



FAME
Family Business
Sustainability
and Growth

ERASMUS+ KA2 Strategic Partnership
2016-1-HU01-KA203-022930
FAME – Family Business Sustainability and Growth

TRANSNATIONAL PARTNER MEETING

5th (Final) MEETING

MEETING MINUTES

5th partner meeting

Date: 8-9 November 2018

Venue:

Budapest Business School

29-31 Markó utca, H-1055 Budapest

Host partner: Budapest Business School



Contact details:

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Planned participants of the meeting

Budapest Business School, HU (P1) – Coordinator, Host partner

- Balázs HEIDRICH
- Sára CSILLAG
- István ÁBEL
- Karina SZÁSZVÁRI
- Andrea MADARASI-SZIRMAI
- Miklós LOSONCZ
- Péter SOLTÉSZ
- László VARGA

Leeds Beckett University, UK (P2)

- David DEVINS
- Brian JONES

Cracow University of Economics, PL (P3)

- Jan BRZOZOWSKI
- Hanna KELM
- Marek SZARUCKI

MAC-TEAM, Belgium (P4)

- Pascal ECHARDOUR

CEPOR – SMEs and Entrepreneurship Policy Center, HR (P5)

- Mirela ALPEZA
- Danica ETEROVIC

Confederation of Hungarian Employers and Industrialists, HU (P6)

- Gabriella WÁGNER-TOMCSIK

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AGENDA

Detailed programme

DAY 1 (8 November 2018, Thursday)

Morning session

Timing	Programme	Lead/responsible
10:00	Arrival, coffee, registration	
10:30	Welcome by the host partner	Balázs HEIDRICH / István ÁBEL, BBS
10:40	Summary of the activities after the fourth partner meeting	István ÁBEL and László VARGA, BBS
11:00	Summary of the work packages WP2 Collating – objectives, process, results, evaluation	Miklós LOSONCZ, BBS
11:15	Summary of the work packages WP3 Curriculum (content) development (module handbooks, national specifications) – objectives, process, results, evaluation by the module leaders	Brian JONES, LBU László VARGA, BBS Jan BRZOZOWSKI, CUE Romana PASZKOWSKA, CUE moderated by István ÁBEL, BBS
12:15	Coffee break	
12:30	WP4 Online development – objectives, process, results, evaluation	László VARGA, BBS
13:00	Lunch break - Buffet lunch	

Afternoon session

Timing	Programme	Lead/responsible
14:00	WP5 Work-based learning plan – objectives, process, results, evaluation	David DEVINS, LBU Jan BRZOZOWSKI, CUE and István ÁBEL, BBS
14:30	WP6 Dissemination Piloting – Student + Family Business workshops – objectives, process, results, evaluation	David DEVINS, LBU Jan BRZOZOWSKI, CUE and László VARGA, BBS moderated by István ÁBEL, BBS
15:30	Coffee break	
15:45	WP6 Dissemination – dissemination materials, website update(s) and international conference participation	moderated by David DEVINS, LBU

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16:15	Exploitation and sustainability - Course descriptions and advertisement materials - Commercialisation - completion of course offers	David DEVINS, LBU Jan BRZOZOWSKI, CUE Sára CSILAG / Andrea MADARASI-SZIRMAI, BBS
16:45	Exploitation and sustainability - National accreditation/registration documents - Starting the accreditation/registration of the courses - Memorandum of Understanding (MSc, Summer University, etc.)	David DEVINS, LBU Jan BRZOZOWSKI, CUE Sára CSILAG / Andrea MADARASI-SZIRMAI, BBS
17:30	Wrap-up session	
17:45	End of the day	
19:00	Project dinner	

DAY 2 (9 November 2018, Friday)

