



A. General Information

This application form consists of the following main sections:

- Context: this section asks for general information about the type of project proposal you want to submit;
- Participating organisation(s): this section asks for information about the applicant organisation and about other participating organisations involved as partners in the project;
- Description of the project: this section asks for information about the stages of the project which should include: preparation, implementation and follow-up;
- Budget: in this section you will be asked to give information about the amount of the EU grant you request;
- Project Summary: In this section you should describe in a compact way your project's rationale, objectives and how you intend to achieve these.
- Check List/Data Protection Notice/Declaration of Honour: in these sections, the applicant organisation is made aware of important conditions linked to the submission of the grant request;
- Annexes: in this section, the applicant needs to attach additional documents that are mandatory for the completion of the application;
- Submission: in this section, the applicant will be able to confirm the information provided and to submit the form electronically.

For more information on how to fill in this application form, you can read the e-Forms Guideline.

B. Context

Programme	Erasmus+
Key Action	Cooperation for innovation and the exchange of good practices
Action	Strategic Partnerships
Which field is the most impacted?	Strategic Partnerships for higher education
Main objective of the project	Development of Innovation
Call	2016
Round	Round 1
Deadline for Submission (dd-mm-yyyy hh:nn:ss - Brussels, Belgium Time)	31-03-2016 12:00:00
Language used to fill in the form	English

B.1. Project Identification

Project Title	SMEs Human resource attraction, retention and performance enhancement network
Project Acronym	SHARPEN
Project Start Date (dd-mm-yyyy)	01-09-2016
Project Total Duration (Months)	36 months
Project End Date (dd-mm-yyyy)	31-08-2019
Applicant Organisation Full Legal Name (Latin characters)	TECHNICKA UNIVERZITA V LIBERCI



Form hash code



8F492C0DB8D8478C

B.2. National Agency of the Applicant Organisation

Identification

CZ01 (ČESKÁ REPUBLIKA)

For further details about the available Erasmus+ National Agencies, please consult the following page:

http://ec.europa.eu/education/erasmus-plus/national-agencies_en.htm



C. Priorities

Please select the most relevant horizontal or sectoral priority according to the objectives of your project.

HIGHER EDUCATION: Supporting the implementation of reforms in line with the 2011 EU Modernisation Agenda's priority areas

Please select other relevant horizontal or sectoral priorities according to the objectives of your project.

Please comment on your choice of priorities.

The SHARPEN project will increase the attainment levels, improve the quality and enhance the relevance of the teaching curriculum of the partner universities through the unique interactive activities designed and planned in the three phases of this project that includes the involvement of students and staff in short-term mobility and well-organized cross-border cooperation.

The project unites the strengths and competencies of the strategic partners such as people management expertise, business knowledge, language competencies, entrepreneurship knowledge, etc. which are otherwise unavailable or require much time and financial resources to develop on a standalone basis. Through this strategic cooperation, the partners concerned hope to create the knowledge triangle and a common platform for migration of best practices, sharing of intellectual resources we strongly believe will benefit all key stakeholders such as students, staff, SMEs and other development organizations in the partner regions.

In addition, the project supports the attunement of curricula to the current and emerging labor market needs in the partner regions through research collaboration with key business organizations, SMEs. Such information will be used to develop learning programs that will help to equip the young generation with transversal skills and business knowledge that will increase their employability, professional competencies and connect the theories to practical problems more effectively.

Through the project, the participants and institutions can build and develop a common research and business network that will provide better support to SMEs, development organizations, Chambers of commerce, local/regional bodies etc. which is critical to create sustainable strategic growth for small, remote regions like those of the partner institutions.

