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Training Programme for Trainers



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Introduction

The following training programme was developed as part of the BIC for SME project which aims to provide concrete tools for training of:

- Entrepreneurs (both early-stage and experienced entrepreneurs), in areas of innovative entrepreneurship
- Training / education / mentoring / coaching / support staff of the participating organizations (whether they are experienced or just starting in their training career).
- Independent trainers / educators / mentors / coaches (whether they are experienced or just starting in their training career).

The BIC for SME project completed a need analysis addressing both the demand and the offer of innovation training in the enterprise / business sector. An online survey was created addressing the two classes of stakeholder: The Entrepreneurs (demand) and Innovation Trainers (offer). The outcomes of the need analysis have been used as input for the design of the present training programme.

The needs analysis survey asked entrepreneurs and trainers about preferred competences, methods of assessment, learning preferences, tools, etc. In the lead up to and during the pilot process, we invited all interested users in learning the results of the survey, to consult it.

Based on the partners' work as innovation and entrepreneurship providers and EFMD's experience in management development and relevant entrepreneurship courses and trainings, 12 priority areas for innovation in small and micro enterprises and innovation for entrepreneurship were identified. The 12 priority areas eventually became the 10 Modules of the BIC for SME Trainers Training Program. These 12 priority areas were supported by relevant literature reviews as well as relevant EU frameworks such as the EU EntreCompe and ECVET frameworks with a focus on issues such as assessing entrepreneurship curriculums and modules related particularly to starting (and developing) a business

Two target groups were involved: entrepreneurs and trainers. They used two separate online surveys to give their opinion on the different subjects, their importance for innovation entrepreneurship and the most appropriate methodologies for teaching and assessing each one of them.

Aim of the Training Programme

The main aim of the training programme is to strengthen the skills, knowledge and tools for professional trainers of SMEs, based on the needs analysis conducted through an international sample of Innovation Trainers. In particular, the Training Path for Innovation Trainers also seeks to provide tools, methods and processes which will be useful during all stages of Company Development. As well as being developed for use by experienced trainers, those starting out on an enterprise / business training / coaching / mentoring career will be able to use them in order to structure and deliver their own programmes.

Learning outcomes

The Trainers, at the end of the training programme, will gain more experience on real life case studies, tools, materials, methodologies and training methods which they can use to transfer/impart practical business innovation and development concepts to entrepreneurs. The assessment of the acquired competence will be performed in general by providing the students/clients of the trainers with an initial and a final test procedure. Such tests provide a diagnostic or a self-assessment of entrepreneurial skills, generating a score, which corresponds to a degree of expertise. A specific diagnostic tool for trainers has been developed as part of the BIC for SME project. For some modules, group activities can be foreseen. The key learning outcomes for each module are noted in the module descriptors below under 'Output competencies'.

Duration and Delivery

The training programme is set on a total duration of 163 hours, but being very flexible it can be adapted to the specific needs of each participating group. Users may go through the material from start to finish or, depending on their stage of development, they may focus on specific, select modules.

A related Manual for Trainers gives specific detail on how to utilize all of the project outputs from assessing users' capabilities and competencies, to developing a learning plan and using the learning materials.

The training programme has been developed with regard for standards and methodology for preparation of ECVET non-formal training programmes including:

- Introduction with definition of: training aim, total amount of teaching hours, modules, target group definitions, prerequisites for participation and teacher profiles;
- Modules which will include: module description, total amount of teaching hours, units, target group definitions, prerequisites for participation, teacher profiles, description of the procedures and criteria for assessment;
- Description of units with: teacher profiles, list of materials and infrastructure, description of learning outcomes (knowledge, skills, competences, content).

Description of Target Users

The training programme for Innovation Trainers can be useful for trainers with different professional experience, whether they are new to training or whether they are experienced. The key training concepts, the tools, methodologies and the training materials, etc. can be useful for other target users, which are also referred to trainers at different times (beginners, medium experience and senior trainers). Indeed, the Programme has been developed with consideration for trainers who are about to start their own business, and for those who wish to restructure and formalise their current training methodologies.

