Course Support

Social Entrepreneurship Course

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<u>Course Goal:</u>

• Developing entrepreneurial skills, with a focus on practical solutions and developing the necessary competencies to become active in the labor market, in the entrepreneurial or social environment.

<u>Skills to be developed:</u>

• **Identifying opportunities:** The ability to recognize market needs and find innovative solutions through projects.

• **Designing projects**: Developing a simplified business/project plan, including SMART objectives adapted to market needs.

• **Budget planning:** Methods and techniques for calculating and planning a budget according to the complexity of the project.

• **Generating revenue:** Understanding how projects can be used as sources of funding and sustainability for NGOs.

• **Personal branding and promotion:** Building a professional personal image and learning techniques to promote entrepreneurial initiatives.

• **Effective communication:** Developing active listening, presentation, and promotion skills.

• **Time management:** Planning and prioritizing activities for maximum efficiency.

• **Problem solving:** The ability to find creative solutions to professional challenges.

Course 1: Introduction to Social Entrepreneurship

Content:

- What is entrepreneurship and its role in the economy.
- Professional insertion through entrepreneurial and social projects and initiatives.
- Self-awareness exercise: Evaluating strengths, weaknesses, and opportunities.

Summary:

Entrepreneurship is a powerful tool that facilitates professional integration, offering individuals the opportunity to creatively and innovatively leverage their skills and resources. By developing necessary competencies, accessing appropriate resources, and identifying opportunities in the community, anyone can become an active agent of economic and social change. The process starts with self-awareness and the courage to turn ideas into actions.

Verification Questions:

How can entrepreneurship support professional integration?
What are the available resources?
What are the main barriers to professional integration?

Practical Assignment:

Participants will create a list of 3 personal skills they can use for professional integration or to launch an entrepreneurial/social project.

Course 1: Introduction to Social Entrepreneurship

The goal of this course is to introduce participants to the world of social entrepreneurship, **designing and writing projects**, **calculating budgets**, and **promoting projects**, providing them with a detailed perspective on its role in the economy, essential competencies and resources, as well as how entrepreneurship can become a practical solution for professional integration. Additionally, through **a self-awareness exercise, we will analyze how individual skills can be leveraged in successful social entrepreneurial initiatives**.

What is entrepreneurship and its role in the economy

Entrepreneurship represents more than just starting a business or managing economic activities. It is a dynamic process through which individuals identify unexploited opportunities, mobilize resources, and assume risks to generate economic and social value. As Peter Drucker states in his classic work Innovation and Entrepreneurship (2015), "entrepreneurs innovate not only to gain financially but to address unmet needs in society." Thus, entrepreneurship becomes not just an economic force but also a transformative tool capable of improving people's lives.

In an economic context, entrepreneurs play a crucial role in several directions.
First, they stimulate job creation, offering opportunities for various social groups, including those in vulnerable situations. For example, technology startups or businesses in the green energy sector have become drivers of the global economy, attracting massive investments and generating well-paid jobs.
Second, entrepreneurs contribute to innovation and competitiveness. According to Joseph Schumpeter in Capitalism, Socialism, and Democracy (2010), entrepreneurs are the ones who "destroy" old economic structures through innovations that bring efficiency and progress, stimulating the development of industries.

Entrepreneurial activities involve a set of competencies and skills that can be learned and applied in any organizational context. These activities must also be analyzed to learn from mistakes and can be constantly improved.

Entrepreneurship is the daily activity of the entrepreneur, and the basic concept used in the field is that of "entrepreneur"—a person who manages to turn a dream (an idea) into reality (into a business). It is an independent activity carried out at one's own risk, oriented toward making a profit through the use of goods, selling goods, performing works, or providing services by individuals officially registered as such according to the law. Regarding the entrepreneur, **two main directions** have emerged in the specialized literature:

1. According to the first conception, the entrepreneur is the person who performs the task of identifying and obtaining the necessary resources to establish a business and simultaneously assumes the risk of using the allocated resources.
2. According to the second conception, the entrepreneur is the initiator of a business who focuses on innovation, developing new products and services, creating a new market, and a new customer.

Entrepreneurship is an activity that involves multiple actors, not just the entrepreneur. The entrepreneur does not act in isolation, but must identify collaborators, motivate them, and coordinate them toward realizing their vision of the business they have initiated. The entrepreneur must create value for themselves and for society, because otherwise, they lose motivation for the activity, lose clients, and implicitly lose the reason to act as an entrepreneur.

Entrepreneurial activity involves innovation in various forms: as a way of mobilizing and utilizing resources, as a way of serving customers, obtaining products, identifying, and meeting market needs.

Entrepreneurship as a process:
The entrepreneurial process, as found in the literature, consists of five distinct stages. These stages are: identifying and evaluating opportunities; obtaining necessary resources; developing a business plan; establishing the company; ensuring management.

1. Identifying and evaluating opportunities can be done intuitively or scientifically by researching known types of opportunities, some of which may be accessible to the entrepreneur.
2. Obtaining the necessary resources is done by combining resources from own, attracted, and borrowed sources, taking into account the cost of each source.
3. Developing the business plan is one of the most commonly used entrepreneurial tools.
4. Establishing the company depends on legislative and legal factors, and is a stage that requires knowledge and adaptation to the specifics of the area.
5. Ensuring management involves knowledge of entrepreneurial practices, even the oldest ones.

Role of entrepreneurship in the economy:

1. Job creation.
2. Entrepreneurs provide employment opportunities in various economic sectors, contributing significantly to reducing unemployment in recent years.
3. Stimulating innovation.
4. By introducing new technologies, production methods, or business models, entrepreneurs create value and economic efficiency.
5. Local economic development.
6. Entrepreneurial initiatives contribute to the development of the regions where they operate, generating local income and reducing economic disparities.
7. Promoting social inclusion.
8. Social entrepreneurship, in particular, creates solutions for social problems, providing support to vulnerable groups.

Necessary competencies:

1. Creativity and innovation.
2. The ability to generate new ideas and find unconventional solutions to problems. The ability to find new solutions to old problems or create products/services for emerging markets. For example, Airbnb has redefined the hospitality industry through a model based on using private homes.
3. Leadership and communication skills.

4. Entrepreneurs must inspire, motivate teams, and negotiate with partners and investors. Without leadership, even the best ideas can fail.
5. Strategic thinking.
6. Long-term planning, market analysis, and risk management are essential skills.
7. Resilience and adaptability.
8. Entrepreneurs must manage stress and quickly adapt to market changes. Elon Musk is an example of an entrepreneur who managed to pivot and turn risks into opportunities.
9. Financial skills.
10. Managing budgets, forecasting costs, and raising funds are essential for business viability. Understanding cash flows, budgeting, and attracting investments is crucial. An effective entrepreneur is the one who knows their numbers.