Morning session

Timing	Programme	Lead/responsible
09:30	Arrival, registration, coffee	
10:00	WP8 Quality Management Dashboard update, quality control, final deliverable reviews	Pascal ECHARDOUR, MAC-Team
10:45	WP1 General project management Management and financial issues, preparation for the final reporting	László VARGA, BBS
11:30	Coffee break	
11:45	Other issues – follow-up possibilities	Moderated by Péter SOLTÉSZ, BBS
12:15	Action planning till the submission of the Final Report – To Do list with deadlines and responsibilities	Moderated by István ÁBEL and László VARGA, BBS
12:45	Wrap-up session	
13:00	End of the meeting – Buffet lunch	
14:00	Optional social programme – Visit to the House of Parliament (TBC)	



MEETING MINUTES

Welcome and opening

Prof Balázs Heidrich, the rector of Budapest Business School, opened the final partner meeting, where all the six partners represented themselves. In his opening speech Balázs Heidrich introduced the Entrepreneurial University concept of BBS and talked about the research and development actions of BBS in the field of Family Businesses (INSIST and FAME projects as the latest elements of the entrepreneurship projects' chain, and the FB research programme of the Budapest LAB, the Entrepreneurship Centre of BBS). He also emphasized the role of the Doctorate School on Entrepreneurship, which is under accreditation.

The rector underlined the importance of integrating the training outcomes into the curriculum systems of the partner universities. While the introduction of the modules – as a master specialisation – into the MBA systems seems to be relatively easy, offering trainings based upon the outcomes in the frames of adult education poses problems.

As part of the potential exploitation activities, Balázs Heidrich mentioned the possibility of a summer university/school (for example for Asian students) with one-week training programme in Budapest and another week Cracow. With right marketing large student populations can be attained.

Summary of the activities after the 4th (Cracow) meeting

The meeting started with the summary and short evaluation of the activities between the 4th and the 5th meeting by László Varga and István Ábel (BBS). They said that the mentioned period was very productive; the project partners worked hard on e-learning materials, the final Module Handbooks and arranged the pilot actions as part of the multiplier events both for students and Family Businesses as it was planned in the project proposal. Dissemination and preparation for the exploitation and sustainability activities were also important after the Cracow meeting. The implementation is in time, no need for the extension of the project duration, the partnership will finish the work in time and with the foreseen quality results/products.

WP2 Collating of the results of the off-project preparatory research

Miklós Losoncz (BBS) made an overview on the Collating activities of the project – first of all focusing on publication issues related to collating (and curriculum development) and mentioned the planned special issue of the Prosperitas, (scientific periodical of BBS) to be devoted to FAME, as part of the dissemination activities. More details are available in the PPT presentation of Miklós Losoncz.

WP summary:

Collection of research results – books, articles, publications, etc.

- Connecting to all the 4 modules – in English, Polish and Hungarian

Collating summaries on module level (4)

- Collating reports to all the 4 modules – summary of the synthesized documentations



Collating Summary of the literature (1)

- Final deliverable of IO1 – based on the 4 module level summaries

Overview of the teaching modules in terms of consistency (1)

- Review of the module outlines

Documentation of the IO was finalised to the Progress Report and no need to change for the Final Report.

The FAME team of BBS plans to publish the special issue of Prosperitas with articles based on the four modules handbooks (and their parts/chapters were written by the trainers of BBS) and with an article on the e-learning material development process and methods. Another proposal raised that another special issue of the periodical can be published after the end of the project with articles from all the three universities and common articles on the topics of the four modules of FAME.

Regarding this proposal the Polish partner declared that, according to the decision of the governance of their university, they are not supposed to work on articles for a not-rated periodical. Nevertheless, Jan Brzozowski and Marek Szarucki work for (and developed it from zero) a journal of CUE called EBER Journal (Entrepreneurial Business and Economics Review), so they can help in the development process of Prosperitas with suggestions, advices.

The Leeds Beckett team did not rule out the possibility of joint publications (research articles written in international collaboration). Besides, David Devins mentioned that they have good connections with rated periodicals/journals, so they try to suggest other platforms for common publications based on the research inputs from the FAME project.