Training Modules of the Course

Following the results of the need analysis, the course is broken down into 12 modules, each one regarding a specific topic:

1. Methodologies for idea creation and creation of business proposals
2. Product and/or services innovation strategies
3. Human resources management
4. Administration and management of legal issues
5. Marketing & communications
6. Fundraising or Financial awareness
7. Financial management and sustainability
8. Sales management
9. IT and digital resources management
10. Networking and cooperation
11. Methodologies for internationalization
12. Managing and Evaluating the Performance of the Business

Eventually, and similar to the entrepreneurs training programme, 10 Modules were developed as follows:

1. Creating Ideas, Creating a Business
2. Adding Value through Innovation
3. Managing the Human Aspect of the Business
4. Staying on the Right Side of the Law
5. Connecting with your Audience and Growing your Sales
6. Getting Money to Start, Grow and Sustain your Business
7. Using Technology to help your Business
8. Connecting with People and Making them Work for You
9. Going International
10. How is my Business Doing?

Below is the detail of each training module:

1. CREATING IDEAS, CREATING A BUSINESS	
Module Objective	To provide the target users with competences, methodologies and tools to support entrepreneurs in defining the structure and the processes of a new business, understanding and evaluating potential impact of a business idea. Please note: Module 2 deals with innovation in areas of new products, services, processes, etc.
n. hrs	18
Content of the Module	<p>1. Creating a Business Description of the main feature of a business idea, taking into account all the contextual aspects which can determine the success or the failure of a business. Definition of concepts such as value proposition, target customer, total available market, etc. Market, customer and industry analysis (also addressed in Module 2 (innovation)). Defining the opportunity / problem being addressed, validating market demand and competitive analysis.</p> <p>2. Analyse, assess and plan the development of a business idea Project Description / Definition and 'how' the product / service is delivered (also addressed in Module 2). Assessing social impacts and sustainability (where relevant). Strategy and Operational Planning, Marketing and Sales, Operations / Technical Elements and Team. Assessing and planning for financial issues such as: funding needs, sources of funding, financial analysis and financial management, risks and contingency planning (addressed in Module 6). Presenting the business to key stakeholders and potential investors (also addressed in Module 6). Using Practical Tools / Supporting Documentation.</p>
Output competences	<p>At the end of the module the user will develop or strengthen the following competences/capabilities:</p> <ul style="list-style-type: none"> • Define and create a structured business model from an idea. • Develop and assess a business plan and a business plan summary / one-pager. • Present a pitch regarding a business idea to key stakeholders. • Engage with key stakeholders to validate the business idea in terms of market demand, technology and finance. • Evaluate and debate the reasons for, and benefits of, business planning and business plans. • Apply knowledge from other modules of the programme (especially Modules 2 and 6) so as to develop a robust, sustainable business plan.

Methodology and tools	<p>Module 1 will be provided in two parts: in the first part (4 hrs) basic concepts of the topic will be transferred to the target audience through frontal lessons. Teachers/Trainers can use PowerPoint slides, blackboard, online whiteboards, case studies and examples; in the second part (14 hrs), after the basic concepts have been transferred, a peer learning training method for trainers will be implemented through a project work where participating trainers, mentors, etc., are split in small groups (3-5) each one working on a specific business idea. At the end of the project work, each group will deliver a complete Business Canvas Model and present their work in a 5-min pitch context. They can be provided with training materials for offline study. The tools used in this module are: Business Model Canvas, Buyer utility map, Price corridor of the mass.</p> <p>A trainer can use a guest speaker/case study (successful entrepreneur).</p>	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input type="checkbox"/> Case Analysis <input checked="" type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	<p>At the beginning of the module, a quick self-assessment or diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, the audience will assess the project work and the pitch of each team.</p>	