Mandatory resources:
1. Financial resources.
2. Access to capital is essential. Sources like bank loans, private investors, government programs, or crowdfunding platforms offer support for launching and growing the business.
3. Human resources.
4. A qualified team and partners who share the entrepreneur's vision are two essential elements.
5. Informational resources.
6. Access to mentoring, continuous training, and consultancy. Online platforms like Coursera or LinkedIn Learning offer valuable courses for developing entrepreneurial skills.
7. Support networks.
8. Organizing in entrepreneurial communities, such as incubators or business accelerators, provides support and access to strategic resources.

Professional insertion through entrepreneurial and social projects

In a constantly changing world, where labor markets are increasingly competitive and complex, entrepreneurship becomes an effective solution for professional integration. Instead of searching for a job, more and more people are choosing to create their own jobs, leveraging their unique skills. This trend is particularly relevant for youth, women, or individuals from vulnerable groups who often face difficulties in integrating into the traditional labor market.

A successful example in this regard is represented **by social initiatives that combine entrepreneurship with inclusion goals**. For example, the company TOMS, which implemented the "One for One" model, offers a pair of shoes to people in disadvantaged communities for every pair sold. Thus, entrepreneurship becomes not only a means of professional integration but also a way of contributing to the common good.

In addition to social initiatives, entrepreneurship offers flexibility and economic independence, making it attractive to those who wish to work independently. Freelancing projects, developing digital products, or launching businesses in creative fields are relevant examples of how entrepreneurship can meet individual needs and stimulate local economic development.

Entrepreneurship represents a viable alternative for professional integration, offering the opportunity to create one's own job and contribute significantly to the community. Through entrepreneurial initiatives, individuals can leverage their skills, respond to existing market needs, and build independent careers.

Entrepreneurship as a solution for professional integration:

1. Economic autonomy.
2. By launching their own project, individuals can build a personalized career based on their values and aspirations.
3. Flexibility.
4. Entrepreneurship allows adaptation to market and economic environment changes, offering the chance to explore emerging sectors like the digital economy or green energy.
5. Social inclusion.
6. Entrepreneurial initiatives can facilitate the integration of individuals from vulnerable groups such as youth, women, or people with disabilities, offering them opportunities to develop their skills and become self-sufficient.

Current trends in entrepreneurship:

1. Digital economy:

Online businesses are thriving—from e-commerce to SaaS (Software as a Service) platforms. Examples include Shopify and Zoom.

2. Sustainability:

Eco-oriented businesses, such as renewable energy production or recycling, are growing. Patagonia is an example of a company combining economic success with environmental commitments.

3. Artificial Intelligence (AI):

AI-based solutions, from chatbots to process automation, offer entrepreneurs vast opportunities for innovation.

4. Entrepreneurship is not only a path to professional integration but also a way to build a fairer future by promoting innovation and social inclusion.

Summary

Entrepreneurship is a powerful tool that facilitates professional integration, offering individuals the opportunity to leverage their skills and resources creatively and innovatively. By developing the necessary competencies, accessing the right resources, and identifying opportunities in the community, anyone can become an active agent of economic and social change. The process starts with self-awareness and the courage to turn ideas into actions.

Questions:

What are your three most valuable skills?
What personal limitations do you think you need to overcome?
What opportunities do you see in the field that interests you?

Exercise:

Evaluate your strengths, weaknesses, and opportunities
To become a successful entrepreneur, self-awareness is a crucial step. It is important for each individual to understand their strengths and weaknesses, identify available resources, and recognize the opportunities they can leverage.

Example: A participant who believes they have excellent communication and relational skills could identify an opportunity in organizing a charity event to raise funds for the association where they volunteer, using their communication and relational qualities.

Another participant could organize a bazaar during an event organized by the association, selling bracelets or baked goods made by them if they believe they have excellent culinary skills or crafting abilities.

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Course 2: Building a viable entrepreneurial idea / Project that addresses a need

Content:

- Identifying market needs
- Generating entrepreneurial/social ideas that respond to the identified needs
- How to transform an idea into a viable entrepreneurial concept/project
- Testing ideas: how to gather feedback from the community

Summary:
Building a viable entrepreneurial/social idea starts with identifying a real need in the market. Transforming an idea into reality requires generating creative solutions, testing them, and using community feedback to refine the concept. A well-planned entrepreneurial/social concept can create value for both the entrepreneur/organization and the local community.

Check Questions:

1. What does a viable entrepreneurial/social idea mean?
2. How can you identify market needs?
3. Why is community feedback important?

Practical Assignment:
Participants will develop an entrepreneurial/social idea that addresses a need identified in the Luxembourg community. They will present:

1. The need they have identified.
2. The proposed idea to address the market needs.
3. A brief plan for testing the idea.

Course 2: Building a viable entrepreneurial idea/Project that addresses a need

The objective of this course is to help participants understand the process of identifying market needs and developing entrepreneurial/social ideas that address those needs. We will explore how to transform an idea into a viable entrepreneurial concept, or a project that can help the community, using case studies and market validation tests. Additionally, we will learn how to use community feedback to refine ideas.

Identifying Market Needs:

A viable entrepreneurial/social idea always begins with a real need. Identifying these needs requires a careful analysis of the market, consumer behavior, and existing gaps. Peter Drucker emphasizes in Innovation and Entrepreneurship (2015) that "entrepreneurial innovation is essentially a response to societal changes and emerging needs."

How to Identify Market Needs?

1. Direct observation of the market:
   - Participating in local events, analyzing consumer behavior both offline and online, and having conversations with different people can provide valuable insights.
2. Using data:
   - Market studies, surveys, and reports from specialized organizations (e.g., OECD Market Trends) are essential for understanding market trends.
3. Analyzing weaknesses in existing products/services: Identifying problems that people encounter with current solutions presents opportunities for improvement.
4. Exploring global trends:
   - Economic, social, and technological transformations can offer new directions. Examples include the growing interest in sustainability or digitalization.

Practical Example:
In Luxembourg, market analysis might reveal an increasing demand for eco-friendly, natural products due to rising interest in healthy and sustainable food. From a social perspective, analyzing the market could uncover a need for support for low-income individuals (e.g., financial counseling or financial literacy education), or support for women in crisis situations (e.g., workshops on professional integration or personal development).

