

This paper was presented at the workshop on:

**Management Training for Small- and Medium-Sized
Enterprise:
Focus on Latin America**

Sponsored by the Multilateral Investment Fund of the
Inter-American Development Bank
November 29 – 30, 1999 in Buenos Aires Argentina

URL for this publication: <http://lanic.utexas.edu/pyme/eng/publications/idb/>

GENERAL ASPECTS

The role that small and medium enterprises (SMEs) play in the Argentinean economy, especially in terms of employment and contribution to local development, is being recognized more and more all the time.

These enterprises basically require two types of support. On the one hand, they need professional **technical assistance** in the form of management instruments that will allow them to maximize performance. On the other, reaching the highest levels of productivity, and therefore profitability, is impossible with human resources training constantly being revised.

Different studies carried out in the region highlight the fact SME needs do not appear to have been adequately met yet. In Córdoba, with **IBD** support, the **Universidad Empresarial Siglo 21** is designing an educational offering for SME managers that comprise a series of kits that will address the main subjects about which managers generally express concern and interest.

The kits will be developed keeping in mind two basic restrictions SME managers: the impossibility of granting much time for training managers, and the limited budgets that small and medium enterprises allot for training.

Thus, the first step is to train a group of business management experts in multimedia technology and special pedagogical techniques. Once these experts have acquired the knowledge, they will prepare management training kits. These kits will be innovative, inexpensive, and easily applicable to the region's small and medium enterprises.

The kits must be applied to and tested by the small and medium enterprises in the central region of the country. To this end, training in and use of these products will be extended through a network of trainers from various academic and entrepreneurial. This work will require extending the project to the countries of the region, duplicating and maintaining its impact, and providing feedback from the experiences of similar institutions.

Phase 1 of the project is being finalized and Phase 2 is in active development. Successes have been noted with optimism and satisfaction.

The process of training and enriching interdisciplinary groups has been very successful. The first CD and video products in skill areas such as corporate communication, international market and trade

research, and finances have appeared. The permanent design stimulates participants constantly to maximize the project in a creative fashion.

PROJECT PHASES

Phase 1: Training the Trainers

The first phase of the project will focus on training the trainers. A plan of instruction must be designed and instructors selected who have a well-known work and academic history. They must act synergistically in the selection and preparation of training materials. These materials will be used to train the experts.

It is known that control precludes detecting digressions and proposing corrective alternate routes, both of which would, in this instance, be required by the key process of internal monitoring. Evaluations will be carried out in accordance with management indicators previously proposed in designing the plan, and a full, detailed report will be sent to the Bank with the survey results.

Phase 2: Preparation of educational materials

This phase begins by drawing up a protocol. The protocol will contain the methodological, conceptual, technical, and human resource supply bases and requirements on which the experts will later draw to create new materials. Once the protocol has been drafted, the experts will be chosen. They, in turn, will conduct the research needed to develop new products. This phase will then have a new monitoring, evaluation, and reporting process.

Phase 3: Development of a network of training entities

This phase starts with the preparation of advertising and promotional materials. Preparers should rely on organizations and institutions to offer the training. In this way, the training will be significantly promoted, facilitating the transfer of technology and the sharing of experience in those small and medium enterprises that associate with the project. Finally, in this stage, monitoring and evaluation will measure the results obtained from field testing the kits, and a report will be sent to the Bank for comments and recommendations.

Phase 4: Extending, replicating, and maintaining the impact of the project in the countries of the region.

Because of the relevance of this project for the sustained development of small and medium enterprises, this fourth phase involves promotion, dissemination, and duplication of training throughout the region. Once Phase 4 is implemented, it will be evaluated to progressively implement mechanisms that maximize its execution.

THEMATIC AXES FOR DEVELOPING EDUCATIONAL OFFERINGS

The challenge of creating, designing, and implementing tools for small and medium enterprise development and training, given the diversity of management styles and the need for a “generic” curriculum for the region’s SMEs, assumes that different thematic axes will be available. Following is a list of the topics and the names of those in charge of them. Each of the thematic axes will become a training kit.

- 1- MARKET RESEARCH AND MARKETING SERVICES. Lic. Gonzalo Roqué.
- 2- HUMAN RESOURCE MANAGEMENT. Lic. Alejandra Rodríguez.
- 3- LEADERSHIP. MBA Edgardo Gómez Luengo.
- 4- TRAINING PROCESS EVALUATION. Ing. Marcela Schwindt.
- 5- PLANNING. Lic. Javier Litrenta.
- 6- DECISION INCUBATOR. Prof. Rodolfo Sarsfield.
- 7- CORPORATE COMMUNICATION. Lic. Mariana Costa and Lic. Alejandra Reguera.
- 8- PRODUCTIVITY AND VALUE CHAIN. Ing. Oscar Mateos.
- 9- ORGANIZATIONAL COMMUNICATION. Lic. José Luis Taricco.
- 10- FINANCIAL PLANNING AND MANAGEMENT SYSTEM. Lic. Marcelo Lambertini.
- 11- FOREIGN TRADE IMPROVEMENT [ADVANCE TRAINING] SERVICE. Dr. Sergio Tortosa and Lic. Pablo López.
- 12- MOTIVATION Y SATISFACTION. Ing. Rubén Santa Cruz.

DEVELOPED METHODOLOGY

Contents

- Questionnaires
- Multiple Choice
- Practical Solution Exercises
- Action Guides
- Real or Simulated Cases

Kit Format

- Texts
- Manuals

- Action Guides
- Videos
- Audiocassettes
- Transparencies
- Cards and/or Games
- Diskettes and/or CD Rom
- Relational (Internet - Videoconference - Chats)
- Virtual

TARGET AUDIENCE

Because the kits are targeted to the small and medium enterprises and their overall organizational development, it is anticipated that the consumers will be mainly SME managers, and directors, as well as managers and entrepreneurs of microenterprises, small and medium industrial enterprises, and service agencies.