WP3 Curriculum (content) development

The module leaders (Brian Jones on M1, Jan Brzozowski on M3, Judit Sági replaced by László Varga on M2, and Romana Paszkowska replaced by Jan Brzozowski on M4) summarized the most important elements of the curriculum development process and introduced the results/products (Module Handbooks, National Specifications, E-learning materials) and their piloting process and evaluation results shortly. They emphasized the importance of the transnational training event in Leeds, which was necessary for the curriculum development to the definition of the different parts, chapters, elements of the modules and for the agreement on the work distribution among the module members.

Brian Jones also raised the following issues connecting to exploitations (these questions were discussed later at the meeting). Possibilities include:

- 1] the development of a Master level programme?
- 2] e-learning materials as a starting point for other modules?
- 3] executive education training?
- 4] family business consultancy?
- 5] a base for future research outputs?



Jan Brzozowski highlighted the possibility for asking ISBN numbers to the Module Handbooks and he suggested to add the national specifications to the Handbooks as Annexes. Mirela Alpeza asked to indicate the reviewers of the Handbooks on the final version of the materials. István Ábel had good news for Jan, because BBS arranged the ISBN numbers, and those were received at the beginning of the week (see ISBN numbers below). László Varga promised to check the finalisation/fine-tuning of the Module Handbooks with the requested changes. Now the latest version of the Handbooks are uploaded to the Coospace (for the time being without the National Specification annexes).

More details are available in the PPT presentation of Brian Jones, Judit Sági and Jan Brzozowski on the training material development.

WP summary:

Guidelines to the training material development

- Guidelines to the Module Handbooks

C1 – Transnational training, teaching and learning activity

- 5-day training event in Leeds in May 2017

Module Structure documents (4)

- Module aims, learning outcomes and module content structure to all the 4 modules

Module Handbooks (4)

- More than 150 pages long training materials in all the 4 modules, only small editing works are needed

National specifications (4)

- Summary of country-specific elements from the UK, Poland and Hungary

Expert evaluations

- 2 rounds of evaluations by the experts of Business Hungary, CEPOR and BBS

Documentation of the IO was finalised – except the fine-tuning of the Module Handbooks.

Module Handbooks in details:

Module 1 – Fundamentals of SME Management

157 pages long – 4 Sections, 17 Units – ISBN 978-615-5607-53-0

Module leader: Brian JONES (Leeds Beckett University)

Module members: Nicholas CHANDLER, János Pál NÉMETH (BBS), Marek SZARUCKI, Iwona KUBICA (CUE)

Module 2 – Entrepreneurial Finance

157 pages long – 3 Sections, 13 Units – ISBN 978-615-5607-54-7

Module leader: Judit SÁGI (Budapest Business School)

Module members: Péter JUHÁSZ (BBS), Razaq RAJ (LBU) and Ireneusz GÓROWSKI (CUE)



Module 3 – Family Business Governance, HR and Immigrants' Integration

181 pages long – 3 Sections, 13 Units – ISBN 978-615-5607-55-4

Module leader: Jan BRZOZOWSKI (Cracow University of Economics)

Module members: Sára CSILLAG, Karina SZÁSZVÁRI, Péter CSIZMADIA and Anna Laura HIDEGH (BBS), Nick BEECH (LBU)

Module 4 – Transition Issues

169 pages long – 3 Sections, 11 Units – ISBN 978-615-5607-56-1

Module leader: Romana PASZKOWSKA (Cracow University of Economics)

Module members: Andrea MADARASI-SZIRMAI, Krisztina NÉMETH (BBS), David DEVINS (LBU), Dobrosława WIKTOR-MACH (CUE)

C1 – Transnational training, teaching and learning activity

- 5-day training in Leeds, United Kingdom, hosted by LBU
- 5+2 persons from Leeds Beckett University
- 5+1 persons from Cracow University of Economics
- 7+3 persons from Budapest Business School

Presentations, workshop, group-works, social programmes

Results:

- Personal connections between the module members
- Agreed training material development guide
- Agreed module structures
- Work-distribution between module members
- First insight to the e-learning material development

WP4 Online development

László Varga from BBS (on behalf of Tamás Németh as well) summarized the main steps of the e-learning development process and showed the availabilities of the results/products. There are only some finalisation / fine-tuning work remained after the analysis of the completed questionnaires on the four e-learning modules. These tasks are planned for November 2018.

