

HEI catalogue of curriculum and VET modules



Content

1. Introduction.....	2
2. Executive Summary.....	4
3. Country: Poland.....	5
3.1 Curriculum.....	5
3.2 VET.....	10
4. Country: Finland.....	14
4.1 Curriculum.....	14
4.2 VET.....	17
5. Country: Lithuania.....	18
5.1 Curriculum.....	18
5.2 VET.....	28
6. Country: Denmark.....	30
6.1 Curriculum.....	30
6.2 VET.....	34

1. Introduction

Owner-managed companies play an important role in the business environment in the Baltic Sea Region, especially smaller owner-managed companies. These companies do not have a strong tradition for using intermediaries or interact with the public business-support system. Intermediaries - both public and private – can now further professionalize the counselling process by using the 6 steps for innovation platform.

From the very beginning, it has been an ambition, that the use of the 6 Steps for Innovation tool, should be integrated in both curriculum and VET programmes. This is one of several ways to work with the institutionalization of the SNOwMan results, and a way to ensure that most intermediaries and “intermediaries-to-come” have good knowledge of the 6 Steps for Innovation process and have been trained in the use of the platform and the tools. These initiatives are a strong way to ensure long term sustainability. The tools students use during their education and professional training, are often the tools they use when they enter the workforce. It is expected that the current and future intermediaries can implement the tools easily in their work without resistance from their employers since no fee has to be paid for using the platform.

About the 6 Steps for Innovation process

The 6 Steps for Innovation process is a counselling tool for intermediaries who work with smaller owner-managed companies and for owner managers of smaller companies. The process focuses on achieving company growth by working with non-technological innovation. The 6 steps are:

1. Introduction: Get started with the strategy process
2. Vision: Discover opportunities for innovation
3. Identifying challenges: Prioritize challenges to enhance performance
4. Strategy and action plan: Define strategy goals and map action plans
5. Operationalization: Implement your action plans
6. Measuring and evaluating outputs: Evaluating your results

The 6 Step for Innovation process is designed especially for business counselling that responds to the specific needs of owner managers of smaller companies. Owner managers of smaller companies in Poland, Lithuania, Finland and Denmark have participated in the development and testing of the 6 Steps for Innovation process.

This document serves as a catalogue – an overview of all the possible educational elements and modules, where 6 Steps for Innovation and the platform can be used to the benefit of students.

Four institutions have contributed to the Catalogue: Gdansk University of Technology, Häme University of Applied Science Ltd., Vilnius Gediminas Technical University and VIA University College.

It must be highlighted, that it is a catalogue of possibilities. For some of the educational elements, concrete action plans have already been made, some elements are in the process and for a few elements this is not yet the case. The motivation among the relevant Educational Management-groups is remarkably high – everyone can see the usefulness of the counselling toolbox. The catalogue points out where it would be very meaningful to implement the 6 Steps for Innovation process. This is because it fits the content of the shown educational element, but also because it connects and unites the learning goals for practical use in the business environment. The national and local responsible management representatives have participated in the creation of this catalogue.

It is important to highlight that overall, the Business, Marketing, Management and other relevant Educational Programmes from the four institutions are very impressed, interested and curious about the 6 Steps for Innovation and the platform. Some have already implemented the project's main output, some are in the process of doing so and others are on their way. As it appears in this catalogue, several relevant study and educational elements are identified. The transnational working team from Gdansk University of Technology, Häme University of Applied Science Ltd., Vilnius Gediminas Technical University and VIA University College has together with national Management representatives also developed national action plans to ensure incorporation of the counselling tools in the majority of the suggested educational programmes.¹

We have divided the HEI catalogue into chapters; one chapter for each of the participating HEIs. Each national chapter consists of three sections:

- Introduction to the national chapter
- Curriculum
- VET

In the project we have also developed a Train-the-Trainer course for intermediaries (T-t-T). This course has been offered both in an online and a “face-to-face” version. This T-t-T course will be offered in all four countries in 2021. There will naturally be an influence and a mutual interaction from these activities to the VET-activities mentioned in this catalogue.

¹ See the document: “Action Plans for implementation – HEI Catalogue”.

At the end, we have made a short executive summary highlighting the main points and providing guidelines about the educational areas that mainly contribute to spreading the knowledge and use of the 6 Steps for Innovation process.

2. Executive Summary

This catalogue was established in close cooperation between the four institutions Gdansk University of Technology, Häme University of Applied Science Ltd., Vilnius Gediminas Technical University and VIA University College to show where in the educational portfolio the results of the SNOwMan project can be integrated. The catalogue gives a full overview of the variety of educational elements – both Curricula and VET – where 6 Steps for Innovation, the platform and the counselling toolbox can be integrated to the benefit of “intermediaries to-come” and existing intermediaries.

The HEI catalogue consists of study elements from short-cycle higher education programmes and Bachelor- and Master programmes around business, marketing, economics, management, design, engineering, innovation and entrepreneurship.

To sum up, the catalogue outlines 45 Curricula and 11 VET activities. This gives the potential for many students in Finland, Poland, Lithuania and Denmark to benefit from the outcome of the SNOwMan project.

Our hope is that intermediaries and intermediaries to come will be inspired by this catalogue to strengthen their competencies and knowledge of a very important target group: Owner managers and smaller owner-managed companies. This is to further professionalize the counselling process in the area of non-technological innovation.