Generating entrepreneurial/Social ideas to address these needs:

Once a need is identified, the next step is to generate ideas to address it. The idea generation process requires creativity but also a well-structured methodological framework. Clayton Christensen states in The Innovator's Dilemma (1997): **"The greatest opportunities for obtaining funding for projects arise where a specific social group is dissatisfied with the existing solutions."**

Methods for Generating Entrepreneurial/Social Ideas:

1. Brainstorming:
Invite multiple people to contribute ideas without initial judgment. For example, "How can we improve a certain current situation?"

2. SCAMPER analysis:
Modify an existing product or service using questions like: What can I substitute, combine, adapt, magnify, minimize, eliminate, or rearrange?

3. Mind mapping:
Create diagrams that explore connections between different concepts.

4. Drawing inspiration from other markets:
Look for successful ideas from other places or sectors.

5. Crowdsourcing:
Ask directly for ideas from clients or the community. Online platforms and social networks are great tools for gathering suggestions.

How to transform an idea into a viable entrepreneurial/social concept:

Generating an idea is only the beginning. Transforming it into a viable concept requires market analysis, resource evaluation, and planning. According to Eric Ries in The Lean Startup (2011), “A viable entrepreneurial concept must be testable and scalable.”

Steps to Transform an Idea Into a Viable Concept:

1. Market analysis
Identify the target audience, market size, and competition. Ask questions like:
    Who are the potential clients?
    What are their consumption habits?

2. Create an MVP (Minimum Viable Product)
Develop a simple version of the product/service to test the idea in the market.

3. Business model planning
Use the Business Model Canvas to define essential business components: value proposition, customer segments, distribution channels, and revenue sources.

4. Resource evaluation
Identify the financial, human, and logistical resources needed to implement the idea.

5. Marketing strategy definition
How will you attract customers? Social media, local partnerships, or promotional campaigns?

Factors to consider when selecting a business idea/Project:

- Take into account the timing of starting the business/project.
- Don’t assume that all good ideas will succeed.
- Don’t let others dictate what type of business/project should be initiated.
- Don’t assume that lack of competition is an extraordinary advantage.
- Avoid looking for ideas that will "change the world."
- Be cautious of opinions from friends and family.
- Avoid copying other projects exactly.
- Don’t start a business/project without preparing a budget.

How to Test an Idea?

1. Focus groups

Gather a group of potential clients/participants and present your idea. Observe reactions and collect suggestions.

2. Surveys and questionnaires

Use tools like Google Forms to gather quick feedback.

3. Beta testing

Offer the product to a small group of users to test it and receive suggestions.

4. Participating in fairs and events

Present the product at local events in Luxembourg to gain exposure and valuable feedback.

The key to recognizing opportunities

The key to recognizing opportunities lies in identifying a product or service that people need, rather than one that an entrepreneur wants to produce and sell. For an entrepreneur to capitalize on an opportunity, the "window of opportunity" must be open. The term "window of opportunity" is a metaphor that describes the period during which a company can realistically enter a new market. Once the market for a new product is established, its window of opportunity opens. As the market grows, companies enter and attempt to establish a profitable position. At some point, the market matures, and the opportunity window closes.

This is the case with internet search engines. Yahoo, the first search engine, emerged in 1995, and the market grew rapidly with the appearance of Lycos, Excite, and many others. Google entered the market in 1998, using advanced search technology. Since then, the search engine market has matured, and the opportunity window has diminished. Today, it would be very difficult for a startup specializing in search engines to succeed unless it offered convincing advantages over established competitors or targeted a niche market.

It is important to understand the difference between opportunities and ideas. An idea is a thought, an impression, or a notion. An idea may or may not meet the criteria of an opportunity.

This is a critical point where many entrepreneurial ventures fail—not due to a lack of involvement from the entrepreneurs, but because there was no real opportunity from the beginning. Before getting excited about a business idea or project, it is crucial to understand whether the idea satisfies a need and meets the criteria for an opportunity.

Summary:
Building a viable entrepreneurial/project idea begins with identifying a real need in the market. Turning an idea into reality involves generating creative solutions, testing them, and using community feedback to refine the concept. A well-planned entrepreneurial/social concept can bring value to both the entrepreneur and the local community.

Questions:

1. What factors should be considered when identifying market needs?
2. Which methods for gathering feedback from the community are most effective?
3. How would you describe the term "window of opportunity"?

Exercise:
Identifying strengths and weaknesses for building a viable entrepreneurial idea/project.

Instructions: Reflect on the following questions and answer in detail:

1. What are my areas of interest? What passions or hobbies could be transformed into a business or contribute to a project? Can they help the association?
2. What technical skills or soft skills (communication, creativity, resilience, etc.) give me a competitive advantage?
3. What difficulties do I face when trying to initiate new projects?
4. What resources (financial, relational, informational) do I have to develop an idea?
5. How do I perceive risk? Am I willing to embrace uncertainty?

Example Application:
A participant who finds that they are passionate about cooking and have excellent interpersonal skills could explore the opportunity to hold a cooking workshop where participants could learn to cook, thus supporting their professional reconversion or integration.

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Course 3: Soft Skills in Project Management and Social Entrepreneurship (Focus on Communication, Adaptability, Networking)

Content:

- The importance of soft skills in project management and social entrepreneurship.
- Communication and collaboration within project teams.
- Adaptability in diverse environments.
- The Networking strategies uded by project managers.

Summary:

Soft skills are critical for success in both project management and social entrepreneurship. Developing these skills helps participants lead projects effectively, build partnerships, and create meaningful impact in their communities. This course focuses on the soft skills needed to succeed in managing projects and leading social initiatives.

Verification Questions:

1. What are the key soft skills needed for project management and social entrepreneurship?
2. How can effective communication improve project outcomes?
3. Why is adaptability crucial in project management and social entrepreneurship?

Practical Assignment:

Participants will design a project proposal that addresses a social issue, highlighting how they will apply three key soft skills (communication, leadership, and adaptability) in the project.

Course 3: Soft Skills in project management and social entrepreneurship (focus on Communication, Adaptability, Networking)

The importance of soft skills in project management and social entrepreneurship.

Soft skills are essential for both managing projects and driving social change. While technical expertise is necessary, soft skills like **communication**, **leadership**, and **problem-solving ability,** permit individuals to manage teams effectively and navigate the challenges inherent in social entrepreneurship.

- Project Management:
  Soft skills help project managers maintain team morale, resolve conflicts, and build relationships with stakeholders.
- Social Entrepreneurship:
  These skills enable social entrepreneurs to engage communities, inspire change, and foster partnerships that drive sustainable impact.

