



## Module MENTOR Approval Template (MAT) – Version 1

### Part A: Module Definition

<b>Module Title</b>	<b>Business Mentoring</b>
<b>Short Module Title</b>	<b>Business Mentoring</b>

### Part B: Module Information

<b>Module Leader</b>	Pascal Echardour – ADINVEST
<b>Module Developers</b>	David DEVINS – LBU Pascal ECHARDOUR – ADINVEST Csaba ILYÉS – BBS Aleksander SURDEJ – CUE
<b>Brief Module Description</b>	This module is designed to prepare professionals to undertake the role of qualified mentors to support Family Business owners to prepare and implement the enterprise transmission

### Part C: Module Learning, Teaching and Assessment Information

<b>Module Aims</b>	<p>The aim of the module is :</p> <ol style="list-style-type: none"> <li>1. to prepare professionals to undertake the role of a mentor for Family Business owners and management team that leads to supporting the activities related to succeed in the Succession Planning Process,</li> </ol> <p style="text-align: center;"><i>or</i></p> <ol style="list-style-type: none"> <li>2. to undertake the assessment of master students who are studying business topics for a potential professional development within this area of business consulting.</li> </ol>
<b>Learning Outcomes</b>	<p>On successful completion of this module, professionals and students should be able to do the followings:</p> <p>To use your skills and knowledge to help and support others</p> <ul style="list-style-type: none"> <li>• To take responsibility for your own learning and development</li> <li>• To encourage your mentee (SME Owner) to take</li> </ul>

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	<p>responsibility to prepare the transmission</p> <ul style="list-style-type: none"> <li>• To set high standards for processes, style and interpersonal skills.</li> </ul> <p>All mentors receive initial training in the areas of:</p> <ul style="list-style-type: none"> <li>• The Role of the Mentor</li> <li>• Building and Maintaining Healthy Relationships</li> <li>• Mentoring Policies, Procedures, and Expectations</li> <li>• Problem-Solving Strategies to prepare transmission</li> <li>• Match Closure</li> </ul> <p>Ongoing training covers the specifics of how to assist SME owners in the areas of strategy, finances, human resources, commercial, family and peer relationships, and more.</p>
<p><b><u>Learning outcome 1</u></b> Ability to understand what is required in the specific Mentoring interaction and to come to agreement</p>	<ul style="list-style-type: none"> <li>• Understand and exhibit in own behaviors the standard of conduct</li> <li>• Understand and follow ethical guidelines.</li> <li>• Communicates the distinctions between coaching, mentoring and other support professions</li> <li>• Refers SME owners to another support professional as needed, knowing when needed.</li> <li>• Understand and effectively discuss with the SME owner the guidelines and specific parameters of mentoring relationship.</li> <li>• Define agreement about what is appropriate and what is not, what is and is not being offered and about the SME owner and mentor responsibilities.</li> <li>• Determine whether there is an effective match between his/her mentoring method and the need of the SME owner in preparing the transmission</li> </ul>
<p><b><u>Learning outcome 2</u></b> Ability to create a safe, supportive environment that produces mutual respect and trust</p>	<ul style="list-style-type: none"> <li>• Understand how to continuously demonstrates personal integrity and honesty.</li> <li>• Ability to demonstrate respect of client perceptions, personal being.</li> <li>• Ability to provide support for actions including those involving risk taking and fear of failure.</li> <li>• Ability to create spontaneous relationship with the SME owner, employing a style that is open, flexible and confident:</li> </ul>

