



**Social
Entrepreneurship
Strategy
Planning**



WP3: Learning Model and Content

2nd Project Meeting / Lisbon



WP3: Learning Model and Content

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Aims:

1. To adapt ST learning model using also the final models and guidelines of TSESME;
2. To adapt the ST modular curriculum for management staff of/in SEs;
3. To adapt the ST learning material for the SESP training modules

Description of methodological/pedagogical framework

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The pedagogical methods derived from the theoretical backgrounds and practical experiences will be integrated into the instructional design model which will feed into the content production elements and the module development (technical implementation).

Key elements of the learning model are:

- Online and on-site components
- Asynchronous communication
- Individual and collaborative learning scenarios
- Expert facilitation and andragogical approach
- Community learning, virtual study groups etc.
- Guidelines for the elaboration of high quality content and
- Reflect the needs of the managerial staff in SEs (short, up-to-the-point, ease of navigation, etc.)

Detailed Curriculum

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A detailed curriculum will be developed and relevant learning content on SEs strategy will be assembled for the on-site sessions as well as for the elearning modules

The content in the modules should reflect the users' needs

The basic principles of SESP Training Programme (2)

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4. Milestones of the learning pathway:

- **Orientation period**: face to face meeting for participants introduce each other, to general guidelines about the course, the platform and learning material available;
- Learners' **contract** and individual learning pathway based on SESP assessment tool;
- **Self paced learning** using elearning modules. The online learning programme is organised in 7 modules, with a different number of units each;
- **Seminars**: at least 4 seminars (one day each) will be included and
- **Individual mentoring sessions**: on-site mentoring support to the owner/manager to design and implement an individual action plan where to intervene in the SE and within the curricular structure of the SESP programme.

The basic principles of SESP Training Programme

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- 1. General goal:** to improve the readiness and qualifications to help the managers of SEs in order to strengthen their business management capacity and according to identified learning needs
- 2. Blended solution:** combining the process of self-based learning with online support, face to face sessions (in seminars) and *on-site* mentoring.
- 3. Modular structure:** each of the modules can be included in individual learning pathways according to the identified learning needs

Results

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Nº3: Learning Model

Based on existing good practices and the needs of SEs a learning model will be proposed combining collaborative e-learning methods, community approaches and on-site training.

Nº 4: Curriculum and Content

Adapted curriculum will be developed and relevant learning content on SE strategy will be assembled for the on-site sessions as well as for the elearning modules

