

3. Train the Trainer Technical Material

- Determining corporate competitiveness
- Developing corporate government strategies
- Innovation Management
- Basic Computer Skills Bookkeeping using Commercial Software
- Takeover activities
- Human resources management vocational education knowledge

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Train the Trainer Technical Material

I Module “Determining Corporate Competitiveness”

1. Objective

To qualify permanent staff of business support organisations as business transfer experts (coaches) in order to advice and accompany the business transfers on Determining Corporate Competitiveness topic.

2. Duration of the training

Part of the two days “Train the Trainer” Seminar on Entrepreneurship training.
1st Day, from 08:45 to 10:15 h. Total duration of this Module - 1,5 h.

3. Participants

- Teachers and lecturers from universities / colleges, chambers, training institutions, etc., who are involved in the training of entrepreneurs;
- Advisers to Chambers and other business development agencies that provide advice, coaching and support to potential acquirers and founders.

4. Programme

Sub-Module I: **Market analysis**

- Significance, procedure, areas of corporate planning strengths and weaknesses analysis
- Strengths and weaknesses analysis
- Estimating market opportunities and risks
- Motivating profit potential

Sub-Module II: **Corporate goal system**

- Analysing corporate goals
- Knowing your goals and goal relationships
- Establishing a target system

Sub-Module III: **Corporate culture and image**

- Characteristics of corporate culture
- Communicating corporate social responsibility in the corporate image



Sub-Module IV: **Classification of the legal system**

- Civil and public law
- Contract law (general contract law, purchase agreement)
- Property law (property, ownership)
- Start-up relevant regulations
- Tax law

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II Module “Developing Corporate Government Strategies”

1. Objective

To qualify permanent staff of business support organisations as business transfer experts (coaches) in order to advice and accompany the business transfers on Developing Corporate Government Strategies topic.

2. Duration of the training

Part of the two days “Train the Trainer” Seminar on Entrepreneurship training.
1st Day, from 10:30 to 12:00 h. Total duration of this Module - 1,5 h.

3. Participants

- Teachers and lecturers from universities / colleges, chambers, training institutions, etc., who are involved in the training of entrepreneurs;
- Advisers to Chambers and other business development agencies that provide advice, coaching and support to potential acquirers and founders.

4. Programme

Sub-Module I: **Need for private provision for old age**

- Social security systems
- Private personal and property insurance
- Pension / retirement provision

Sub-Module II: **Commercial and Corporate Law**

- Definition of a merchant
- Company name
- Commercial register

Sub-Module III: **Competition Law**

- Law against restraints on competition
- Law against unfair practices
- Quotation of prices act

- Store closing law
- Copyright law

Sub-Module IV: **Tax Law**

- VAT, trade tax
- Assessed income tax
- Corporate tax, taxation procedure

Sub-Module V: **Understanding and use of marketing instruments**

- Marketing functions and instruments
- Client orientation and client attention
- Communication and promotion policies
- Pricing and conditions policies
- Procurement planning (supplier selection)

Sub-Module VI: **Marketing**

- Developing and evaluating a marketing scheme
- Estimating market potential, client groups and needs, figures for incoming orders and sales
- Market entry and marketing mix

Sub-Module VII: **Capital requirements and financing**

- Planning of investments, financial and liquidity planning
- Types of financing
- Alternative forms of financing
- Money transfer

Sub-Module VIII: **Inter-company co-operation**

- Value chains
- Co-operation schemes

Sub-Module IX: **Controlling**

- Mission and objectives
- Weak point analysis
- Operating figures and performance indicator systems
- Costs and revenues management and control

Sub-Module X: **Claims management**

- Accounts receivable management



- Dunning and legal actions
- Debt collection and compulsory execution

Sub-Module XI: **Insolvency proceedings**

Sub-Module XII: **Financing / funding**

- Quantifying capital requirements
- Investment plan and finance concept
- Financing rules
- Revenue model, liquidity planning

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III Module “Innovation Management”

1. Objective

To qualify permanent staff of business support organisations as business transfer experts (coaches) in order to advice and accompany the business transfers on Innovation Management topic.

2. Duration of the training

Part of the two days “Train the Trainer” Seminar on Entrepreneurship training.
1st Day, from 13:00 to 14:30 h. Total duration of this Module - 1,5 h.

3. Participants

- Teachers and lecturers from universities / colleges, chambers, training institutions, etc., who are involved in the training of entrepreneurs;
- Advisers to Chambers and other business development agencies that provide advice, coaching and support to potential acquirers and founders.