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	<ul style="list-style-type: none"> <li>a) Access own intuition, open to not knowing and take risks,</li> <li>b) use humour effectively to create lightness and positive energy to face various issues,</li> <li>c) demonstrate confidence in working with strong emotions and can self-manage.</li> </ul>
<p><b><u>Learning outcome 3</u></b> Ability to create awareness to help designing actions with goal settings</p>	<ul style="list-style-type: none"> <li>• Ability to identify for the client his/her underlying concerns, differences between the facts and the interpretation, the disparities between thoughts, feeling and actions.</li> <li>• Helps the client to discover for themselves thoughts, beliefs, perceptions, that strengthen their ability to take action and achieve what is important for a successful transmission (patrimony purposes, post-transmission projects).</li> <li>• Engages the client to explore alternative solutions, to evaluate options and make related decisions.</li> <li>• Ability to develop and maintain an effective mentoring plan to create transmission plans with results that are attainable, measurable, specific, with target dates (including the SME owner dependence).</li> <li>• Ability to hold attention on what is important for the client in the transmission process, (awareness of various transmission scenarios, realistic SME valorisation, quality of relationship with potential new owners).</li> <li>• Keep the SME owner on track between session by holding attention on mentoring plan of transmission process and preparing to negotiation process.</li> </ul>
<b>Module Content</b>	<ol style="list-style-type: none"> <li>1. Background to mentoring and the mentoring role <ul style="list-style-type: none"> <li>◦ What is mentoring ?</li> <li>◦ What is the role of the mentor ? And not ?</li> <li>◦ Difference between Mentoring and other business support</li> <li>◦ Understanding the mentoring relationship</li> <li>◦ Ethical issues: mentor role limits, legislation</li> </ul> </li> <li>2. The skills and tools required by the mentor <ul style="list-style-type: none"> <li>◦ key skills for mentoring</li> <li>◦ mandatory enterprise skills for mentors</li> <li>◦ communications approaches with SME owners,</li> </ul> </li> </ol>

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	<ul style="list-style-type: none"> <li>◦ reflective practices in mentoring situation</li> </ul> <p>3. Mentoring communication skills</p> <ul style="list-style-type: none"> <li>◦ Active listening: understand the essence of the SME owner communication, help the client gain clarity and perspective rather and engaged in a story,</li> <li>◦ Powerful questioning : clear direct questions, open ended questions</li> </ul> <p>4. Mentoring method or organising the SME owner succession.</p> <ul style="list-style-type: none"> <li>◦ creating awareness: going beyond immediate goal, engaging in exploration by learning and sharing, engaging in problems solving, in various domains :             <ul style="list-style-type: none"> <li>▪ patrimony strategy,</li> <li>▪ individual perspective,</li> <li>▪ organisation dependence of the owner;</li> </ul> </li> <li>◦ how to support the clarification and the review of appropriate goals, ensuring the congruence between goals and context,             <ul style="list-style-type: none"> <li>▪ enterprise valorisation,</li> <li>▪ key persons for future processes,</li> <li>▪ relationship development with candidates.</li> </ul> </li> <li>◦ reviewing progress, ensuring client choices,</li> <li>◦ monitoring effectiveness of the whole process,</li> <li>◦ mentoring feedback.</li> </ul>
<b>Learning Activities</b>	<p><b>Knowledge and understanding</b></p> <p>On completion of this module, you will have knowledge and understanding of:</p> <ul style="list-style-type: none"> <li>• How to undertake a family small business owner profile?</li> <li>• How apply your soft-skills to create and maintain the required trustworthy relation with the SME owner?</li> <li>• The problems of implementing and executing mentoring plan for transmission process (business sustainability, building a vision, patrimony and family issues,</li> </ul> <p><b>Cognitive skills</b></p> <p>On completion of the module, you will be able to:</p>

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	<ul style="list-style-type: none"> <li>• read material questioningly, identifying and recording key ideas and concepts around mentoring and the relation with the mentee (SME owner).</li> <li>• synthesise material from a variety of sources, analysing and evaluating different perspectives, identifying biases and hidden assumptions;</li> <li>• classify, recognise and organise material in distinct and relevant categories;</li> <li>• construct, defend and evaluate an argument, using relevant evidence, giving reasons for conclusions.</li> </ul> <p><b>Practical and/or professional skills</b> On completion of the module, you will be able to:</p> <ul style="list-style-type: none"> <li>• transfer and use relevant key skills to a family small business context;</li> <li>• use the more specific knowledge, analytic skills and methods, rooted in the different disciplines as a strong basis for family small business succession planning and futures thinking.</li> </ul> <p><b>Key skills</b> On completion of the module, you will be able to demonstrate the following skills:</p> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• select appropriate methods of communication for audience and purpose;</li> <li>• plan and present materials clearly and sequentially in order to advance an argument;</li> <li>• conduct research and present findings on financial and legal issues.</li> </ul> <p><b>Information technology</b></p> <ul style="list-style-type: none"> <li>• make effective use of information and communication technologies;</li> <li>• use the internet to search for information in a planned, systematic and critical way.</li> </ul> <p><b>Learning how to learn</b></p> <ul style="list-style-type: none"> <li>• take responsibility for achieving a specified level of understanding and use various methods to confirm understanding;</li> <li>• use library and information services, both physical and</li> </ul>
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	<p>electronic, effectively;</p> <ul style="list-style-type: none"> <li>• effective self-management in terms of time, planning and behaviour and demonstration of motivation, self-starting, individual initiative and enterprise.</li> </ul> <p>Students are asked to submit seminar work for formative feedback in seminars.</p>
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Scheduled Learning and Teaching Activities	
Activity	Number of Hours
Lectures	6
Seminars	8
Tutorials	4
Project Supervision	8
Demonstration	
Practical Sessions	6
Supervised Studio/ Lab	
Fieldwork	
External Visits	
Work Based Learning	6
<b>Minimum Total Contact Hours</b>	<b>38</b>
Guided Independent Study	62
<b>Total Notional Hours</b>	<b>100</b>