3. Country: Poland

Gdansk University of Technology is an autonomous Polish state university where around 28 000 students gain qualifications at Eng., M. Sc. Eng., Ph.D. and Postgraduate courses in full-time and part-time systems. The University is ranked at second place in the top 10 research universities in Poland and is an academic centre widely recognized both in the country and worldwide.

The Faculty of Management and Economics offers full-time Master, Engineering and Bachelor programmes in the field of Management, Economics and Economic Analytics as well as many postgraduate programmes. Curricula provide graduates with knowledge and skills in the areas of technology, economics and management as well as competencies in communication and IT skills.

Management subjects at the faculty are oriented towards strategy, entrepreneurship and innovation areas. Underneath, we present courses within those areas, where it would be possible to use the 6-step process as a way to strengthen students' ability to identify, model and control business performance in today's environment.

3.1 Curriculum

1. Name and short description of the overall Educational Programme:

Master in Management – International Management (MSC, language: English)

Master in International Management was designed for future managers to be capable of developing resourceful and innovative skills, and be able to successfully pursue opportunities in the dynamic international environment. This program offers an opportunity to expand students' experience by deepening their knowledge in finance, human resources, operations, marketing and in other strategic areas, all presented in an international context. The international management knowledge and skills are upgraded through academically rigorous courses and various interactive teaching methods implemented in international student groups.

Study Element	Contents	Comments
Strategic Management (4 ECTS)	Spider Web as an additional analytical tool used during strategic analysis- exercises Six step process presented as a potential way of building innovation capability and competitive advantage	
Innovation Process Management (2 ECTS)	Significance of non-technological innovation e.g., business model innovation, social innovation Importance of innovation advisory and intermediary consultation to SMEs- six step process and spider web as an example of innovation support activity	
Entrepreneurship & Creativity (2 ECTS)	Characteristics of innovation process in SMEs in the context of non-technological innovation Creativity in innovation	

2. Name and short description of the overall Educational Programme:

Master in Management – (MSC, language: Polish, full time and part time studies)

Master in Management study program includes a number of general and technical subjects. The feature that distinguishes this programme is the combination of engineering and managerial knowledge with the ability to solve practical problems. Throughout the studies, we place great emphasis on the efficient mastery of IT tools necessary in modern management, as well as on the skilful use of the opportunities offered by modern information technologies.

Study Element	Contents	Comments
---------------	----------	----------

SMEs Management (2 ECTS)	Characteristics of innovation process in SMEs in the context of non-technological innovation Creativity in innovation	
Strategic Management (4 ECTS)	Spider Web as an additional analytical tool used during strategic analysis- exercises	
Innovation program and project management (3 ECTS)	Significance of non-technological innovation e.g., business model innovation, social innovation Importance of innovation advisory and intermediary consultation to SMEs- six step process as an example of innovation support activity	
Organizational change (2 ECTS)	Organizational change in the context of non-technological innovation Spider Web as an additional analytical tool feeding organizational change Problems in building organizational change capability – example of six step process	

3. Name and short description of the overall Educational Programme:

Economic Analytics (MSC, language: English)- specialization Global Studies

Master in Global Studies (MGS) offers unique knowledge and skills in the field of global economy and policy, international markets. This program provides skills in qualitative and quantitative analysis methods. It is research-oriented, focusing on current globalization and policy problems, but also broadening student’s knowledge on economic development. Courses are delivered by highly qualified international staff from: Universite de Lyon, Università Politecnica delle Marche, University of Naples, University of Florence, Centre for European Policy Studies.

Study Element	Contents	Comments
International Entrepreneurship (2 ECTS)	<p>Characteristics of innovation process in SMEs in the context of non-technological innovation</p> <p>Importance of innovation advisory and intermediary consultation to SMEs- six step process as an example of innovation support activity</p>	
Network Economies and Innovation Policies (2 ECTS)	<p>Non-technological innovation in an industrial policy mix</p> <p>Six step process as an example of innovation support activity</p> <p>A company in an ecosystem of innovation partners- networking as a strength</p>	

4. Name and short description of the overall Educational Program:

Economic Analytics (MSC, language: Polish, full time and part time studies)

Master in Economic Analytics - the aim of the programme is for the student to acquire advanced knowledge in the field of economics, finance, management and complementary disciplines. Acquiring comprehensive business analysis skills of the enterprise and its market environment, as well as in the field of information, its presentation and visualization, analysis of the effectiveness of projects and the analysis of the interdependence of economic phenomena. Developing social competences, in particular with regard to the implementation of project tasks.

Study Element	Contents	Comments
Strategic Planning (3 ECTS)	Spider Web as an additional analytical tool used during strategic analysis- exercises	

	Six step process as a potential way of building innovation capability and competitive advantage	
--	---	--

5. Name and short description of the overall Educational Program:

Bachelor in Management (BBA, language: English)

Bachelor in Management (BiM) is a comprehensive, practice-relevant three-year degree. It is unique in Poland and spans across all spheres of business and management. It provides knowledge that helps build comprehensive managerial competences. Professionally qualified managers are the key drivers of trade, commerce and public service, making decisions to help shape the world around them. Good managers should be creative, responsible, communicative and entrepreneurial. BiM is designed to give students the knowledge, confidence and choices they need to establish a rewarding and exciting career. In 2016, our management programmes, including BiM, received an “excellent” accreditation evaluation, awarded by the Polish Accreditation Committee.