Key soft skills for both project managers and social entrepreneurs include effective **communication, adaptability, leadership, emotional intelligence, and problem-solving.**

Communication and collaboration in project teams

Effective communication is a cornerstone of successful project management. For project teams to work efficiently, communication must be clear, concise, and aligned with project goals.

Effective Communication Techniques:

1. Active Listening: Ensures team members feel heard and valued, fostering collaboration.
2. Clear Messaging: Tailoring communication to the audience—whether stakeholders, clients, or team members—ensures that everyone is on the same page.
3. Feedback: Providing timely, constructive feedback helps the team stay on track and improve continuously.

Collaboration within project teams can be further strengthened by fostering an environment where everyone's voice is valued, and diversity is embraced. Strong communication builds trust and ensures the project stays aligned with its objectives.

Leadership and Adaptability in Social Entrepreneurship

Leadership in social entrepreneurship goes beyond managing a team, it is about inspiring others to join in the mission of creating social change.

Key Leadership Skills for Social Entrepreneurs:

- Visionary Thinking: A strong leader must communicate a clear vision that others can rally behind.
- Motivation: Inspiring team members, volunteers, and stakeholders is critical to sustaining momentum.

- Decision-Making: Strong leaders make informed decisions even under pressure, using both data and intuition**.**

Adaptability in Social Entrepreneurship:

Social entrepreneurs often work in dynamic environments, where conditions can change rapidly. The ability to pivot and adapt to new information, funding changes, or community needs is vital for the success of any social initiative.

Networking and Relationship Building for Success
Networking plays a crucial role in project management and social entrepreneurship. Building a network of supportive relationships helps entrepreneurs and project managers find resources, partnerships, and mentors.

Networking Strategies for Project Managers and Social Entrepreneurs:
1. Leverage Existing Networks: Reach out to colleagues, partners, and other stakeholders to build partnerships that support the project or initiative.
2. Utilize Online Platforms: Platforms like LinkedIn, as well as industry-specific forums, are invaluable for connecting with like-minded professionals and potential collaborators.
3. Attend Networking Events: Participate in conferences and workshops that are relevant to your field to meet potential partners and investors.

Social entrepreneurs can build networks within their communities by attending local events, volunteering, or hosting workshops to share knowledge and create connections.

Practical Assignment: Project Proposal Development
For the practical assignment, participants will develop a project proposal that addresses a specific social issue within their community. The proposal should outline the project's objectives, target population, and expected impact. Participants must also demonstrate how they plan to apply three key soft skills in their project (e.g., communication, leadership, adaptability) and how these skills will help them achieve their goals.

Summary:
Soft skills are essential for successfully navigating the challenges of both project management and social entrepreneurship. Mastering these skills helps to create meaningful relationships, build networks, and find opportunities for growth and collaboration, ultimately contributing to the success of projects aimed at social impact.

Key Concepts:
- **Soft Skills**: These are the personal attributes that enhance an individual's interactions, career prospects, and overall performance. In project management and social entrepreneurship, these include communication, leadership, adaptability, and problem-solving.

- **Project Management**: The ability to manage, lead, and deliver a project successfully, including planning, execution, and monitoring progress.
- **Social Entrepreneurship**: Creating innovative solutions to social problems, balancing profit with social impact, and focusing on creating sustainable change.

Questions:
1. **What are the essential soft skills for project managers and social entrepreneurs?**
   - Consider skills like communication, leadership, networking, and adaptability. How do they specifically help in these fields?
2. **How does mastering leadership skills help in coordinating a team and achieving project goals?**
   - Discuss how leadership impacts team morale, productivity, and the ability to overcome challenges in project management or social initiatives.
3. **Why is networking crucial for social entrepreneurs and project managers?**
   - Think about how networking can provide resources, partnerships, and opportunities to scale projects or initiatives effectively.

Exercise:
Task: Write down ideas for a project that you could propose to an association or community group. Focus on using the soft skills you have learned in this course to help the project succeed.

Example:
Project: Organizing a community event to raise awareness about environmental sustainability. The goal is to educate the public on recycling practices and raise funds for local environmental initiatives.
- **Identified Need**: The community lacks knowledge about recycling and sustainability practices, and local environmental organizations need funds for further outreach programs.

Soft Skills Used:
1. **Effective Communication**: To spread the word about the event, ensuring the message is clear and motivates people to attend and participate.
2. **Networking**: To connect with local businesses and environmental groups for sponsorships, donations, or collaboration.
3. **Leadership**: To lead the planning, coordination, and execution of the event, managing volunteers and guiding them toward the shared objective.

Instructions:
1. Define a clear objective for your project (e.g., fundraising, education, community engagement).
2. List the key soft skills you will use in your project (e.g., communication, leadership, adaptability).
3. Explain how these skills will be applied to successfully achieve the project's goal.
4. Describe the target audience and how you will engage them (e.g., social media, flyers, word of mouth).

5. Identify potential partners or collaborators you could work with (e.g., local businesses, community leaders).

Additional Exercises & Tips for Success:

1. **Developing a Project Plan**:

Create a simple project plan using the soft skills you have developed. For example, outline your objectives, stakeholders, resources, and timeline. Identify potential risks and challenges and how your leadership and adaptability skills can help mitigate these.

2. **Building a Community Network**:

Focus on building relationships with individuals who share your vision for change. Attend community events, engage on social media, and seek out mentorship opportunities to expand your network.

3. **Conflict Resolution in Teams**:

Discuss a scenario where team members disagree on a project approach. How would you use communication and leadership to resolve the conflict and keep the project on track?

4. **Feedback and Reflection**:

After completing your project, gather feedback from participants and collaborators. Reflect on what worked well and what could be improved. Consider how you can apply this learning to future projects.

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Course 4: Project budget management (Creation, Planning, and Monitoring Expenses and Activities)

Content:

- Writing a project budget: how to create and manage a project budget.
- Eligible and ineligible expenses in a project.
- The own contribution in a project.
- Activity diagram: planning and tracking progress.

Summary:
Communication skills are essential for the success of any project. At the same time, financial management skills, including creating a budget, identifying eligible and ineligible expenses, and establishing an own contribution, are fundamental for the proper implementation of a project. An activity diagram helps in planning and tracking the project's progress, serving as a crucial tool to ensure success and meet deadlines.

Verification Questions:

1. How do you write a project budget and what should you include in it?
2. What are the eligible and ineligible expenses in a project?
3. What does the own contribution in a project represent and why is it important?
4. What role does the activity diagram play in the success of a project and how can you use it to monitor progress?