Assessment	Type	Weighting	Learning outcome(s) Assessed
Assessment 1	<ul style="list-style-type: none"> <li>• Coursework</li> <li>• Individual piece of written work that draws on work based learning and the small business context</li> </ul>	40%	1, 2, 3
	<b>Exam length:</b> N/A	<b>Word count:</b>	
	<b>Due week commencing:</b>	Please refer to the module handbook	
Assessment 2	<b>Type</b>	<b>Weighting</b>	<b>Learning outcome(s) Assessed</b>
	<ul style="list-style-type: none"> <li>• Coursework</li> <li>• Individual of written work that sets out a mentoring strategy for a small business</li> </ul>	60%	1, 1,2,3

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	<ul style="list-style-type: none"> <li>Individual Reflective Journal of written work that sets out a strategic plan for a small business and accounts for futures thinking/future scenarios</li> </ul>		2,3
	<b>Exam length:</b> N/A <i>If applicable</i>	<b>Word count:</b> <i>If applicable</i>	
	<b>Due week commencing:</b>	Please refer to the module handbook	

### Part D: Resources to Support Learning

Books	
Author/ Editor	Leif Melin, Mattias Nordqvist and Pramodita Sharma
Title	The SAGE Handbook of Family Business
Edition	SAGE Publication
Publication Year	2013
Publisher	SAGE
ISBN	9781446265932
OR: paste Harvard reference here:	
Essential Reading: Yes	
Recommended for Purchase	<u>Y/N</u>

Books	
Author/ Editor	Laura Hougaz
Title	Entrepreneurs in Family Business Dynasties
Edition	Springer Science and Business
Publication Year	2015
Publisher	Springer International Publishing
ISBN	2192-8096
OR: paste Harvard reference here:	
Essential Reading: Yes	
Recommended for Purchase	<u>Y/N</u>

Journals	
Title	Advising Family Enterprises ; Examining he Role of Family Firm Advisors

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Publisher	SAGE : Family Business Review
ISSN/ E-ISSN	
URL	<a href="http://c.ymcdn.com/sites/www.ffi.org/resource/resmgr/FFI_on_Friday/ffi-vol4-34-editorial.pdf">http://c.ymcdn.com/sites/www.ffi.org/resource/resmgr/FFI_on_Friday/ffi-vol4-34-editorial.pdf</a>
OR: paste Harvard reference here:	

Journals	
Title	Demand of mentoring among SMEs
Publisher	BIS Research Paper number 158
ISSN/ E-ISSN	
URL	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/263226/demand_for_mentoring_among_SMEs.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/263226/demand_for_mentoring_among_SMEs.pdf</a>
OR: paste Harvard reference here:	

AV (CDs/ DVDs/ Games)	
Title	
Creator	
Version	
Platform	
Language	
Region (DVD)	

Sample Article	
Article Title	
Article Author(s)	
Publication source (book, journal etc.)	
Source ISBN/ISSN	
Publication year	
Volume	
Issue	
Page Numbers	

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URL	
OR: paste Harvard reference here:	

<b>Databases</b>	
Description	
URL	

Additional Resources	None
Specialist Equipment	None

Version Control		
No.	Details of modification	Date
1.1		
1.2		
1.3		



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