Study Element	Contents	Comments
Introduction to Entrepreneurship (2 ECTS)	Characteristics of innovation process in SMEs in the context of non-technological innovation Creativity in innovation	

6. Name and short description of the overall Educational Programme:

Bachelor in Management – Management in Engineering (BSC, language: Polish, full time and part time studies)

Bachelor in Management study program is modern and has a broad educational profile. It contains a number of technical subjects. The feature that distinguishes this program is the combination of engineering and managerial knowledge with the ability to solve practical problems. Throughout the studies, we place great emphasis on the efficient mastery of IT tools necessary in modern management, as well as on the skilful use of the opportunities offered by modern information technologies.

Study Element	Contents	Comments
Entrepreneurship (4 ECTS)	Characteristics of innovation process in SMEs in the context of non-technological innovation Creativity in innovation	

7. Name and short description of the overall Educational Programme:

Economy – (BBA, language: Polish)

The Economics study programme provides basic knowledge about economic processes taking place in the economy, the role of market entities and the relationships between them. Students learn about the types and effects of decisions made by market participants, develop the ability to research and analyse the phenomena observed on the market. Moreover, students develop competences enabling efficient functioning in the economic environment.

Study Element	Contents	Comments
Entrepreneurship and social innovation (4 ECTS)	Significance of non-technological innovation e.g., business model innovation, social innovation Characteristics of innovation process in SMEs in the context of non-technological innovation	

3.2 VET

1. Name and short description of the overall Educational Programme (formal or informal):

MBA - postgraduate and diploma programme

The main objectives of the programme are to promote the development of participants' leadership, managerial and entrepreneurial competencies and to strengthen their expertise in strategy, strategy implementation, and the management of complex situations through programme and project management approaches.

Study Element	Contents	Comments
Strategic Management	Spider Web as an additional analytical tool used during strategic analysis- exercises Six step process as a potential way of building innovation capability and competitive advantage	
Change Management and Digital Transformation	Organizational change in the context of non-technological innovation	

2. Name and short description of the overall Educational Programme (formal or informal):

Regional and Local Government Management- postgraduate and diploma programme

The aim of the studies is to acquire knowledge and skills in the field of managing local government units at all levels, making managerial decisions and effectively managing a team of employees, in relation to the currently applicable legal regulations and taking into account the specificity of the region. The studies are addressed to people working in local government who perform managerial functions within local government units or prepare to perform such functions.

Study Element	Contents	Comments
SMEs in Regional and Local Government Management	Characteristics of innovation process in SMEs in the context of non-technological innovation	
Regional policy	Non-technological innovation in an industrial and economic policy mix Six step process as an example of innovation policy support activity	

	A company in an ecosystem of innovation partners- networking as a strength	
--	--	--

3. Name and short description of the overall Educational Programme (formal or informal):

Public Procurement- postgraduate and diploma programme

The aim of the studies is to broaden the knowledge of public procurement, its procedures, organization and control. The classes are aimed at middle and senior management staff, people involved in the preparation and conduct of public procurement procedures. The studies are also aimed at people who control the course of the public procurement process in enterprises.

Study Element	Contents	Comments
Public Procurement and SMEs	Characteristics of innovation process in SMEs in the context of non-technological innovation	
Public procurement and Innovation	Significance of non-technological innovation e.g., business model innovation, social innovation Six step process as an example of innovation policy support activity A company in an ecosystem of innovation partners- networking as a strength	

4. Name and short description of the overall Educational Program (formal or informal):

Corporate Social Responsibility

The aim of the studies is to equip students with practical knowledge and skills in the field of creating a responsible business strategy and using CSR tools in a modern organization.

Study Element	Contents	Comments
CSR in SMEs	Characteristics of innovation process in SMEs in the context of non-technological innovation	
Strategic social projects	Six step process as an example of innovation policy support activity A company in an ecosystem of innovation partners- networking as a strength	

4. Country: Finland

Häme University of Applied Sciences runs two bachelor degree programmes and one masters' degree programme in business management. Students have a variety of courses and learning modules related to general business management and to innovation management especially. The following courses are the ones where the 6 Steps for Innovation tools could be applied to promote learning and positive outcomes related to non-technological innovation.

Additionally, Häme University of Applied Sciences runs a Vocational Teacher Education programme. Out of its curriculum, three courses introduced late could benefit by applying 6 Steps for Innovation and the Spider Web Tool.

4.1 Curriculum

1. Name and short description of the overall Educational Programme:

Master's Degree in Business Management and Entrepreneurship

The purpose of the programme (90 ECTS) is to educate MBA students in topics and skills related to their management or professional career in business administration.