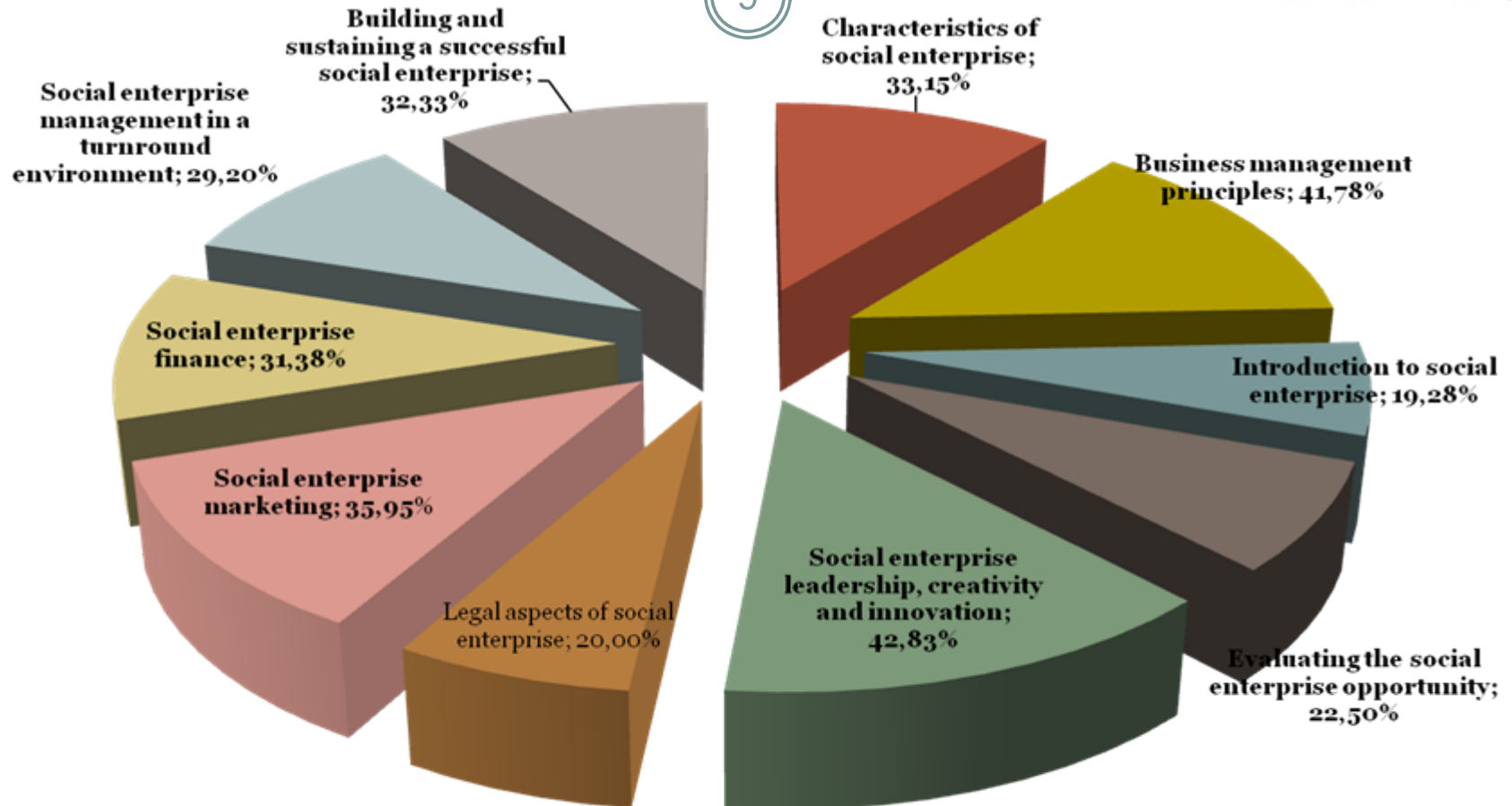
SESP Basic Curriculum Structure

Sources: SESP WP2 Results; ST curriculum; TSESME toolkit

Modules	Units	Partner
Module 1: Social Entrepreneurship and Strategic Analysis	Unit 1 Unit 2	SZREDA SZREDA
Module 2: Social Enterprises Management and Strategy Formulation	Unit 3 Unit 4	SZREDA SZREDA
Module 3: Social Enterprises Marketing	Unit 5	Samaritans
Module 4: Social Enterprises Human Resources Management	Unit 6 Unit 7	AidLeran AidLearn
Module 5: Leadership, Creativity and Innovation in Social Enterprises	Unit 8	Samaritans
Module 6: Go green!	Unit 9	SARETAS
Module 7: Social Enterprises Management and Implementation of Strategy	Unit 10 Unit 11	MERIG MERIG

WP2 Results: Reasoning (1)

