
<b>Module F: Management and Leadership in SMEs</b>			
11.15	Company philosophy, personnel management + development Self-esteem	Lecturer/Moderator Lecturer/Moderator	Class discussion Experiment



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Strategies of corporate management + strategic planning  
Illustrations and stories  
Clarification of questions  
Processing of tasks and presentation of results in a plenary session

Lecturer/Moderator Lecture + Q&A; SWOT-Analysis  
Lecturer/Moderator  
All Discussion  
All Small groups

13.30 Lunch and exchange of experiences

**Module G: Best Practices**

14.30 Provision of best practice examples  
Best practices and ideas for your own implementation  
Presentation of group results and clarification of issues  
Processing of topical issues and final discussion

Lecturer/Moderator Presentation + Conversation  
All Group work  
Moderator/All Plenum  
Moderator/All Plenum

**Final round**

16.30 Reflections on the seminar as a process  
Verbal feedback  
Written reviews  
Thanks and farewell

Moderator Conversation  
All Collection suggestions  
All Filling in the questionnaire  
Moderator and Lecturers

17.00 Closing of the SME Seminar