Study Element	Contents	Comments
Course on Strategic Management (5 ECTS)	The course consists of strategic management and planning related elements including among others: Refining vision for the firm, External Analysis of Competitive Landscape and Environmental Factors, Internal Analysis of the Organization and its Capabilities, Setting Strategic Objectives and Key Results (OKR), Communicating Strategy to Various Stakeholders.	6 Steps for Innovation can be one of the tools that the students apply when analyzing smaller owner managed companies.
Course on Growth Strategies and Innovations	The course consists of different topics related to growth strategies and innovations including among others:	6 steps for innovation can be one of the tools that the students apply when

(5 ECTS)	Innovation Culture, Non-technological and other types of innovation, Refining Innovation Process in an Organization, Innovation Portfolio Management consisting of both Non-technological and other kinds of innovations	analyzing smaller owner managed companies. The course emphasizes the role of non-technological innovations.
Course on Research based development (5 ECTS)	The course focuses on applying different kinds of development and research methods. A student is able to conceptualize large and systemic phenomena.	The Spider Web Tool can be applied to point out focus areas for further development and innovation activity, especially with cases related to non-technological innovation.
Course on Change management (5 ECTS)	The course focuses on managing and leading change. A systematic approach for managing change is covered. A student understands the role of communication for change and for members of a work community.	6 Steps for Innovation can be introduced and applied as a tool for promoting positive change and innovation.
Productivity and continuous improvement (5 ECTS)	The course focuses on methods and approaches to improve productivity and sustain continuous improvement.	There are lots of non-technological innovation opportunities related to productivity. 6 Steps for Innovation as a methodology can be introduced and implemented as one concrete approach to improve productivity and business processes.

2. Name and short description of the overall Educational Program:

Bachelor's Degree in International Business

The purpose of the programme (90 ECTS) is to educate MBA students in topics and skills related to their management or professional career in business administration.

Study Element	Contents	Comments
Innovation and Entrepreneurship (15 ECTS)	The course focuses on entrepreneurship, creativity and managing innovation activity.	Especially non-technological innovation can be introduced to students by applying 6 Steps for Innovation and the Spider Web Tool.

3. Name and short description of the overall Educational Programme:

Bachelor's Degree in Business Management

The purpose of the programme (210 ECTS) is to educate BBA students with topics and skills related to their management or professional career in business administration.

Study Element	Contents	Comments
Learning module on Business Development (15 ECTS)	Students acquire skills and knowledge related to various approaches supporting business development.	The Spider Web Tool and 6 Steps for Innovation can be applied by students as a methodology to implement business development, especially when it comes to non-technological innovations.
Learning module on Research and Development methods (15 ECTS)	Students acquire skills in both quantitative and qualitative methods for doing research. Furthermore, they gain practical skills in implementing development activities in organizations.	6 Steps for Innovation can be one concrete tool for students to understand and analyze small owner-managed firms and their non-technological innovation needs.

4.2 VET

1. Name and short description of the overall Educational Programme (formal or informal):

Vocational Teacher Training Programme (60 ECTS)

During the teacher education the participants learn to guide the learning of different types of learners and the use of diverse learning environments in teaching. A participant will also learn how to develop skills in planning and conducting teaching, guidance methods, competence assessment, dialogical skills, working in networks and understanding of different theories and concepts in education sciences.

Study Element	Contents	Comments
Course on Learning Solutions and Didactics (6 ECTS)	During the course, a student learns to apply different kinds of learning solutions and e-learning solutions to teaching.	6 Steps for Innovation can be introduced as one alternative didactic approach to promote learning of non-technological innovations.
Course on Dialogue and Interaction (3 ECTS)	During the course, a student learns different kinds of methods to interact with students and other groups.	The Spider Web Tool can be introduced as one tool to be applied while communicating improvement opportunities in learning and didactics.
Course on Research, Development and Innovation Skills (6 ECTS)	A student acquires knowledge and learns skills related to research, development, and innovation activities.	6 Steps for Innovation can be introduced for students and applied while learning new approaches to promote non-technological innovations.

5. Country: Lithuania

Faculty of Business Management at Vilnius Tech runs five bachelor degree programmes and four master programmes (with many specializations) in the study field of Business and Public Management, where students have a wide variety of study modules related to business management and innovations. Besides, there are other study programmes offered by the Faculty of Business Management and the entire Vilnius Tech where students have at least one course related to business management and a lot of courses related to innovations and its management. There are at least 18 study modules (presented below) where the non-technological issues are essential, and the 6 Steps for Innovation tool could be helpful for a better understanding of the material.

As 80% of Vilnius Tech students are future engineers, non-technological innovations are relevant to them also because they provide knowledge over the study program they are studying.

The 6-step and Spider Web tools is valuable for the vocational education programmes that are offered to an external audience by the professors of the Faculty of Business Management, and expanded for the training of business consultants and owner managers of small and medium-sized companies.

5.1 Curriculum

1. Name and short description of the overall Educational Programme:

Bachelor in Business Management Study Programme

The purpose of the course is to educate Bachelors within integrated knowledge of business management and knowledge related to business planning, organising, coordination and implementation in the private and public sector, and to use them constructively in a wide range of professional activity, to create and develop business and to be prepared for constant improvement through lifelong learning.