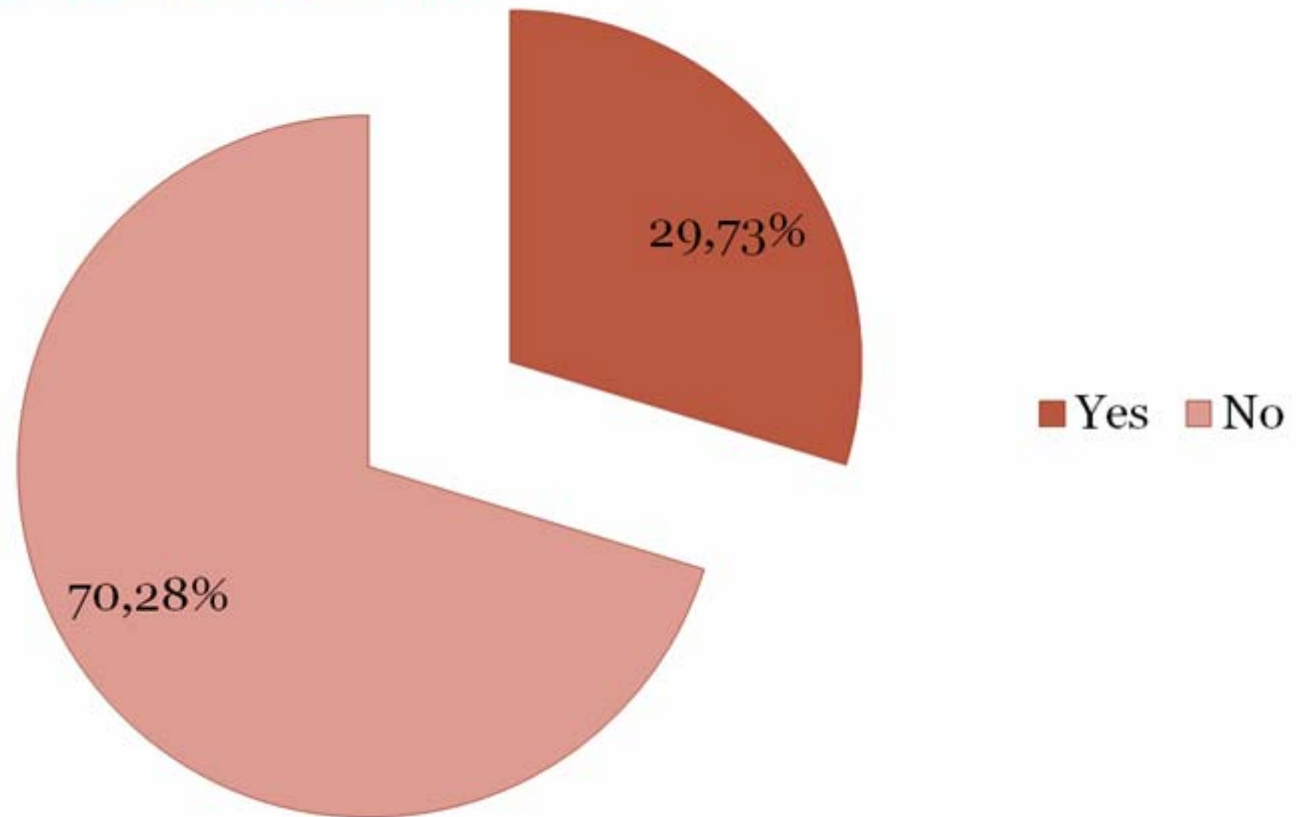
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WP2 Results: Reasoning (2)

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Does your organisation have a green policy?



SESP Learning Programme: General Characterisation

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Area for Intervention	Social Entrepreneurship
Nº Participants	5/6 Managers of social enterprises from different sectors of activity
Total duration	Approximately 7 weeks (5 learning + 2 mentoring)
Total hours	63 hours (55 learning + 8 mentoring)

SESP Learning Programme Objectives

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- Training course for managers of SEs up to 50 employees in order to strengthen the capacity of business Management and Strategic Planning.
- Knowledge about: social entrepreneurship; analysis, formulation and implementation of strategies; leadership, creativity and innovation and social green business.
- Creative and innovative cases studies of social business life, as a source of applied learning in management and strategic planning.

SESP Learning Programme Objectives (2)

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Support social managers of small companies:

- To develop key knowledge and skills in the area of Management and Strategic Planning;
- To determine the current and future position of their social companies, and deal with the environment in a pro-active way, anticipating the impacts of external changes (globalisation of markets, legal, technological and demographic changes) in their organisation, setting priorities for action and action plans, in relation to the resources held.

SESP Learning Programme Target Group

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Managers of small social companies up to 50 employees

Pedagogical Team

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With expertise on distance tutoring, face to face training and mentoring on the field of the social enterprise management and strategy



1 (preferentially) to 3 persons

Different roles should be performed

(according to the moment and nature of the learning process)

Tutoring – at distance;

Training – face to face;

Mentoring – *On-site*

The Tutoring Role (at distance)

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Attendance at distance the pedagogical development of a unique learner, providing general support , making regular contacts, giving feedback . Incentive a virtual support group, integrating all participating managers.

Roles

- Clarification of expectations
- Stimulation of learners motivation
- Learners attendance and supervision
 - Animation of the forum online
- Advising / adapting / discussing the learning modules
 - Giving Feedback
 - Assessment



The Training Role (face to face)

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Trainer meet learners (5/6 managers) at four **seminars**, to: (1) Complement the other elements of the course; (2) Support learners who may be at different stages; (3) Easily adapt learning to the needs of the learners; (4) Provide "practical" experience; (5) To know/discuss social enterprises cases and success stories.