In addition, in today's globalised and digitalized economy, the project also hopes to increase the digital proficiencies, cultural and language competencies of the partner institutions and the target beneficiaries such as students, SMEs in the participating region to become more versatile, resilient and competent to face these new challenges, and ride on the opportunities resulted from these changes. This project also supports the virtual mobility and learning that are embedded in the global strategy for the effective integration of ICT to higher educations' delivery methods. Participants in this project will have the opportunities to work in virtual teams through technology, innovative learning platform and pedagogical environment that will support such initiatives. The goal is to increase the number of participants including disadvantaged, unemployed, special needs, immigrants etc. to this project so that these non-traditional learners / participants can also have the opportunities to enhance their skills, through flexible arrangements and learning paths that will help them integrate better.

The e-learning modules, dissemination of information using digital solutions and platforms are some of the output which we believe will support above objectives. In addition, the project includes intensive mobility sessions in the partner regions which will provide critical opportunities for the students, staff and also businesses and development organizations to experience different national and business cultures, and expanding their network to foreign counter-parts.

The key learning and communication language in this project is English. As a result, few of the non-English speaking partner regions will be motivated to develop English taught courses using human resource management courses as a mean to achieve this goal. With the help of our British partners, this aim can be achieved on a concrete basis through the various project activities which also includes publishing an e-handbook, articles, newsletters, learning materials etc. in English.

Finally, the project also opens up a window for both the project participants and SMEs to know each other better. This will increase the work-life integration of the project participants and the SMEs when they are employed after graduation.

In conclusion, the cooperation of five international partners with different strengths and competencies, but with the similarities in needs connected with the project SHARPEN will deepen and promote structured inter-regional and cross-border cooperation. Contacts between SMEs in all regions, Chamber of Commerces and other regional stakeholder of all partners will enhance the



commitment of local and regional public authorities in the qualitative development of all project results, which will have impact on all target groups and will be widely publicly and internationally used using the best knowledge of professional.



D. Participating organisation(s)

D.1. Applicant Organisation

PIC	999856213
Full legal name (National Language)	TUL
Full legal name (Latin characters)	TECHNICKA UNIVERZITA V LIBERCI
Acronym	TUL
National ID (if applicable)	46747885
Department (if applicable)	
Address	STUDENTSKA 1402/2
Country	Czech Republic
Region	
P.O. Box	
Post Code	46117
CEDEX	
City	LIBEREC
Website	www.tul.cz
Email	verka.markova@tul.cz
Telephone 1	+420485353493
Telephone 2	
Fax	+420485353113

D.1.1. Profile

Type of Organisation	Higher education institution (tertiary level)
Is your organisation a public body?	Yes
Is your organisation a non-profit?	Yes

D.1.2. Accreditation

Have you received any type of accreditation before submitting this application?

Accreditation Type	Accreditation Reference



Erasmus Charter for Higher Education (ERAPLUS-ECHE)	CZ LIBEREC01
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D.1.3. Background and Experience

Please briefly present your organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

Technical University of Liberec (TUL) has stood for top-level results in research and science, excellence in teaching and interdisciplinary collaboration since 1953. More than 7200 students study at six faculties and one specialized institute. In the field of technology transfer, the Technical University of Liberec has a tradition of research in close cooperation especially with the textile (e.g. nano-fibres) and automotive industries. This has guaranteed excellent placements to graduates. Furthermore, the University is involved in more than 100 research projects worth almost USD 3 million and in contract research. While connected globally, the University understands its responsibility as an institution uniquely located in Central Europe and engages in cross-border projects. The Faculty of Economics of the Technical University of Liberec (EF TUL) has been transformed into a prestigious, respected institution providing a complete education, i.e. bachelor, master and doctoral degrees, in these programmes of study: Economics and Management, System Engineering and Informatics, and Economic Policy and Administration. The Faculty of Economics is the headquarters of the North Bohemian regional section of the Czech Society for System Integration; it works closely with the Chamber of Commerce, the Czech Marketing Association, the Association of Accountants, as well as with leading industrial companies, banks, insurance companies, and other major institutions from economic and public life. The Faculty of Economics of TUL initiated the establishment of and is now the editors' headquarters for the prestigious scientific journal E+M Economics and Management, which is listed, among others, in the databases along with Journal Citation Reports and Scopus. The faculty has been involved in several national and international project focusing on entrepreneurship, economics, regional development or quality and investment in higher education.