Study Element	Contents	Comments
---------------	----------	----------

<p>Innovation Management (with course work) (6 ECTS)</p>	<p>The subject analyses the content of innovation management, principles of innovation management, the system of innovation management, functions and methods of innovation management, business innovations and their management, technology transfer, business incubation, business incubators management, science and technology parks, their management, innovation marketing, industrial inventions, innovation policy, innovations and processes of globalization, market internationalization and development of information society.</p>	<p>6 steps for innovation can be one of the tools that the students apply in analysing small and medium sized owner managed companies to implement non-technological innovations for the development of SMEs.</p>
<p>Strategic Management (3 ECTS)</p>	<p>Taking into account the peculiarities of contemporary business strategies and analysing international business experience, the students are acquainted with the main models and tools of strategic management; the role of leadership is discussed; the problems of resistance to strategic change are highlighted; the tools which allow to overcome these problems and successfully implement the business strategy are presented.</p>	<p>Spider-web is one of the tools that the students can apply in analysing smaller owner managed companies.</p>
<p>Enterprise Organization and Management (6 ECTS)</p>	<p>The course introduces to organizations, external environment, inter-organizational relationships, strategy, organization design and effectiveness, fundamentals of organization structure, organizational culture, innovation and change, decision-making processes in organizations, manufacturing and service technologies, information technology, information for decision making and control, organization size, life cycle and downsizing.</p>	<p>6 steps for innovation can be one of the tools that the students apply to assess and implement non-technological innovations for development of small and medium enterprises.</p>

<p>Basics of Competition (with course work) (6 ECTS)</p>	<p>During the course the following topics are covered: diversity of approaches to the evolution of competition, types and forms of rivalry, factors influencing competition and factors' diversity in global and local markets, the structure of competitive environment and framework of influencing factors, formative factors of competitiveness of industry entities and products, steps and obstacles for product installation to market, analysis of competitors' activity and their competitive advantages, techniques of actions with customers and fixation of customers loyalty, competitive strategies and methods for increasing efficiency of strategic resources, role and impact of innovation, information technologies, organizational culture, business and management ethics in competition, the part of job activity and creativeness of employees in the formation of competitive advantages and techniques for employees training.</p>	<p>Spider Web Tool as an analytical instrument for evaluating the performance of the owner manager in the non-technological areas of innovation helps to identify challenges and needs of SMEs will improve students' skills and knowledge.</p>
<p>Entrepreneurship (with course work) (6 ECTS)</p>	<p>Entrepreneurship as a learning subject provides the possibility for students to obtain economical, managerial, and sociologic (theoretical and practical) knowledge about the inception and development of enterprises. A broad spectrum of theoretical and practical approaches towards specifics of contemporary business: recognizing and evaluating new opportunities, designing business models, choosing financing sources and predicting modes of a business closing. Various types of organizations, their alliances, business growth specifics in Europe and the USA are being considered.</p>	<p>Spider Web tool can be essential to help students learn how to increase SME performance through non-technological innovation.</p>

2. Name and short description of the overall Educational Program:

Bachelor in Organization Management Study Programme

To train Management Bachelor's degree holders who have the knowledge of Management, Economics and other study fields based on the results of the latest fundamental and applied scientific researches, and able to use them in the management of organization human, financial, material and information resources as well as in the processes of management of relations with organization environment, thus increasing the efficiency of the organization's activity, satisfying resident needs and making an impact on the social, economic and technological development of the country.

Study Element	Contents	Comments
Business Fundamentals (3 ECTS)	Business basics course presents various business concepts, reveals the fundamental economics and business concepts, categories, and creation of business value, and introduces business management steps and processes. Students are introduced to the external and internal factors that determine business success, benefits and challenges of the various sectors of the economy and business organization, and of legal types of business, business financing sources and financial aid opportunities for business creation and development. It also introduces the principles of business accounting and tax system, the fundamentals of management and communication, and discusses the importance of business ethics.	Spider Web Tool, which offers a diagnosis of what challenges should be prioritized in the forthcoming process could be an excellent example for the students of how companies (owner managers themselves or via intermediaries) can assess the situation of non-technological innovations in their company and how to improve their activities.
Management (6 ECTS)	During the management course, the evolution of management theories is examined, essential management functions - planning, organization, leadership, control - the essence and characteristics are disclosed.	6 steps for innovation can be one of the tools that the students apply in analysing smaller

	<p>Key elements of organizational culture and management techniques in the context of the global economy are defined. The importance of the external environment impact on the organization's management is explained. The most important organizations of competitiveness factors are considered. It will allow to understanding basic management principles, to master the specifics of business management and to understand the need for systematic management methods.</p>	<p>owner-managed companies.</p>
--	---	---------------------------------

3. Name and short description of the overall Educational Programme:

Bachelor in Business Analytics Study Programme

To develop business analytic specialists, who are able to apply complex quantitative and qualitative methods of research and analysis in their professional activity, to integrate the theories of economics, management and marketing and practical solutions for the analysis, evaluation and forecasting of enterprise activities, according to internal and external changes in the environment and prospects with knowledge of standards and methods of organization and implementation of modern business material and information flows.

Study Element	Contents	Comments
<p>Management (3 ECTS)</p>	<p>During the management course, the evolution of management theories is examined, essential management functions - planning, organization, leadership, control - the essence and characteristics are disclosed. Key elements of organizational culture and management techniques in the context of the global economy are defined. The importance of the external environment impact on the organization's management is explained. The most important organizations of competitiveness factors are considered. It</p>	<p>6 steps for innovation can be one of the tools that the students apply in analysing smaller owner-managed companies.</p>

	will allow understanding basic management principles to master the specifics of business management, understand the need for systematic management methods.	
Entrepreneurship (with course work) (6 ECTS)	Entrepreneurship as a learning subject provides the possibility for students to obtain economical, managerial, and sociologic (theoretical and practical) knowledge about the inception and development of enterprises. A broad spectrum of theoretical and practical approaches towards specifics of contemporary business: recognizing and evaluating new opportunities, designing business models, choosing financing sources and predicting modes of a business closing. Various types of organizations, their alliances, business growth specifics in Europe and the USA are being considered.	Spider Web tool can be essential to help students learn how to increase SME performance through non-technological innovation.