2. Adding Value Through Innovation	
Module Objective	To learn and help businesses assess innovation management skills as well as reinforcing creativity & strategic for business growth
n. hrs	20
Content of the Module	<p>1. Strategic Design and Design Thinking Understanding lean approach and value concept for Strategic Design. Importance of Value Proposition and Design. Branding, Servitization and Design Thinking to obtain competitive advantage and related tools and methodologies.</p> <p>2. Creativity & Critical Thinking Idea creation and innovation concepts and methodologies. Critical thinking. Sources and tools.</p> <p>3. Product/service and technology innovation management Product/service life cycle. Innovation and business strategy and innovation management systems: aspects to consider. Innovation project management including traditional and agile approaches with related tools and methodologies.</p>
Output competences	<p>At the end of the module the user will develop or strengthen the following competences/capabilities:</p> <ul style="list-style-type: none"> • Focus efforts on innovation that add value. • Make the principles and tools necessary to generate & select ideas (through critical thinking) available to the entrepreneur. • Translate innovation into competitive advantages. • Understand basic Lean concepts and transmit them to the entrepreneur to manage the development of new products or processes in an agile way and adapt to the market. • Make strategic design & design thinking tools available to entrepreneur. • Show the entrepreneur how technology affects disruptive innovation and the importance of incorporating it into all business processes. • Understand how to help the entrepreneur design and implement an innovation management system that lasts over time. • Including key metrics to monitor start-up growth and knowledge on how to implement actions to make it sustainable
Methodology and tools	Module 2 will be mainly provided through frontal lessons, using case analysis to bring concrete examples of to the class about the topic. Teachers can use PowerPoint slides, blackboard or online whiteboards in their training

Training methods	<input checked="" type="checkbox"/> Frontal lessons <input type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	<p>At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.</p>	

3. MANAGING THE HUMAN ASPECT OF YOUR BUSINESS

Module Objective	To help businesses to develop a strategic human resource management and human resource development approach for supporting their business development and growth.
n. hrs	12
Content of the Module	<ol style="list-style-type: none"> 1. Understanding the extended role of HRM for success of entrepreneurs: assessing entrepreneur’s understanding, knowledge and skills on HRM. 2. Approaching strategically design and implementation of HRM in small and micro businesses: setting clear visions and goals in terms of employment matters; envisioning and designing the HRM processes needed and setting up monitoring and evaluation. 3. Understanding the processes and issues of recruitment: design recruitment strategy and channels; selecting the right candidate; strengthening the organizational profile and setting up HRM planning. 4. Knowing basic HRM processes: learning about employment law and regulations; developing rewarding/sanctioning system; supporting talent management and considering employees performance management elements. 5. Implementing Human Resource Development processes: Designing and Implementing Mentoring, Training and Education; exploring Competency Approach and setting Knowledge Management Principles. 6. Insight into supporting positive organizational culture: analysing employee satisfaction and organizational climate; setting up organizational communication, including employee participation and Leadership
Output competences	<p>At the end of the module the user will develop or strengthen the following competences/capabilities:</p> <ul style="list-style-type: none"> • Understand the extended role of HRM for success of entrepreneurs. • Strategically design and implement HRM in small and micro businesses. • Understand the processes and issues of recruitment. • Know basic HRM processes. • Implement Human Resource Development processes. • Have an insight into supporting positive organizational culture.

Methodology and tools	<p>Module 3 will be provided as frontal lessons (8 hrs), where basic concepts of the topic will be transferred to the target audience. Teachers can use PowerPoint slides, blackboard, case studies and examples; in the second part (4 hrs), a peer learning training method will be adopted: the target class will solve a simulation of business organization with company roles and responsibilities. The students will be provided with training materials for offline study. Trainers can also include discussion forums (either formal or informal) where peer learning and shared experience can occur.</p>	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input type="checkbox"/> Case Analysis <input checked="" type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	<p>At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to target students.</p>	