Practical Assignment:

Participants will develop a project proposal that addresses a specific social issue in their community. The proposal must describe the project's objectives, target population, and expected impact. Participants will create an estimated budget for the project, specify eligible and ineligible expenses, and include an own contribution to the project. They will also create an activity diagram to plan the necessary steps for carrying out the project

This exercise will help you understand the practical steps of drafting a business plan.

Course 4: Project budget management (Creation, Planning, and Monitoring Expenses and Activities)

The objective of this course is to develop essential skills for project management and social entrepreneurship, including creating a project budget, understanding eligible and ineligible expenses, determining the own contribution, and using an activity diagram for effective project planning and implementation.

1. Writing a Project Budget

A project budget is an essential component of any project proposal as it defines all the costs required for its implementation. Creating an accurate and detailed budget is crucial for ensuring the financial success of the project and attracting funding. A well-prepared budget allows for efficient resource management and contributes to increasing the credibility of the project.

Steps for creating a project budget:

1. Defining the activities and necessary resources:

- Start by describing the key activities of the project and the resources needed to implement them. For example, if the project involves organizing an event, you will need to consider costs for the location, logistics, promotion, etc.
- Estimate the number of resources required for each activity. For example, how many people will work on the project, how many work hours will be needed, and what equipment is essential.

2. Expense categories:

- Personnel: Salaries, taxes, training for the project team.
- Materials and equipment: Costs for purchasing or renting necessary equipment (e.g., laptops, projectors, flipcharts, etc.).
- Events: Venue rental, catering, advertising, and promotion costs.
- Transport and travel: Costs for transporting the team or participants, accommodation, etc.
- Consulting or external services: If the project requires external expertise (e.g., financial consulting, marketing).

3. Estimating costs:

- After identifying the activities and resources, estimate the costs for each component. If you do not have concrete offers, you can make estimates based on previous experience or market research.
- Include a contingency margin for unforeseen expenses (usually between 5-10% of the total budget).

4. Check the funding sources:

- Make sure the budget aligns with available funding sources. Some funding sources may cover only specific types of expenses (e.g., EU funds for education may cover training costs but not administrative expenses).

5. Allocate resources:

- After detailing the costs, allocate the corresponding financial and human resources to each activity. Also, set clear deadlines for payments and purchases.

2. Eligible and Ineligible Expenses in a Project

In the context of a project, especially when obtaining external funding (e.g., EU or government funds), it is important to know which expenses are eligible (covered by the funding) and which are ineligible (must be covered by own sources or other funds).
Eligible expenses are those that can be reimbursed by the funder and are directly related to the implementation of the project's activities.

Examples:

- Personnel costs: Salaries of the project team, including taxes, benefits, and other associated costs.
- Training costs: Training courses for team members.
- Event organization expenses: Venue rental, logistics, promotion, catering.
- Materials and equipment necessary for the project: Purchasing or renting equipment directly related to the project (e.g., computers, specialized software).

Ineligible expenses are those that cannot be reimbursed and are not covered by the funder.

Examples:

- Indirect administrative costs: Operational expenses of the organization (e.g., office rent, utilities, general office supplies).
- Capital purchases: Purchasing land or buildings.
- Personal promotion expenses: Costs for general advertising of an organization that are not directly related to the project.

It is essential to know the financial rules of the funders to avoid exceeding the limits they set and to prevent the risk of not receiving the necessary reimbursements.

3. Own Contribution in a Project

The own contribution represents the resources you bring to support the project, usually in the form of money, labor, or equipment. It may be a requirement imposed by funders to demonstrate the beneficiaries' commitment to the success of the project and to reduce financial risks.

Types of own contribution:

1. Financial contribution: Direct money or financial resources allocated to cover part of the project costs.
2. Voluntary labor: Providing unpaid work time for implementing activities, including human resources (e.g., volunteers helping with event organization).
3. Material resources: Providing equipment or facilities without costs to the project (e.g., offices, venues for events).

Importance of own contribution:

- Demonstrates commitment: Shows that there is a real interest in the success of the project from the beneficiary.
- Increases credibility: Funders will perceive that the project is actively supported by the organization.
- Reduces financial risks: Ensures the funder that there is a solid financial support base for the project.

4. Activity Diagram

An activity diagram is a visual tool that helps in planning, coordinating, and tracking the progress of activities within a project. It helps the team stay focused on objectives and provides a clear vision of the necessary steps to complete the project.

How to create an activity diagram:

a) Listing activities: Break the project down into key activities that need to be carried out. Each activity should have a clear purpose and a defined outcome.
b) Establishing the order of activities: Identify which activities depend on others and which can be done simultaneously. For example, you cannot organize an event without reserving the venue, but other activities like promotion can begin simultaneously.
c) Estimating the duration of activities: Assign a clear time frame to each activity and estimate how long each will take.
d) Allocating resources: Define the resources (human, financial, material) needed for each activity.
e) Monitoring progress: Use the diagram to track whether the activities are being completed according to plan. As the project is implemented, review the diagram and make any necessary adjustments.

Summary:

In conclusion, a successful project requires not only communication skills but also solid financial competencies. Creating a clear budget, understanding eligible and ineligible expenses, as well as determining an own contribution, are essential for obtaining funding and properly managing resources. Additionally, an activity diagram is an important project management tool, ensuring that all activities are completed on time and according to plan.

Exercise:

Task: Prepare an estimated budget for the project you proposed earlier, identifying eligible and ineligible expenses and adding an own contribution. Also, create an activity diagram to plan the necessary steps for carrying out the project.

Questions:

What are eligible and ineligible expenses in a project?
What role does the own contribution play in a project, and how does it influence its success?
How is an activity diagram created, and what role does it play in the success of a project?

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Course 5: The Importance of Marketing in Entrepreneurship

Content:

- Promotion strategies for NGOs and entrepreneurs.
- Advertising between marketing and social.
- The importance of advertising for the economy.
- Developing a communication strategy.

Summary:
Marketing is an essential process for entrepreneurial success, connecting customer demand with supply through effective strategies. Advertising plays a central role in promoting products and services, contributing to sales growth and strengthening brands. Brand storytelling and creating emotions through storytelling are modern techniques that help differentiate in a crowded market. Advertising not only stimulates the economy but also contributes to social cohesion and shaping cultural values.

Verification Questions:

1. What does marketing represent, and what is its main purpose?
2. How does advertising help create a strong brand?
3. Why is using storytelling important in advertising?

Practical Assignment:
Participants will create a simple promotion strategy for a charitable campaign organized by their association. The activity must include:

- Choosing a main message to grab attention (e.g., "Help us make a difference").
- Proposing two promotion methods (e.g., organizing a local event, social media posts).
- Creating a short advertising text for social media (maximum 3 sentences).