4. Name and short description of the overall Educational Programme:

Bachelor in Business Logistics Study Programme

The purpose of the Business Logistics programme is to prepare professionals for applying integrated management theories and methods for analysis of external and internal environment and logistics processes, experienced in the organization and implementation of standards and models for material and information flows management in the modern business, which allows the formation of business logistics strategies based on sustainable development principles, oriented to innovation and technology development, able to take a systematic, critical and constructive thinking based solutions in manufacturing, information, sourcing, distribution, recycling, finance, reverse logistics, and be prepared for continuous improvement, self-study for lifelong learning.

Study Element	Contents	Comments
Entrepreneurship (with course work) (6 ECTS)	Entrepreneurship as a learning subject provides the possibility for students to obtain economical, managerial, and sociologic (theoretical and practical) knowledge about	Spider Web tool can be essential to help students learn how to increase SME

	the inception and development of enterprises. A broad spectrum of theoretical and practical approaches towards specifics of contemporary business: recognizing and evaluating new opportunities, designing business models, choosing financing sources and predicting modes of a business closing. Various types of organizations, their alliances, business growth specifics in Europe and the USA are being considered.	performance through non-technological innovation.
Innovation Management (3 ECTS)	Innovation management course analysis of the content of innovation management, principles of innovation management, system of innovation management, characteristics of innovation models, perspective innovation management models, generation of innovative ideas, new innovation process, innovation marketing, financing of innovation projects, financing means, innovation trends in logistics.	6 steps for innovation can supplement the view to “innovations” including non-technological innovation management tools and could be helpful in management of small and medium enterprises that make up the majority of Lithuanian companies.

5. Name and short description of the overall Educational Program:

Master in Engineering Economics and Management Study Programme

To train Master's degree holders in management, who can creatively apply a novel knowledge of engineering economics and management thus seeking to effectively manage economic and managerial processes in the changing environment, to create value for consumers and to be ready for implementation of scientific research and self-improvement throughout lifelong learning.

Study Element	Contents	Comments
Innovation Management	Contents of innovation theories, system and classification of them, as well as creation, dissemination and realization of innovations	6 steps for innovation can be one of the tools that the students apply

<p>Theory (with course project) (9 ECTS)</p>	<p>are analysed in the studies of the innovation management theory. Innovations activities as complex processes, their structure, priorities and model are described and investigated. Social, economic, technological, psychological, ecological aspects of innovation, innovation management, its models, innovations in the various areas of the business and public sector are characterized in detail. It is noted in the studies that the creative work and initiative could be defined as the main elements of the innovations processes. Motivations in the innovations system, supporting innovation, supporting innovations infrastructure, innovation marketing are analysed. Innovation theories, inventions and globalization and internationalization processes, innovations and the use of information technologies are described.</p>	<p>in analysing smaller owner-managed companies expanding the understanding of the term “innovation”.</p>
<p>Business Projection and Management (with course project) (9 ECTS)</p>	<p>Taking into account the peculiarities of contemporary business principles and analysing international business experience, the students are acquainted with business development and business idea generation processes, business forms, business funding opportunities, business plan contents, evaluation of business risks, business projects, the latest business trends, business success stories in Lithuania and abroad.</p>	<p>6 steps for innovation can be one of the tools that the students apply in analysing smaller owner-managed companies.</p>
<p>Innovation Planning and Marketing (with course project) (9 ECTS)</p>	<p>Innovation planning processes, their structure, innovation planning methods and models, as well as innovation planning and innovation strategies, are analysed in the studies of this course. Social, economic, technical, technological, ecological and other</p>	<p>Including 6 steps for innovation tools in the program will help students gain skills for evaluation of non-technological</p>

	<p>innovations planning, innovation planning in the enterprise, institution and the state are analysed in details, partnership and cooperation between various subjects in the innovation process is described. Industrial innovation projects and plans, institutions and organizations, responsible for innovation planning, innovation activities and innovations realization are characterized in details, especially - innovation centres, business incubators, science and technology parks, their functions in the innovation planning processes. Strategies planning of these institutions and organizations development is described, international innovation projects, global innovation and technology transfer processes are characterized.</p>	<p>innovation levels in an SME.</p>
--	--	-------------------------------------

6. Name and short description of the overall Educational Programme:

Master in Business Management Study Programme

To prepare highly qualified master of business students, able to apply the knowledge of economics and management complexly to form, assess and make effective decisions on business management, based on scientific argumentation in the conditions of uncertainty, knowledgeable modern business activities design, organization, coordination and implementation standards; to conduct the adequate assessment of the organization's status and opportunities for development by modelling various business management scenarios and developing multiple strategies for the expansion of organization's activities based on systematic and critical thinking, because of economic and social efficiency, innovations and technological development areas, and to be prepared to pursue lifelong learning independently.