The final version of the e-learning modules will be available at the project website and the video elements of the materials will be uploaded to the YouTube channel of the Budapest Business School. More details about the work package are in the PPT presentation of Tamás Németh and László Varga.

WP summary:

Guidelines to the e-learning material development

- Guidelines to the e-learning modules + e-learning template



Inputs to the e-learning materials

- PPT slides, self-assessment questions, glossary, introduction of the module members, additional materials

Short films - videos (4+12)

- Introductory video by the module leaders
- Interview videos with Family Businesses (3 short films to all the 4 modules)

E-learning modules (4)

- 4-8 hour long online training materials: <https://www.fame-programme.eu/modules-en/e-open-modules/fame-public-e-learning-course>

E-learning materials are completed; fine-tuning is needed based on the feedbacks of the evaluation questionnaires.

WP5 Work-Based Learning

David Devins (LBU) summarized the process and activities of Work-Based Learning related to the FAME project. He pointed out the similarities and differences in the three countries (UK, Poland and Hungary) concerning WBL. Partners agreed that we need good summary of the WBL issues in the final report taking into consideration what we planned in the project proposal. David also mentioned further opportunities (examples from LBU) which can be interesting for the other partners as well.

Further opportunities for FAME related WBL at LBU

- Guest lectures by professionals/practitioners as part of the curriculum and outside the mainstream curriculum (as part of MBA and other courses e.g. MSc Entrepreneurship and Business Development and LBS Guest Lecture Series)
- Facilitation by tutors using case studies (including those produced by the INSIST project) in Master level programmes
- Immersive Learning based on 'real world' problems – development of scenario for Hydra (?)
- Placements and consultancy projects in/with a business (mixed duration and purposes) – engagement and administration process to incorporate opportunities to work in local family businesses
- Potential family business peer to peer learning network

More details about the WP can be seen in the PPT presentation of David Devins.

WP summary:

Feasibility study (3)

- CUE and Sedlak&Sedlak (on Mod 3 – Section 2)
- CUE and the Polish-Ukrainian Chamber of Commerce (on Mod 3 – Section 3)
- BBS and the Hungarian National Bank (on Mod 2)



Work-Based Learning Review (1)

- Short review on the development of work-based learning in the FAME project by LBU

Work-Based Learning – feedback reports (2)

- CUE – Sedlak&Sedlak and the Polish-Ukrainian Chamber of Commerce
- BBS – the Hungarian National Bank

Feedback reports needs to be edited using the FAME template.

WP6 Dissemination

David Devins (LBU) spoke about the completed dissemination activities and the planned actions for the last 2 months of the project. He asked the partners to write news item on the completed activities to the FAME project website similar to the latest project period after the 4th partner meeting informing the general public about events/publications//news on the FAME project. News item to the website about the following dissemination actions would be useful - contributions by the partners to the FAME Website (<https://www.fame-programme.eu/news-events/news>):