Example text:
“Support the education of children in our community! With just 5 euros, you can help purchase school materials. Donate now and be part of the change!”

Course 5: The Importance of Marketing in Entrepreneurship

What is Marketing?

- Marketing is the process by which your business identifies and creates needs for consumers, motivating them to buy products or services.
- The purpose of marketing is to connect customer demand with your offer, using strategies like advertising, market research, and communication.
- Simple example: If you're launching a new product, marketing helps you understand what people want and how to present the product to make them buy it.

Promotion Strategies for Entrepreneurs and NGOs

Marketing is the process of creating needs among consumers for a product or service, motivating its sale, and distributing it to consumers for profit, according to Brech, E.F. (Principles of Marketing, 1953). Marketing largely uses advertising, and its action of creating purchasing needs is indispensable in serving the objectives of this synthetic economic domain, along with specific tools from sociology like opinion polls or interviews.

Advertising is the "fuel" that drives the economy; it powers business success. It is essential for making a product known and convincing customers to choose a particular brand.

- From social media ads to TV commercials, advertising draws attention to a business.
- Personal branding helps the company position itself as a trusted market leader.
- By building a positive image, the company becomes recognized and associated with successful values.
- Social media and online platforms are powerful tools for entrepreneurs. Through Facebook, Instagram, or TikTok, you can reach a broad audience without high costs.

Advertising, defined by its seductive skills, has become the key ingredient for business success in this century. Advertising is now unstoppable, wherever it goes. Brands have become a social and cultural phenomenon with extraordinary power over the economy. And this power, initially driven by necessity, will continue to grow, inevitably reaching saturation.

The essential role of advertising remains knowledge, because brands exist not only because entrepreneurs created them, but because most of us desire them, support them, and provide them with vitality by purchasing them. The emergence and evolution of advertising is determined by the development of modern society. It helps us choose quickly and easily in an overcrowded environment full of background noise.

Advertising Between Marketing and Social. The Story of Advertising

From the barter exchange of products to the digital age, advertising has evolved:

- Initially, the focus was on the product's quality.
- Today, advertising creates emotional stories to connect consumers with brands.

- The current trend is evident in the use of storytelling to captivate attention, while Native Advertising (promotion through authentic content) is becoming increasingly popular.

The first signs of advertising appeared 3,000 years before Christ! Gradually, advertising became overwhelming, and consumers became indifferent. Thus begins the story.

Thousands of years ago, survival was people's main concern. People traded, and many products did not exist. People were illiterate, so advertising was unnecessary. The world of spoken words was all that existed and mattered.

As time passed, before the 20th century, the industrial era began, followed by an overwhelming wave of advertising messages for the next 120 years. Advertising takes on different forms to capture attention.

In **the pioneering stage**, advertising emphasized the **product's quality**, according to Vasile Dâncu (in the work Comunicarea simbolică. Arhitectura discursului publicitar, 1999), focusing on conveying informational messages. Later, due to increased production and the emergence of similar products, it had to change its strategy, focusing on product differentiation and appealing to emotions (Goddard, Angela, Limbajul publicității, 2002). Thus, **the era of selling images** and symbols began. This is evident when we closely examine a few advertising images and try to understand the mechanisms behind the message, identifying all types of signs: linguistic, iconic, plastic, and symbols that make up the message.

From advertising based on motive to advertising defined by campaign creation, and later, **advertising that appeals to emotions,** it evolved into advertising defined by market research, followed by advertising driven by product differentiation, and today, advertising revolves around stories and core values. Content creates the brand's story, and stories matter. The story is the one that stimulates the infusion of visual content, the only one capable of breaking the shell of the nut and penetrating the interior, the only one able to capture the consumer's interest.

Stories are universal, crossing the barriers imposed by culture, age, and language. They create emotional connections between people. Storytelling has always been important in advertising, but today, ads that tell a story reach a new level of significance in the content creation era. Consumers have time for good stories.

In marketing, advertising is not defined **as a communicative act**, but it has definitions and applications as a tool for increasing sales. Therefore, from a marketing perspective, advertising is not just one of the components of promotional activities in the marketing mix, but an important part of marketing policy concerning brands and companies. **Advertising transforms consumer demand into buying behavior. This idea is highlighted by Brech, who captures the intersection of these promotional areas, defining marketing in terms of the need for consumption.**
Advertising captures people's attention differently. The continuous flow of advertising information invades consumers daily. The large number of ads broadcast daily is very hard to

track and impossible to memorize, and people filter all this information. They become more receptive to messages that interest them, messages that break through the barriers of everyday life and reach either their mind or heart.

The significant role lies in the impact of the message on the audience and the correlation between the message and its adaptation to the client's preferences.

Therefore, advertising bases its promotion strategy on high repetition rates through all possible communication means and various media to ensure the message will be remembered by the target audience and beyond.

Importance of Advertising for the Economy:

- Advertising helps consumers make decisions more easily by providing information about products and services in a crowded market.
- By creating stories around brands, advertising generates emotions and stimulates purchases.
- Example: A brand promoting sustainable products not only sells but inspires the community to adopt a more responsible lifestyle.

The public will perceive the advertising message through the continuous appeal to all the experiences accumulated in their memory, eventually becoming "the sum of their personal events and cultural facts" (Abraham A. Moles, Sociodinamica culturii, 1974) and, implicitly, the sum of all the advertising messages they have been exposed to.

The unprecedented rise in the number of advertising messages, especially the upcoming growth, is predicted to be explosive. Consumers have self-educated, become more selective about the advertising invasion, and more demanding regarding advertising communication. Advertisers have reacted, creating persuasive and effective ads, sensitive and impactful, to break through consumers' protective barriers.

This new reality required changes in media strategies in line with new exposure and perception conditions for ads, adapted to research results that have refined and increased the accuracy of reaching the consumer.

How Advertising Works?

- Ads are processed differently by each person, depending on education, experiences, and values.
- Successful ads target either the consumer's reason or emotions. They must be repeated on different channels (TV, social media, outdoor) to be remembered.
- Result: A well-crafted ad transforms curiosity into a desire to buy.

What is the Social Role of Advertising?

- Advertising is more than just a promotion method – it creates social cohesion, shapes values, and influences societal norms.

- For example, campaigns promoting environmental protection or civic education have changed people's perceptions of global issues.

Developing a Communication Strategy:

The communication strategy involves defining the role of the advertising campaign, which can take several forms:

- Changing the positioning of a brand in a particular market.
- Communicating the benefits of a product to a different audience than the existing one.
- Launching a new product/service, etc.