What are the activities and experience of your organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

The Faculty of Economics (EF TUL) plays a crucial role in the knowledge of specific need in SMEs as there have been carried out several researches on this topic focusing on the Liberec region (e.g. since 2016 the faculty is a holder of the national project Family business supported with Technology Agency of the Czech R.- P. Rydvalová). Previous experience of this partner in HR is based on researches about new trends in HR strategies carried out in 2015 for the People Management Forum institution (K. Maršíková). A module for SME created with the support of this project will be also based on experience of the Office of Analysis and Studies at EF TUL which has a tight cooperation with SMEs in the Liberec region. This can also help in the dissemination phase (V. Macháčková). Team from TUL consists of dedicated professionals who have been working in the field of economic development, HRM, SME's, research and cooperation with the business sector.

Dr. Kateřina Maršíková will be in the project a key person from the EF TUL responsible for the area of HR specialisation. She is an experienced lecturer in the area of HR Management, Business Administration and European Economic Integration at the Faculty of Economics, TUL. Since the beginning of 2015 she has been holding the position of the career advisor at the TUL. She has extensive experience in national projects focusing on regional aspects as brownfield and weak areas development in the Liberec region. She was also a holder of Jean Monnet project in 2001. International aspect will be supported in her deep knowledge of European economic aspects as Kateřina Maršíková has been a specialist and lecturer in the European Economic Integration. K. Maršíková also cooperates with the private sector in the HR area which will help the specific needs of the project.

doc. Petra Rydvalová will be in the project a key person responsible for the area of Small and Medium Enterprises and specific needs of SMEs in this area. She is a specialist in SME's in the Czech Republic, mainly in the Liberec region and lecturer in this specialisation. She also focuses on innovation issues and is a manager of Start-up project at the TUL. She has many experience in managing of national projects focusing on regional aspects as brownfield and weak areas development in the Liberec region. P. Rydvalová has also cooperated with the private sector in the area of specific needs of SME's (also in HR) which will help the specific needs of the project.

Dr. Vendula Macháčková is a person who will be responsible for management and coordination of the whole project. She has extensive practical experience in the area of international business and strategic management in commercial sector as a top-level management employee of a medium sized enterprise, where she has been working for 15 years. V. Macháčková has started to work at TUL at 2014 being a manager of the Office for Economic Analysis and Studies at the EF, TUL and a teacher, associate professor, of Strategic Management and Business Administration Courses. Her value added will be also in the intensive cooperation with enterprises in the region especially in the dissemination phase and also in the aspect of strategic management and strategic HRM needs in SMEs.

Dr. Jaroslav Demel has had twenty years of experience in international trade. He led sales teams, in which he focused on the individual approach to develop best skills of each member for successful business negotiations. He is in the academic area (8 years) -



course Business Negotiation in Practice, which is aimed at strengthening soft skills of students. Besides the pedagogical issues J. Demel has activities as a vice-dean for external relations, setting a partner system with enterprises and institutions from the external environment and to coordinate relationships between school, companies and students (national and internationally), contact with HR managers of these institutions. He also participates on an internet job portal Praxipolis - support for the implementation of cooperation with the external environment is. J. Demel is also a coordination of a process of internationalization at Faculty of Economics of TUL. He has experience with the EU projects – as a contact person of Unipranet project – The Building and Strengthening Partnerships between Universities – a project of the EU program Partnerships and Networks.

Dr. Lucie Koutková is originally a specialist in German and English studies, currently an expert in international affairs in higher education, higher education internationalisation and integration. She works for the International Office of the Technical University of Liberec. Her experience could be helpful in aspects of any editing and publishing work (including translations to Czech), promoting the project and its results in social media (Facebook, LinkedIn, Instagram, blogging etc.), on-line publications and reporting, and inclusion/integration of immigrants in the region.