4. Programme

Sub-Module I: Innovation Management

Sub-Module II: Classification of innovations and peculiarities of innovation activity in companies

Sub-Module III: Scientific technological progress and innovations in the sphere of business

Sub-Module IV: Organization of innovations in business entity

Sub-Module V: Human resources in business entities and development of innovations

Sub-Module VI: Intellectual property in business

Sub-Module VII: Practical aspects of the implementation of innovations

Sub-Module VIII: Product development

- Sales and purchase market analysis
- Market research and market analysis techniques



- Clients, general public, suppliers
- Products, preparing decisions

Sub-Module IX: Modification of products and services supply

Sub-Module X: Innovations and competition

Sub-Module XI: Evaluation of products and services demand

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IV Module “Basic Computer Skills, Bookkeeping using Commercial Software”

1. Objective

To qualify permanent staff of business support organisations as business transfer experts (coaches) in order to advice and accompany the business transfers on Basic Computer Skills, Bookkeeping using Commercial Software topic.

2. Duration of the training

Part of the two days “Train the Trainer” Seminar on Entrepreneurship training.
1st Day, from 14:45 to 15:45 h. Total duration of this Module - 1 h.

3. Participants

- Teachers and lecturers from universities / colleges, chambers, training institutions, etc., who are involved in the training of entrepreneurs;
- Advisers to Chambers and other business development agencies that provide advice, coaching and support to potential acquirers and founders.

4. Programme

Sub-Module I: **Basic Computer Skills**

- Basics of operating systems
- File architecture
- Data security and protection

Sub-Module II: **Subsystems of Corporate Accounting**

- Financial statements
- Cost and performance accounting
- Cash-flow statement

Sub-Module III: **Bookkeeping**

- Tasks in view of legal regulations
- Double-entry method
- Inventory and completion methods (e.g. IT)

Sub-Module IV: **Annual accounts/ Period-end closing and Business Assessment**

- Balance sheet structure and profit & loss statement
- Methods for rating scores, balance sheet figures, performance indicators

Sub-Module V: **Cost and Performance Calculation**

- Tasks and structuring of cost-type accounting
- Cost centre accounting
- Cost unit accounting
- Profit and loss account
- Cost accounting systems

Sub-Module VI: **Creating, Checking and Posting Vouchers**

- Assets accounting, accounts payable
- Cash accounting
- Payroll accounting
- Account assignment and posting

Sub-Module VII: **Creating and Checking the Cash Ledger**

- Cash ledger structure
- Recording of cash operations, cheque transactions
- Cash book control, differences
- Document control and record keeping

Sub-Module VIII: **Preparation of Financial Statements**

- Inventory
- Recognition and valuation principles
- Asset accounting

Sub-Module IX: **Payroll Procedures**

- Entering employee information
- Recording of working times
- Payroll structure and elements
- Dates and deadlines

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Train-the-Trainer Technical Material

V Module “Preparing, Completing and Evaluating Start-up and Takeover Activities”

1. Objective

To qualify permanent staff of business support organisations as business transfer experts (coaches) in order to advice and accompany the business transfers on Preparing, Completing and Evaluating Start-up and Takeover Activities topic.

2. Duration of the training

Part of the two days “Train the Trainer” Seminar on Entrepreneurship training.
1st Day, from 15:45 to 18:00 h. Total duration of this Module – 2:15 h.

3. Participants

- Teachers and lecturers from universities / colleges, chambers, training institutions, etc., who are involved in the training of entrepreneurs;
- Advisers to Chambers and other business development agencies that provide advice, coaching and support to potential acquirers and founders.

4. Programme

Sub-Module I: **Preparing, completing and evaluating start-up and takeover activities**

- Identification and evaluation of the possibilities to use consulting services;
- Identification and evaluation of the possibilities to use promotional and support services for the foundation and takeover of a company;
- Identify the appropriate contact points for start-up and takeover consulting and evaluate their range of services.

Sub-Module II: **Organisation**

- The importance of the organisational structure;
- Planning company’s development;
- Understanding key areas, instruments and principles of an organisation;

Sub-Module III: **Corporate succession**

- Necessity to plan business succession;

- The aspects of inheritance and family law important for business succession;
- Impact of tax regulations on selected business succession model.

Sub-Module IV: **Entrepreneurship / company start-up**

- Analysis and planning – how it is important preparing the business concept;
- Significance of personal aspects, as well as business and legal components in the corporate context.

Sub-Module V: **The reliable determination of the value of the company to be transferred**

- INBETS Valuation Tool;
- Important factors influencing business value;
- Criteria for determining the business value;
- Price of the business transferred.

Sub-Module VI: **Financing of business transfer models**

- INBETS financing models and innovative financing strategies;
- Preparing business activity forecasts (business plan);
- Business investment planning;
- Business liquidity planning;
- Identification of the capital needs of the business;
- Selecting appropriate financing instruments of chosen business transfer model.