This activity lies at the intersection of the marketing requirements of a brand producer and the desires and needs of consumers. The strategic planning specialist represents the consumer in an advertising agency, maintaining the link between advertising specialists and consumers, interpreting research results flexibly, and finding favorable ways to develop the advertising campaign.

In any such endeavor, it is essential to understand the needs, desires, habits, lifestyle, etc., of the consumers who will be the target audience of the advertising communication.

Additionally, at this stage, it's necessary to distinguish between the primary and secondary objectives of the communication campaign, setting priorities and answering the questions: Who is the customer? Who decides on their behalf?

Strategic planners collaborate with the account director and the creative team. The account director oversees the entire creative process, taking responsibility for the strategy and writing the creative brief.

1. Evaluating the Current Situation:

The main goal is to complete market knowledge and identify relevant information for marketing activities. This stage includes:

- Segmenting the market – “the process of dividing a broad, heterogeneous market into smaller, more homogeneous submarkets based on consumer characteristics to create personalized advertising campaigns.”
- Identifying consumer needs – aimed at developing messages to satisfy these needs.
- Competitor analysis – understanding the positioning and communication methods of the competition.
- SWOT analysis (strengths, weaknesses, opportunities, threats) – to understand internal and external factors that could affect the communication strategy.

2. Establishing advertising objectives

These directly derive from marketing objectives and from the analysis of issues identified through market research. They must be adapted to the specific characteristics of the targeted group.

Although a promotional campaign includes marketing objectives, the advertising objectives, which are primarily communication objectives, must be very clear and specific. They may aim to:

- Increase brand awareness;
- Determine consumer preferences for a particular brand over others;
- Encourage consumers to try to purchase the brand or product;
- Create a brand image in the case of launching a new product;
- Build consumer trust in the brand;
- Change perceptions of the brand;
- Relaunch or reposition the brand;
- Foster brand loyalty among consumers.

3. Developing the strategy

The strategy is based on the fundamental principle that a brand's image is built through all of its touchpoints with consumers, through all forms of communication (packaging, price, product range/line, market distribution, sales method/store display, advertising, events).

The most important element is determining the brand positioning, meaning identifying the "perceptual space" where the brand should be positioned in the consumer's mind. Brand positioning starts from that element, called the "discriminator", which can be concrete or symbolic, emotional or rational, that motivates the consumer to buy the brand. The "discriminator" or differentiator must be chosen in a way that makes it visible to consumers. Once identified, target groups are established, and their reactions are anticipated as much as possible.

4. Evaluating the effects of the advertising campaign – This includes:

- Pre-launch evaluation/pre-testing through qualitative research methods (focus groups or interviews), where TV or radio spots, press layouts can be tested;
- Post-campaign evaluation/post-testing through quantitative research, which measures elements like brand awareness levels, understanding of the message, and consumer attitude toward the brand.

To create a successful advertising communication strategy, a good understanding of the product to be promoted is essential, which involves collecting relevant information.

Every product goes through 3 stages in its "life cycle":

A. **Pioneering stage** typically represents the period immediately after the product launch when it must establish itself and occupy a position in the market. At this stage, it's necessary to inform and educate potential buyers. Therefore, more than just presenting the product is required; new consumption habits must be created, old ones must be changed, and new ways of using the product must be developed. The main objectives are: **educating** the consumer about the new product or service and highlighting the **advantages** it offers that similar products or services have not offered before.

B. **Competitive stage**, in which the product is known to consumers, and its utility is recognized. Now, its superiority over others must be asserted so that consumers will choose it.

C. **Retention or reminder stage** is when the product reaches maturity and widespread acceptance by consumers, maintaining its position in the market mainly due to its established reputation. At this stage, it’s necessary to remind consumers that the product exists.

   This phase can become the starting point for a new cycle, where the product is relaunched through an advertising campaign that highlights features and characteristics that were not previously communicated.

In relation to other forms of communication, integrated marketing involves transforming a linear process into a circular one, a process that never ends, as long as the company or organization operates and, naturally, seeks to achieve commercial profit or visibility and popularity in its social environment.

Integrated communication involves the relational and unified, coherent approach to internal and external communication, strategic objectives, and information about the target audience. It is a continuous process of evaluating diverse communication tools, resources, messages, and available experiences. Moreover, integrated communication is a management tool, as many of the organizational management issues are communication problems. “Effective management can only exist with a communication integration system where external messages and information are correlated with internal objectives and the resources available to achieve them.” (Stoiciu, 2006).

Summary:
Marketing is the process by which a business identifies and creates consumer needs, connecting the offer with demand through strategies like advertising, market research, and communication. Advertising is an essential element of marketing, serving to capture attention and influence purchasing decisions through storytelling and emotions.

Communication strategies involve positioning, differentiation, and evaluating the effectiveness of advertising campaigns, tailored to the target audience's needs. Integrated communication and storytelling are crucial to success in modern marketing. Advertising contributes not only to increased sales but also to shaping social values.

Questions:

1. What is the difference between advertising and marketing?
2. Why is storytelling important in modern advertising?

3. How does advertising influence consumer purchasing decisions?
4. What role does the product positioning strategy play in the success of an advertising campaign?

Exercise:

Imagine you are working on promoting a project you have worked on so far, which aims to support a certain category or introduce a product or service you have created. Follow these steps to develop a simple plan:

1. Identify the target audience (age, interests, needs).
2. Establish an advertising message that captures attention. (Formulate a clear and attractive message that grabs the target audience’s attention. It should convey what you offer and why it's important.)
3. Choose two promotion channels (e.g., posters, social media, community events).
4. Propose a method to evaluate the success of the campaign (e.g., survey, sales).

Campaign example:
Project: Organizing a cultural event that promotes traditions from various countries.

1. Target audience: Local families in Luxembourg, including migrants and Luxembourgers, interested in cultural diversity.
2. Advertising message:
   "Travel through the cultures of the world in one day! Come discover dances, foods, and stories from various countries. Free entry!"
3. Promotion channels:
   Social Media: Facebook and Instagram – posts with colorful images, stories about participants, and direct invitations to communities.
   Posters: Placed in libraries, schools, and community centers in Luxembourg.
4. Method for evaluating success:
   Number of participants at the event.
   Social media interactions (likes, comments, shares).
   Feedback from participants through a short survey conducted at the end of the event.

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Course 6: Constant Evaluation of Entrepreneurial Activity/Project Performance

Content:

- Evaluation of Entrepreneurial Activity
- Project Evaluation
- Staff Evaluation Policy

Summary:

Evaluation can be done at the end of the project, but it is also necessary throughout the stages to make the right decisions, provide a perspective on progress, and assist in planning future initiatives. Professional integration is an ongoing process.