Study Element	Contents	Comments
<p>Innovation Theory (6 ECTS)</p>	<p>Innovation theory course analyses: contents of innovation theories, system and classification of them; creation, dissemination and</p>	<p>6 steps for innovation can be one of the tools that the students apply</p>

	<p>realization of innovations; innovations activities as complex processes, their structure, priorities and models; social, economic, technological, psychological, ecological aspects of the invention; innovation management, its models; innovations in the various areas of the business and public sector; creative work and initiative as the main elements of the design processes; motivations in the innovations system; supporting of innovation, supporting innovations infrastructure; innovation marketing; innovation theories and the aspects of their modernization; innovations and globalisation and market internationalisation; inventions and information technologies; innovations and information society; innovations and environment.</p>	<p>in analysing smaller owner managed companies and expand students understanding of varieties of innovations.</p>
<p>Management of Social Innovations (with course project) (9 ECTS)</p>	<p>During the course, social business, sustainable development and social innovation links are analysed, and the potential of social innovations is disclosed while solving the problems of the society. The social innovation levels, dimensions, and the process of social creation are examined, in-depth knowledge of social effect evaluation is provided. The perspective of social innovations is discussed, and the good practice examples that develop social innovations are examined.</p>	<p>6 steps for innovation and Spider Web tools can be helpful for students to apply in analysing small and medium-sized owner-managed companies.</p>
<p>Change Management in Organisations (with Course Project) (9 ECTS)</p>	<p>Taking into account the peculiarities of contemporary organizational change management of organizations and analysing international business experience, the students are acquainted with the main models and tools of organizational change management; the role of leadership is</p>	<p>6 steps for innovation and Spider Web tools can be helpful for students to apply in analysing small and medium-sized owner-managed companies.</p>

	discussed; the problems of resistance to organizational change are highlighted; the tools which allow to overcome these problems and successfully implement the business strategy are presented.	
Sustainable Business Development (with course project) (9 ECTS)	To develop skills for creating, managing and developing of sustainable business with taking systemically and reasoned decisions economic, social and ecological factors considered with substantiated implementation of innovations, focused on the achievement of global sustainability needs.	6 steps for innovation and Spider Web tools can be helpful for students to apply in analysing small and medium-sized owner-managed companies.

5.2 VET

7. Name and short description of the overall Educational Programme (informal):

QUALIFICATION DEVELOPMENT COURSES IMPROVING THE ACTIVITIES OF SMEs IN THE BALTIC SEA REGION IN THE FIELD OF NON-TECHNOLOGICAL INNOVATION, STRENGTHENING THE OPPORTUNITY OF INNOVATION ACTORS

The programme is designed for intermediaries (business consultants) to use the tools created for consulting owner managers and get acquainted with the created portal, where all consulting tools are integrated to help improve owner managers' activities through non-technological innovations.

Study Element	Contents	Comments
Training intermediaries to consult small and medium-sized enterprise (SME) business owners to use 6-step model.	Brief introduction to the goals and results of the development of counselling tools; to the Business Consultants training programme and effective training methodologies; to the toolkit portal, test its operation live; introduce guidelines for a six-step counselling tool, Spider Web tool, business model guidelines, networking guidelines, a set of aids - the book "Six Steps of Innovation".	The presented tools (6-step process and Spider Web) will ensure the smooth running of the intermediaries to work independently, think creatively and analytically and to make decisions with

		proper advice to business owners.
--	--	-----------------------------------

8. Name and short description of the overall Educational Programme (informal):

For manufacturing and specialized services companies' owner managers to increase value-added qualifications and competencies

The program is designed for owner managers of small and medium sized enterprises to improve their activities using tools developed for implementation of non-technological innovations. SME owner managers will understand the importance of non-technological innovation for business, the use of new tools to assess non-technological innovation now and in the future, how to increase corporate revenue through non-technological innovation.

Study Element	Contents	Comments
Advising small and medium-sized enterprise (SME) business owners to improve their activities through non-technological innovations.	Owners-managers of small manufacturing companies will be able to apply managerial tools for the promotion and evaluation of non-technological innovations, create and implement non-technological innovations in their companies.	Knowledge of 6-step process would help owner managers to implement these tools and achieve higher results.

6. Country: Denmark

VIA University College offers 42 different bachelor degree programmes and has around 20,000 students on VET programs and modules. These offers a wide range of educational programmes in many different fields. However, the focus for this catalogue has been on the educational field of business, which is aligned with the 6 Steps for Innovation process.

There is a red thread in the presented educational programs and courses. They have many of the same learning outcomes, where students are to acquire skills and competencies to suggest solutions for companies in order for them to grow, optimize and streamline their business. Other keywords in the curriculums are business strategies, market understanding, organizational focus and business analysis.

Beneath is an overview into where the 6 steps for innovation process can be used in VIA University College.

6.1 Curriculum

1. Name and short description of the overall Educational Programme:

Marketing Management

The goals (singled out) for the learning outcomes of the programme:

Knowledge: complex and practice-oriented issues within the field of marketing in relation to the company's marketing, organisational and economic base.

Skills: disseminate practice-oriented issues and possible solutions to partners and users within the marketing field.