Sub-Module VII: **Business transfer models**

- INBETS best practices for business transfer

Sub-Module VIII: **Matchmaking between transferor and transferee**

- INBETS matchmaking system
- Motivating factors for business transfer;
- Tools facilitating matchmaking of relevant business transfer parties;
- Knowledge management system.

Sub-Module IX: **Transfer of knowledge**

- INBETS knowledge management system.

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Train the Trainer Technical Material

VI Module “Human Resources Management & Vocational Education Knowledge”

1. Objective

To qualify permanent staff of business support organisations as business transfer experts (coaches) in order to advice and accompany the business transfers on Human Resources Management & Vocational Education Knowledge topic.

2. Duration of the training

Part of the two days “Train the Trainer” Seminar on Entrepreneurship training.
2nd Day, from 08:00 to 09:30 h. Total duration of this Module - 1,5 h.

3. Participants

- Teachers and lecturers from universities / colleges, chambers, training institutions, etc., who are involved in the training of entrepreneurs;
- Advisers to Chambers and other business development agencies that provide advice, coaching and support to potential acquirers and founders.

4. Programme

Sub-Module I: Requirements to be met by the entrepreneur

- Personality profile
- Family profile
- Subject-specific requirements

Sub-Module II: Human resources

- Personnel planning, staffing demand
- Recruitment and selection
- Personnel placement, staffing
- Work time models, human resources development, wages

Sub-Module III: Labour law and social legislation

- Labour law (employment contract, types of contracts)
- Dismissal protection (collective agreement, parties)

- Health and safety of workers in work
- Social insurance law
- Freedom to choose insurance providers, insurance fees/payments
- Reporting requirements

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| Sub-Module IV: | Presenting and motivating the benefits and use of in-company training |
| Sub-Module V: | Participating in planning and decision-making with regards to specific training needs, to legal and operational conditions, and to the collective agreement |
| Sub-Module VI: | Selecting proper training methods and media for target groups, and applying them accordingly, if necessary |
| Sub-Module VII: | Creating learning-conductive conditions and a motivating learning culture, giving and receiving feedback |
| Sub-Module VIII: | Organising, designing and evaluating the probation period |
| Sub-Module IX: | Developing and defining operational learning and work-related tasks, based on the in-company training plan and the typical occupational and business processes |
| Sub-Module X: | Assisting trainees with individual training and guidance in case of learning difficulties by applying training aids, if necessary, or by checking the possibility of extending the training period |
| Sub-Module XI: | Providing trainees with additional training opportunities, in particular in the form of additional qualifications, and by checking the possibility of shortening the training period or chances for an early approval of the final examination |
| Sub-Module XII: | Promoting social and personal development of trainees, identifying problems and conflicts in good time, solution-oriented approach |
| Sub-Module XIII: | Measuring and evaluating performance and test results of third parties, conducting assessment discussions and drawing conclusions with regard to the further training process |
| Sub-Module XIV: | Learning and working in a team as well as intercultural skills in the company promote |
| Sub-Module XV: | Preparing trainees for their final of journeyman's examination by taking-into account the examination dates, and leading the training to successful completion |

- Sub-Module XVI: Ensuring that the trainees register with the competent commission and making sure that the commission will be aware of any specifics that might be relevant with regard to the examination
- Sub-Module XVII: Contributing in the issuing of written certificate, on the basis of performance assessments
- Sub-Module XVIII: Informing and advising trainees about inter-company development and career opportunities, and about occupational further training options
- Sub-Module XIX: Presenting the vocational training system structures and its liaising areas
- Sub-Module XX: Selecting training professionals for a company and specifying their purpose
- Sub-Module XXI: Examining qualification of a company with regards to training in a desired vocational training field and whether and to what extent training contents shall be conveyed outside the company, in particular by a combination of interplant and external vocational training
- Sub-Module XXII: Assessing chances for applying preparatory measures in vocational training
- Sub-Module XXIII: In a company - co-ordinating tasks of personnel involved in the training, in due consideration of their functions and qualifications
- Sub-Module XXIV: Drawing up an operational training plan based on training regulations, in due consideration of job-specific work and business processes
- Sub-Module XXV: Taking-into account prospective participation and co-participation in vocational training of involved occupational interest groups
- Sub-Module XXVI: Determining co-operation needs and co-ordinating with project partners, in particular with the involved vocational school, organisation and contents of the training
- Sub-Module XXVII: Applying criteria and procedures for selection of trainees, taking into consideration their diversity
- Sub-Module XXVIII: Preparing a vocational training contract and its registration with the competent body
- Sub-Module XXIX: Examining chances of organising the vocational training program partly abroad