Verification Questions:

1. How can you evaluate the activity of a project?
2. How can you assess if a project was successful?
3. What does the staff evaluation policy refer to?

Practical Assignment:

Participants will write a short report about what they have learned from the course and how they will apply this knowledge in the future.

Course 6: Constant Evaluation of Entrepreneurial Activity/Project Performance

Understanding the importance of constant evaluation in entrepreneurial activity is very important. Evaluating a project's progress, clearly planning the stages, and identifying resources that support long-term sustainability are key to guaranteeing the success of a project.

Evaluating Entrepreneurial Activity:
Constant evaluation is the process of gathering and analyzing information throughout the project to determine progress and adjust the strategy according to current needs. Unlike final evaluation, which provides a retrospective view, constant evaluation allows for real-time decision-making.

Types of Evaluation:

1. Formative Evaluation:

- Conducted during the project.
- Provides information about the progress of stages and allows for plan adjustments.

Examples: Mid-project surveys, feedback from beneficiaries.

2. Summative Evaluation:

- Conducted at the end of the project.
- Analyzes overall results, comparing them to initial objectives.

Examples: Impact reports, post-project studies.

Constant evaluation helps with:

- Quickly identifying problems and opportunities.
- Making decisions that optimize resources.
- Creating a continuous learning framework for the team and organization.
- Increasing transparency and trust in relationships with funders and beneficiaries.

Evaluation Tools:

1. Surveys and Questionnaires:

• Can be used to collect feedback from beneficiaries or partners.
Example: "How would you rate the usefulness of our activity on a scale of 1 to 5?"

2. Key Performance Indicators (KPIs):

• Examples: Number of beneficiaries, participation rate, positive feedback.

3. Interviews and Focus Groups:

• Helps to gain detailed perspectives on participants' experiences.

4. Cost-Benefit Analysis:

• Assesses whether the benefits achieved justify the investments made.

Project Evaluation:

Project evaluation is done to identify what went well and what didn't. Evaluation can occur both during the project (active evaluation) and after it ends (post-project evaluation). This process, which involves reflecting on how the project unfolded, can be difficult to perform because, at the end of the project, the team's motivation and enthusiasm are often low, and people usually tend to remember and talk about what went well, not what was done poorly.

Active Evaluation

Active evaluation should focus on continuously improving how activities are conducted within the projects. Therefore, it's useful and important to discover:

- What has been done so far?
- What were the consequences of actions taken?
- What went well and what went wrong?
- When were abnormal situations identified?
- What were the causes?
- How were errors corrected?
- What was learned from these issues?
- What should be changed to prevent them from happening again?

Post-Project Evaluation

All the experience gained during the project must be documented in a report so it can serve as an important reference for future projects. Everything learned from the project should be reflected in future organizational policies. The results of this evaluation should be included in the final report prepared by the project manager.

Special attention should also be given to the technical evaluation of the project. It is important to discover how the project team overcame the technical issues that emerged. For this, it's necessary to review:

- Whether the originally available technology allowed the project's requirements and specifications to be met.
- Whether this technology was improved during the project, how, and with what results.
- Whether this technology can be used for other projects.
- What training programs were needed for the project team to perform well.
- What additional equipment was needed and what tests were performed.
- What expert consultation was required.

Team Members' Performance

Employee performance evaluation is closely related to how tasks are assigned to them. The easiest way for a project leader to evaluate performance is by measuring results—the visible effects of the person's work—without considering the effort invested, especially when that effort leads to actions that don't have beneficial short-term effects on the project. On the other hand, a project leader who wants to be "fair" may evaluate the total efforts put forth by an employee (whether actual or declared), without identifying the percentage of actions that led to favorable outcomes (effects).

Probably the best approach to evaluation is to consider (as Aristotle said in his famous "golden mean" theory) the middle path. A correct and fair evaluation should take into account both effectiveness, efficiency, and the efforts made by a team member to contribute to the overall success of the project or to building long-term collaboration within the team.

To introduce a degree of objectivity into the performance evaluation process, systems for periodic performance measurement can be designed. These systems should highlight an employee's development within the company throughout their career. Such an approach should emphasize:
a) The personal and professional expectations outlined during the hiring interviews;
b) The first professional evaluation made at the time of hiring;
c) The baseline evaluation, conducted 3-6 months after joining the organization, once the employee has passed the adaptation phase and after mutual expectations between the employee and the company have been clarified;
d) Periodic evaluations conducted every 3-6 months by the line manager (functional);
e) Evaluations at the end of each project, conducted by the Project Leader (LP).

The staff evaluation policy should be aligned with the employee's hierarchical level and their tenure in the company. Expecting the same level of performance from two employees—one with three years of experience and another who has been employed for only three weeks—is unrealistic. Similarly, the need for control is more evident in a person who has recently joined the project, compared to one who has been involved since the planning stages.

The personal and professional objectives of each subordinate should be established by the LP together with the employee and noted on the evaluation form as future milestones in the employee's activity.

Returning to control, a good project leader will avoid two extreme attitudes:

Overcontrol, manifested by:
- Wanting to know everything that is happening within the project.
- Not allowing subordinates to make decisions (even minor ones).
- Focusing too often on details (almost always irrelevant and time-consuming).
- Strictly and harshly defining everyone's role and position within the project.

Lack of control, manifested by:
- Being absent all the time ("...The boss doesn't absent himself; he's held up by other problems...").
- Not answering calls or questions from team members.
- Avoiding decision-making.
- Failing to establish clear communication channels, allowing things to "run on their own," based on an illusory inertia.

The most appropriate attitude is one of balance, finding ways to control that give subordinates who have the necessary individual skills the freedom to make decisions, while providing additional guidance to new employees or those with less experience in their field.

Such a system defines SMART objectives for individual activity, where achievement is clear both for the person concerned and for the project managers.

Effective control is intertwined with personal skills and teamwork abilities, which will be discussed in Chapter Four.

If the **evaluation of team members' performance** has a direct impact on the individual, task execution and monitoring activities have an immediate impact on the objectives of the ongoing project.

The evaluation of task execution should occur in all three stages below, but particularly in the first two:
a) At the task definition stage and when assigning the execution to a team member, by highlighting risky aspects and emphasizing preventive actions that need to be taken;
b) During task execution, when adjustments can be made quickly and easily to achieve the desired objective;
c) After execution, to verify the correctness of the execution, adherence to budget, time limits, and the required quality specifications.

Questions:

1. What is the purpose of the final evaluation of a project, and what does this process involve?
2. Why is active evaluation important in comparison to post-project evaluation?

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