Competencies: manage development-oriented situations within the field of marketing and sales, taking professional and socio-economic conditions into account

Study Element (ECTS)	Contents	Comments
Subject Element: 2.1 Business understanding and products (10)	The subject element is concerned with methods of analysing the internal conditions of the company, including the annual accounts and accounting	

	analyses. Similarly, the subject element is concerned with identifying the development potential of the company, as well as the organisational and company form which the company can choose	
Subject Element: 2.2 Market Understanding (10)	The subject element is concerned with methods for analysing the external conditions and market potential of the company	

2. Name and short description of the overall Educational Programme:

International Sales and Marketing

The purpose of the course is to educate BA students within International Sales and Marketing who can independently and professionally perform duties related to international business in the marketplace – not only in small and medium-sized businesses but in particular within international business-to-business sales.

Study Element (ECTS)	Contents	Comments
1 st semester exam, part 1: The Company's Strategic Basis (6,5)	The focus is on analysing the strategic direction of the company and from an innovation perspective work out plans for development of the company's growth and setup	
Theme 1: The Company's Strategic Basis (Business Model) (10)	The subject element includes strategic analyses of companies, including strategic directions and business models for B2C, B2B and B2G, and analyses of the company's resources and competencies, including in relation to the innovative platform, processes and driving forces of the company	The BA International Sales and Marketing programme consists of 4 national subject elements (Themes)
Theme 3: Industry and Competitors (5)	The subject element covers analyses of competitions, competitors and cluster and network collaboration, whereby the	

	company can benchmark in relation to the supply chain, social responsibility and sustainability, including CSR, and the international economic environment	
Theme 4: Sales Management and the Sales Development of the Company (10)	The subject element also covers insight into organisational development and change management, taking into account employment law, and measuring efficiency and risk assessment for the supply chain of the company	

3. Name and short description of the overall Educational Programme:

Value Chain Management

The purpose of the Value Chain Management (VCM) programme is to qualify the student to perform production planning, purchasing coordination and cross-disciplinary project coordination and leadership in global environments within logistic, value chain management and supply chain management sectors in private and public organizations.

Study Element (ECTS)	Contents	Comments
3.1.6: Product development and Innovation (??)	This 6th semester elective course mainly relates to all the core areas in the programme. The purpose with the course is to work with product development and innovation as a management tool and relate it to the value chain in the company	This course has been highlighted. However, it has been stressed that the course description needs to be changed a bit on order for it to work.
Bachelor Project (20)	The purpose of the bachelor project is to document how the student is capable of fulfilling the objectives of the Value Chain Management programme. The project is prepared in cooperation with a company selected by the students	The VCM programme mainly works with, and focus on, big companies and not SMEs. This means that not many courses are made for 6-steps for innovation.

		However, it has been suggested the bachelor project could be an option.
--	--	---

4. Name and short description of the overall Educational Programme:

Design & Business

The objective of the Professional Bachelor’s Degree Programme in Design and Business is to qualify students to independently develop innovative and sustainable concepts for the fashion and lifestyle industry, using a theoretical and practice-based approach. The course programme combines design with business understanding and qualifies students to be part of professional and interprofessional collaboration.

The curriculum consists of a national part and an institutional part. The national part includes the rules laid down for the Professional Bachelor’s Degree Programme in Design and Business (hereafter referred to as the PBA Degree Programme in Design and Business) in Denmark and is prepared jointly by the institutions offering the PBA Degree Programme in Design and Business. The national part of the curriculum is therefore common for all these institutions.

Study Element (ECTS)	Content	Comments
3.2.4.1 Commerce (5)	The subject element Commerce provides an understanding of strategic national and international procurement and trading conditions, including sustainability in the company's value and supply chain, with a focus on strengthening the company's competitiveness	Part 1 of 2 in the national elements in the study specialization Business
3.2.5.2 Management and Strategy (5)	The subject element Management & Strategy is based on the strategy of the company and works with strategic and practical business-oriented processes	Part 2 of 2 in the national elements in the study specialization Marketing

	based on a branding and marketing-oriented approach.	
3.2.8.1 Innovation (5)	The subject element Innovation qualifies the student to identify and analyse important aspects and issues in innovation—both internally in the organisation and externally in connection with project/company establishment and development, and in addition to this, to produce value-creating solutions. The subject element Innovation consists of idea generation and development, innovation types, tools and processes, and concept development	Part 1 of 2 in the national elements in the study specialization Entrepreneurship
3.2.8.2 Entrepreneurship (5)	The subject element Entrepreneurship qualifies the student to work methodically with the analysis, assessment and development of business opportunities and models as an entrepreneur and/or an intrapreneur. The subject element includes tests of concepts and business models, project and business establishment, go-to-market strategies and business development	Part 2 of 2 in the national elements in the study specialization Entrepreneurship

6.2 VET

3. Name and short description of the overall Educational Programme (formal or informal):

Diploma degree in Project management.

The overall purpose of the programme is to give the participants qualifications to be professional project managers. Here the focus is on the ability to establish, plan, manage and complete projects in accordance with the objectives, aims and goals of the project.

Study Element	Contents	Comments
Elective Element: Consultant competences on individual and group level (10)	The purpose of the course is that the student will achieve knowledge and skills in consultant competences on an individual as well as group level.	This course is not in offer as of December 2020. If it will be in 2021, 6-steps process will be looked into.



EUROPEAN UNION
EUROPEAN
REGIONAL
DEVELOPMENT
FUND