Date	Event	Partner
June 18	Professorial Inaugural Lecture	LBU
Sept 18	Faculty members and the UNESCO Chair in Entrepreneurship at the J.J. Strossmayer University, Faculty of Economics, Osijek	CEPOR
Sept 18	13 th Enterprise Educators Conference, UK, 5 th -7 th September	LBU
Sept 18	Leeds Business School Teaching, Research and Enterprise Conference	LBU
Oct 18	The Buyers' club in Zagreb	CEPOR
Oct 18	ERASMUS Days 2018 with workshops focusing on ERASMUS Mobility and Strategic Partnership co-operations	BBS
Oct 18	Saint-Petersburg State University of Economics conference	BBS
Oct 18	Final conference & workshops – Contemporary challenges for Family Firms	CUE
Nov 18	Business Intermediaries (Lupton Fawcett) coordinating a family business network in the Leeds City Region	LBU
Nov 18	XXXII RENT Conference in Toledo, Spain	BBS
Nov 18	Excellence Programme of BBS and the FAME ERASMUS+ Strategic Partnership	BBS



Nov 18	Conference on the generational transition of FBs by the Budapest LAB Excellence Centre on Entrepreneurship of the Budapest Business School	BBS
Dec 18	Article in "Magyar Gyáripar" about the FAME project based on the content of the second project flyer + short interviews	BBS
Dec 18	Article in a Special Edition special of the scientific periodical of BBS (BBS, November 18)	BBS

Besides, László Varga (BBS) summarized the multiplier events by partners (date, number of participants, number of completed questionnaires).

Remaining tasks:

- Some data should be completed on the attendance sheets.
- Analysis of the completed evaluation questionnaires are in progress.

Multiplier events – Piloting actions

Budapest Business School

Student workshops

6 October 2018 – Module 4 – 14 students / 24 completed questionnaires on Mod 4

12 October 2018 – Module 2 – 16 students / 32 completed questionnaires on Mod 2

Family Business workshops

18 October 2018 – 15 participants / 11 completed questionnaires

21 November 2018 - ??? participants

Leeds Beckett University

Student workshops

20 September 2018 – Module 1 and Module 4 – 44 students / 39-40 completed questionnaires on Mod 1 and Mod4

Family Business workshops

7 September 2018 – 6 participants

15 November 2018 - ??? participants

Multiplier event during the Transnational training event

22 May 2017 – 11 participants (outside the Leeds Beckett University)

Cracow University of Economics

Student workshops

18 and 23 October 2018 – Module 3 and Module 4 – 16 + 11, totally 27 students / 27 completed questionnaires on Mod 3 and on Mod 4

Family Business workshops

1 October 2018 – 31 participants / 27 completed questionnaires

More information about dissemination is available in the PPT presentation of David Devins and László Varga.

WP7 Exploitation and Sustainability

The following topics were discussed regarding exploitation at the final meeting:

- Course descriptions and course offers (advertisement materials)
- Institutional/national accreditation/registration – and connecting documents
- Starting the accreditation/registration of the courses on institutional/national level
- Memorandum of Understanding (MoU) for the follow-up cooperations using the results of the project

The possibilities to offer courses on the basis of the educational outcomes of the project are diverse. Budapest Business School intends to introduce the modules to its Master level training system as a Master specification option. The university partners adopted this idea emphasising that the legal conditions are not always ideal for that. At Leeds Beckett University there is the possibility to revalidate the MBA programme on Family Businesses, and the FAME modules (or parts of the modules) will/can be part of the revised MBA programme. The Polish partner stressed that the outcomes open the way to entrepreneurship trainings for immigrants in Poland. BBS as coordinator asked the partners for sending the connecting documentation to BBS for checking before the middle of January.

The Summer University idea was welcome by all partners wishing to start real commercialisation of the results.

Institutional and/or national accreditation processes have been launched in the partner countries. Significant divergences among the countries' accreditation systems hinder quick mutual recognitions. That is why partners decided to sign a Memorandum of Understanding (see: Annex) on long term post project cooperation aimed at this recognition allowing student and teacher exchanges. Another promising point of the MoU came around the ideas forwarded by the Polish partners.

Follow-up project possibilities:

They stressed that the experiences of the project show the way towards the continuation of joint research in the field of family businesses. Partners agreed upon the elaboration of a cooperation framework in this research area.