4. STAYING ON THE RIGHT SIDE OF THE LAW			
Module Objective	To acquaint the trainers with existing regulations and their content, which is crucial for the proper establishment and management of a company.		
n. hrs	12		
Content of the Module	<p>1. Business Economics, Budgeting and Financial Statements Understand the economic and financial situation of the company to define managerial actions; The planning and control system; From critical success factors to performance indicators to the action plan; Budget, financial statements and reporting</p> <p>2. Strategic planning and Business Organization The main types of business strategy for SMEs; Business strategy, planning and control; Organization, performance and growth plans; Leadership and management of employees</p> <p>3. Legal issues National and international contracts; Corporate governance and law; Corporate Liability; Tax Laws and Business crisis management, Litigation, conciliation and arbitration; Labour law and trade unions; Industrial law and intellectual property rights; Data privacy and safety; Administrative law and public procurement</p>		
Output competences	<p>At the end of the module the user will develop or strengthen the following competences/capabilities:</p> <ul style="list-style-type: none"> • Analyse and define business opportunities. • Understand the context of legal issues and related commercial and legal strategies. • Acquire the managerial skills necessary to guide business growth re: data security, information management, etc. • Develop appropriate analysis and assessment tools for the company. 		
Methodology and tools	<p>Module 4 will be provided to the target audience through frontal lessons (12 hrs). Teachers can use PowerPoint slides, blackboard, online whiteboards, case studies and examples; The users will be referred to the BIC for SME training materials to support with offline study.</p> <p>Trainers can include discussion forums (either formal or informal) where peer learning and shared experience can occur. Also, identify potential sources of support – which will be country specific.</p>		
Training methods	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <input checked="" type="checkbox"/> Frontal lessons <input checked="" type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study </td> <td style="width: 50%; border: none;"> <input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials </td> </tr> </table>	<input checked="" type="checkbox"/> Frontal lessons <input checked="" type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
<input checked="" type="checkbox"/> Frontal lessons <input checked="" type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials		

Assessment system and tools

At the beginning of the module, a quick diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.

5. Connecting with your Audience and Growing your Sales

Module Objective	To learn and help businesses assess marketing management skills as well as reinforcing sales on the path to market customers.
n. hrs	20
Content of the Module	<p>1. Marketing Strategy Understand the market context and competitive position analysis. Assess consumer behaviour and user experience. Incorporate elements such as servitization, value & business opportunities and related tools and methodologies.</p> <p>2. Marketing Management The 4Ps Marketing-Mix: Product/Service, Placement, Price, Promotion as well as People, Process & Physical Evidence Markwt management performance sources and tools.</p> <p>3. Digital Marketing Current Digitalization and related Processes Digital 4.0 & related Trends, Tools and useful websites & apps.</p>
Output competences	<p>The broad objectives of this Module are:</p> <ul style="list-style-type: none"> • Help the entrepreneur to achieve a better understanding on consumer behaviour in order to create value. • Provide the entrepreneur with a comprehensive approach to the policies and marketing tools useful for his/her purpose. • Guide the entrepreneur so that his/her products/services are accessible to the market. • Understand current marketing trends such as Servitization and User Experience development, in order to transmit them to the entrepreneur, and to help them manage the route to market. • Show the entrepreneur the importance of incorporating Digital Transformation into marketing processes. • Understand how to help the entrepreneur implement and optimize a Marketing & Sales management structure (including key metrics to monitor planning implementation)
Methodology and tools	<p>Module 5 will be provided in two parts: in the first part (14 hrs) basic concepts of the topic will be transferred to the target audience through frontal lessons. Teachers can use powerpoint slides, blackboard, case studies and examples; in the second part (6 hrs), after the basic concepts have been transferred, a peer learning training method will be implemented through a class work where peers are split in small groups (3-5) each one working on a specific communication plan.</p>

	At the end of the class work, each group will present their communication plan to the other colleagues. The tools used in this module are: Business Model Canvas, Buyer utility map, SWOT, Price corridor of the mass.	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input checked="" type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	At the beginning of the module, a quick diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, the same target auditors will assess the project work and the pitch of each team.	

6. GETTING THE MONEY TO START, GROW AND SUSTAIN YOUR BUSINESS	
Module Objective	To help businesses assess funding needs, identify appropriate sources of funding to meet those needs and to set out an effective financial plan to start, grow and sustain a business.
n. hrs	20
Content of the Module	<p>1 Understand Financial Requirements of a Business & Identify Suitable Sources of Funds Understand how to Assess Financial Requirements, Timing Issues and identify appropriate Sources of Funding</p> <p>2 Understand Financial Modelling Be able to Develop an Income & Expenditure (Business / Revenue Model) using tools including: Financial Planning draft Excel model including Cashflow, Profit & Loss and Balance Sheet. Be able to Conduct Financial Analysis and support Financial Management in businesses</p> <p>3 Understand Risk Analysis & Financial Management How to Assess Risks and support Contingency Planning. Undertaking Sensitivity Analysis and be able to Support Financial Management & Communication with key stakeholders using tools including: summary One Page Business Plan, Pitching Deck for key Stakeholders. Understand the importance of Management Accounts and being able to Assess Sustainability and consider Impact Funding</p>
Output competences	<p>The broad objectives of this Module are to help you to work with entrepreneurs to:</p> <ul style="list-style-type: none"> • Understand how to develop a well-researched funding and financial plan. • Understand how to evaluate and present a sound structure and relevant content for funding and financial planning. • Engage effectively with key stakeholders and third parties in order to investigate, evaluate and address enterprise requirements. • Consider KPIs (key performance indicators) and how to use standard tools for the management and sustainability of the business. • Apply knowledge gained in other modules of the programme so as to develop a robust, sustainable business. • Understand how to effectively Fundraise including the appropriate types of funding to target and when. • Consider sustainable processes.