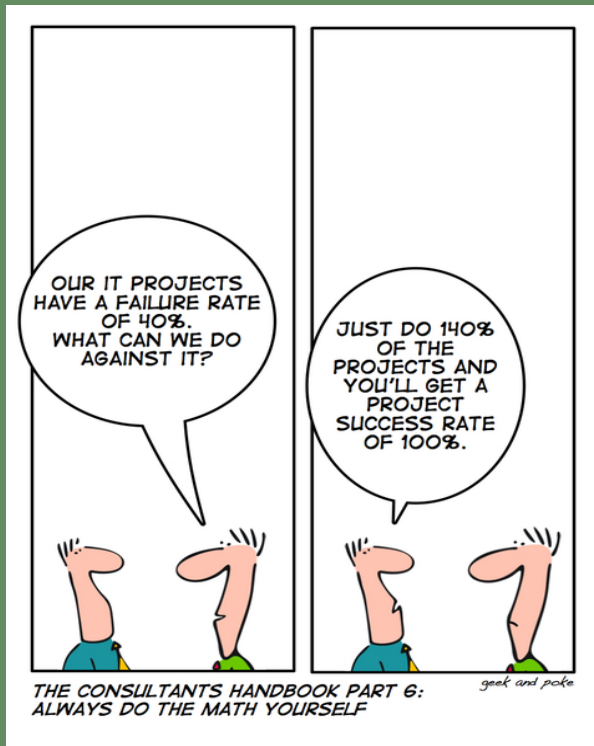
Roles

- Animate seminars, clearing up doubts on SESP training development
 - Interchanging experiences and facilitate the case studies discussion
- Invite company's representatives with success stories in the strategic management

The Mentoring Role (*on site*)

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Crucial to comprehend the mentoring process, roles to be played inside small social enterprises and be aware how mentors personally affect the outcomes based on who they are – their strengths, beliefs, behaviours and approaches.



Roles

Establish the SESP Contract

- Framework Design to SESP implementation
 - Technical Support
 - Set up an effective communication
- Evaluation and institutionalisation of solutions

Methodology

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Diagnosis

**Learning
Contract**

**Seminars &
Distance Learning**

**Management
Strategic
Plan**

**Implementation
On site mentoring**

Based on the training of the manager. Followed by an overall assessment to the company and a strategic management development plan, to be in a contract. The action plan implementation will be supported by mentoring and training. All the intervention is subject to the principle of the primacy of the social business reality on the theory; this should constitute itself as an intervention tool on the ground, allowing the rationalisation and scientific treatment of those realities, thus enabling the search for solutions technically validated.

SESP Assessment Tool (diagnosis)

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The assessment tools will help managers to self assess their learning needs on social entrepreneurship management and strategy.

This tool will guide the user through the assessment and provide suggestions on how to organise an individual learning pathway.

Content Management System

The learning materials will be available online by a content management system (CMS) where the materials are created, stored, controlled, versioned, and published.

It is an appropriate way to publish self-learning content in all partner languages targeted to social managers of small business.

A self assessment tool will be available and an online discussion forum as well.

Learning Contract

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Working agreement between each participating social manager and partner's representative concerning how learners will meet specific objectives

- ❖ Both a teaching strategy and an assessment tool used to encourage self-directed learning;
- ❖ It is a negotiation between learner/mentor, embodied in personalised learning pathways;
- ❖ Provides flexibility for mentors/tutors/trainers to meet the individual needs of learners;
- ❖ Allow learners to work at different levels;
- ❖ Encourages motivation instead of doing needless work or learning things already known.

WP3 Working Plan

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Activities	Partner	Date
Framework for Learning Model Framework for Curriculum and Content	AidLearn	2 nd PM 29 March 12
Development of draft versions deliverables 3 & 4	AidLearn	16 April 12
Feedback by partners (including subtopics) New structure of each module and units, also suggestions for modules names	All	30 April 12
Deliverable n° 3: Learning Model Deliverable n° 4. Curriculum and Content (reviewed versions)	AidLearn	15 May 12
Content development	All	31 October 12
Finalisation of the English version of the curriculum	SZREDA	30 Nov. 12
Translation	All	April-June 13
Deliverable n° 3: Learning Model Deliverable n° 4. Curriculum and Content (Final versions, after piloting)	AidLearn	May-July 13

Thanks for your attention!

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