At the 4th Cracow meeting Mirela Alpeza mentioned an option for a book/e-book publishing selected parts of the 4 module handbooks – in Croatia there is a grant for this actions. But after receiving ISBN number for the four handbooks it is not relevant now.



WP8 Quality Management

Pascal Echardour (MAC-Team) completed the first analysis of the completed evaluation questionnaires on the e-learning modules and on the project in general (used at the FB workshops). The results are quite good and promising for the future. An important lesson devised from the pilots is the following: pilot participants request more interactivity, more cases/exercises, videos, testimonials – but they are satisfied with the ratio of the theory and practice in the e-learning modules.

Partners decided to close the completion of the pilot questionnaires on 30 November.

After that in December Pascal Echardour will finalise the analysis of the feedbacks, revise (if necessary) his presentation slides.

Detailed analysis of the completed questionnaires are available in the five PPT presentations of Pascal Echardour.

WP summary:

Quality Monitoring Plan (1)

Quality Monitoring dashboard

- <https://docs.google.com/spreadsheets/d/10JiWQuaFdBaHOFotij3cTieR-LCgl7m2A-wU9UVK-fk/edit#gid=517949986> – 7-times full update + 1 (expected)

Expert evaluations

- on the Module Handbooks + on the e-learning modules

Pilot evaluation questionnaires (4+1)

- evaluation questionnaires on the e-learning modules + on the project (in general)
- more than 200 completed questionnaires

Final deliverable reviews (6)

- on all the 6 Intellectual Outputs using the 6C's method
- first by the IO leaders + by MAC-Team (expected)

Next (final web-meeting)

Planned date for a last web-meeting is the second half of January.

László Varga by BBS will send a Doodle link for scheduling the meeting before mid-January.



Action planning – To Do List

Tasks, deadlines and responsible partners for the last 2 months of the project and for the final report writing period:

Task	Deadline	Responsible
WP1 General Project Management		
Next web-meeting	About mid January 2019	Organised by BBS
Completion of the report – first of all the financial reports – by the partners	31 January 2019	All partners
Completion and submission of the final report	28 February 2019	BBS, helped by all partners
Acceptance of the final report (hopefully) Some complementary information can be asked during the evaluation	About mid May 2019	ERASMUS+ Agency BBS, helped by all partners
Final (balance) payment to the BBS	Till the end of May 2019	ERASMUS+ Agency
Final (balance) payment to the partners by BBS	Till the end of June 2019	BBS

Task	Deadline	Responsible
WP4 Online Development (with piloting)		
Analysis of the feedbacks results of piloting	15 December 2018	BBS + Module development teams
Fine-tuning of the e-learning modules by pilot feedbacks	31 December 2018	BBS e-learning developer team

Task	Deadline	Responsible
WP6 Dissemination		
Dissemination activity table update	31 January 2019	All partners



Website (continuous) update – asked by the Erasmus+ Agency as well	15 December 2018 31 January 2019	All partners – helped by MAC-Team
Family Business workshops	15 and 21 November 2018	BBS and LBU
International workshop/conference participation	Nov – Dec 2018	BBS, CUE and LBU
Documentation of the Multiplier events and completion of the attendance lists	31 January 2019	BBS, CUE and LBU

Task	Deadline	Responsible
WP7 Exploitation and sustainability		
Completion of the draft course descriptions / course offers	30 November 2018	BBS, CUE and LBU
Finalising the Memorandum of Understanding document	30 November 2018	BBS, CUE and LBU
National / institutional course registration/accreditation documents	15 January 2019	BBS, CUE and LBU
Signing the Memorandum of Understanding by all partners	15 February 2019	All partners

Task	Deadline	Responsible
WP8 Quality Management		
Quality Management Dashboard update	7 January 2019	BBS and MAC-Team (helped by all partners)
Final deliverable reviews on Intellectual Outputs	15 December 2018	MGYOSZ / CEPOR experts + MAC-Team
Final version of the analysis on the completed pilot questionnaires	15 December 2018	MAC-Team



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