Methodology and tools	Module 6 will be provided to the target audience through frontal lessons (20 hrs). Teachers can use PowerPoint slides, online whiteboards, blackboard, case studies and examples. The experience of expert peers will be useful to provide the students with concrete examples of application.	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input checked="" type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input checked="" type="checkbox"/> Project work <input checked="" type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student. This can also be done on an ongoing basis for this particular module.	

7. IT AND DIGITAL RESOURCES MANAGEMENT

Module Objective	<p>This Module will help Trainers to guide entrepreneurs in understanding the potential value of IT and Digital Resources. The module will address new digital technologies, Industry 4.0, big data analytics, key trends and information (cyber) security to scientifically optimize business choices. Business oriented digital management such as web, predictive, statistical, marketing and talent analytics will be considered while augmented, virtual and mixed reality will also be considered.</p> <p>Note: some digital aspects such as social media are also dealt with in other modules.</p>	
n. hrs	9	
Content of the Module	<ol style="list-style-type: none"> 1. Key Market Trends and New Digital Technologies, Industry 4.0 2. Business oriented digital management such as: web analytics, predictive analytics, statistical analytics, marketing analytics and talent analytics 3. Big data analytics 4. Information (cyber) security 5. Augmented, Virtual and Mixed reality (Immersive Technologies) 	
Output competences	<p>At the end of the module the user will develop or strengthen the following competences/capabilities:</p> <ul style="list-style-type: none"> • To know the essential elements of new IT technologies and their potential impacts on small and micro businesses. • To understand the importance of data related to small and micro business. 	
Methodology and tools	<p>Module 7 will be mainly provided through frontal lessons, using case analysis to bring concrete examples of to the class about the topic. Teachers can use PowerPoint slides, blackboard in their training</p>	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	<p>At the beginning of the module, a diagnostic or self-assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the users.</p>	

8. CONNECTING WITH PEOPLE AND MAKING THEM WORK FOR YOU

Module Objective	This Module will provide trainers with competences, methodologies and tools to support entrepreneurs in understanding the importance of personal relationships, in engaging trainees, in creating new business opportunities, (and developing and maintaining new market and customer opportunities). It also helps them to exploit techniques, tools and events to increase the effectiveness of networking activities.	
n. hrs	20	
Content of the Module	<p>1. Strategic Networking Definition of Networking. Best Networking Practices. Importance of Networking inside and outside the organization. The concept of internal customers and social network analysis.</p> <p>2. Tips and hints Overcoming psychological obstacles and fears; Face to Face contacts, body language, international cultures; preparation to networking, memorize faces and names; business cards</p> <p>3. Game / Role play All the class will be involved into one or more simulation games to test and understand social behaviours and dynamics such as Influence, Sources of Power, Leadership, etc.</p>	
Output competences	<p>The broad objectives of this Module are to provide Trainers with competencies, methodologies and tools to support entrepreneurs to:</p> <ul style="list-style-type: none"> • Build a network in the light of business and individual goals. • Gain a new insight on how to transform existing contacts into effective relationships. • Introduce themselves to unknown persons and businesses. • Get new contacts with, and get to further know, other professionals who are important to the business. 	
Methodology and tools	Module 8 will be provided in two parts: in the first part (6 hrs) basic concepts of the topic will be transferred to the target audience through frontal lessons. Teachers can use PowerPoint slides, online whiteboards, blackboard, case studies and examples; in the second part n.2 sessions (7 hrs each), will be implemented, organizing the role play games in which all the users will be involved. The tools used in this module are: Role Games traditionally used in team building context or purposely developed for the session.	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input checked="" type="checkbox"/> Role simulation game <input type="checkbox"/> Tutorials

Assessment system and tools

At the beginning of the module, a diagnostic assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.

9. GOING INTERNATIONAL

Module Objective	This Module will provide trainers with competences, methodologies and tools to support them in understanding the opportunities and risks related to internationalisation of business processes, and to recognise the features of the target market and to understand and effectively apply techniques of international commerce.	
n. hrs	13	
Content of the Module	<p>1. Market strategy in international markets International economic scenarios, internationalization of internal processes (Marketing, HR, Financials, IT, etc.), analysis of worldwide markets.</p> <p>2. Export design and plan “What is an export plan?”, strategies, objectives and actions to implement it. Implementation and control.</p> <p>3. Risks of internationalization of processes The ability to manage risk will help companies act more confidently on future business decisions.</p> <p>4. Internationalisation Frameworks Simple, but important concepts to support in understanding of important internationalisation issues. Frameworks and models here include Porters Diamond, the CAGE Framework and Modes of Entry (export / joint ventures and alliances / licencing / foreign direct investment).</p>	
Output competences	<p>At the end of the module Trainers will develop or strengthen the following competences/capabilities:</p> <ul style="list-style-type: none"> • Critical awareness of discipline-based concepts and approaches to understand the complexity of managing an organization in the global business arena and related opportunities and risks. • Understanding of how acquired theoretical knowledge and techniques can be applied in practical international business situations including target market understanding • Reference ‘Soft Landing’ Programmes 	
Methodology and tools	Module 9 will be mainly provided through frontal lessons, using case studies, bringing concrete examples of to the class about the topic. Teachers can use powerpoint slides, blackboard and online whiteboards in their training	
Training methods	<input checked="" type="checkbox"/> Frontal lessons <input checked="" type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials

Assessment system and tools

At the beginning of the module, a quick self-assessment test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the student.

10. HOW IS MY BUSINESS DOING?

Module Objective	To understand and acquire key principles of performance measurement and management the organizations of all types, from large global firms (MNEs) to non-profit organizations (public sector or NGOs), in order to transfer them to entrepreneurs.
n. hrs	8
Content of the Module	<p>1. Employee performance in business Business performance and commercial effectiveness, is determined by the ability of a company to implement optimal organisation with the aim of offering a product or service that meets the expectations of consumers and customers. Staff are an essential element of this.</p> <p>2. Measurement and assessment Understand the uses, benefits and limitations of employee assessment measures, financial assessment measures such as ROI, EVA, and residual income, business measures (KPIs) such as new product development, customer acquisition and retention costs, etc., and the optimisation of an organisation’s strategy through performance measurement systems such as the Balanced Scorecard.</p> <p>3. Management Accounts Using management accounting to help managers decide on the prices of products and in general the market positioning, by providing all the information regarding costs, market factors, and profitability.</p>
Output competences	<p>The broad objectives of this Module are to provide trainers with competencies, methodologies and tools to support entrepreneurs to understand and acquire key principles of performance measurement and management in organisations such as:</p> <ul style="list-style-type: none"> • Understand the role of strategic planning and control, and associated strategic objectives in performance management, and the implications for strategic management accounting information, and attendant systems. • Identify, assess and analyse key external influences on organizational performance, particularly relating to key stakeholders and ethical issues. • Understand and apply strategic performance measurement techniques, both financial and non-financial, in the context of improving organizational performance. • Identify, apply, and evaluate strategic planning control tools and techniques
Methodology and tools	Module 10 will be mainly provided through frontal lessons, using case analysis to bring concrete examples of to the class about the topic. Teachers can use PowerPoint slides, white/blackboards in their training

Training methods	<input checked="" type="checkbox"/> Frontal lessons <input checked="" type="checkbox"/> Case Analysis <input type="checkbox"/> Group search <input checked="" type="checkbox"/> Individual study	<input type="checkbox"/> Stage <input type="checkbox"/> Project work <input type="checkbox"/> Individual project <input type="checkbox"/> Tutorials
Assessment system and tools	<p>At the beginning of the module, a diagnostic test will be provided to participants, with reference to the topics of the module. At the end of the module, a second test will be provided to assess the acquired competences of the learners.</p>	