Have you participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
7th Framework Programme	2014	604602	Institute for Nanomaterials, Advanced Technology and Innovation
LLP/GRUNTWIG	2011	11-Pp-GRU-013	Faculty of Science, Humanities and Education, TUL
Erasmus + KA2	2015	2015-1-TR01-KA203-021768	Faculty of Science, Humanities and Education, TUL

D.1.4. Legal Representative

Title: prof. Dr. Ing.

Gender: Male

First Name: Zdeněk

Family Name: Kůs

Department:

Position: Rector

Email: zdenek.kus@tul.cz

Telephone 1: +420 485353597

If the address is different from the one of the organisation, please tick this box

D.1.5. Contact Person

Title: Mrs.

Gender: Female



First Name	Vendula
Family Name	Macháčková
Department	Department of Business Administration
Position	Assitant professor
Email	vendula.machackova@tul.cz
Telephone 1	+420485352217

If the address is different from the one of the organisation, please tick this box

D.1.6. Contact Person

Title	Mrs.
Gender	Female
First Name	Kateřina
Family Name	Maršíková
Department	Department of Business Administration
Position	Assitant professor
Email	katerina.marsikova@tul.cz
Telephone 1	+420485352344

If the address is different from the one of the organisation, please tick this box



D.2. Partner Organisation

PIC	947812609
Full legal name (National Language)	SOCIALINIŲ MOKSLŲ KOLEGIJA
Full legal name (Latin characters)	SOCIALINIŲ MOKSLŲ KOLEGIJA
Acronym	SMK
National ID (if applicable)	291823650
Department (if applicable)	
Address	NEMUNO STREET 2
Country	Lithuania
Region	LT003 - Klaipėdos apskritis
P.O. Box	
Post Code	91199
CEDEX	
City	KLAIPEDA
Website	www.smk.lt
Email	
Telephone 1	+370 46 397077
Telephone 2	
Fax	+370 46 397077

D.2.1. Profile

Type of Organisation	Higher education institution (tertiary level)
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	Yes

D.2.2. Accreditation

Has the partner organisation received any type of accreditation before submitting this application?

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education (ERAPLUS-ECHE)	LT KLAIPED04



D.2.3. Background and Experience

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

SOCIALINIŲ MOKSLŲ KOLEGIJA (SMK) University of Applied Social Sciences is a private higher school operating from 1994. The SMK is one of the biggest private colleges in Lithuania today. It takes leading positions in the national higher school ratings. SMK receives a large number of new students every year and is one of the most popular private higher education institutions in the country. SMK implements 20 first cycle college study programmes in the study areas of Social Sciences, Physical Sciences and Arts. SMK has developed a wide network of cooperation with social partners. SMK is a member of all the biggest Lithuanian business associations, participates in the activity of various sectoral and professional associations. Also SMK is an active participant in an international area of higher education. SMK is operating in two Lithuanian cities: main branch is in Klaipėda, but there is also a branch in Vilnius. Therefore SMK can face directly the students migration flows from region to capital cities.

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

SMK team consists of dedicated professionals who have worked and are working in the field of economic development, HRM, SME's competitiveness. The assigned project team has relevant experience which will help to achieve project goals. SMK is cooperating with municipality, other stakeholders creating a strategy to make Klaipėda attractive city for generation Z, which is leaving the region and moving to other cities. The main goal of these joint efforts is to make the region attractive for this generation and create the conditions for them to stay in the region and contribute to its economic development. This project will significantly contribute to this goal. The innovativeness is based on the findings, that most EU countries is seeking to create conditions and make city attractive for seniors, etc, but just a very few regions are seeking to create favourable conditions for young people, who can help to create added value and increase region competitiveness.

dr. Daiva Labanauskaitė: She works as associate professor at SMK University of Applied Social Sciences. She has doctoral degree in economics and more than 17 years of teaching experience at Universities. She teaches subjects: Theory of economy, Sustainable Business Development, Consumer demand and behavior, International Business Organization, Consumer behavior research, International Business Networks, international trade. Her areas of scientific interests: Custom service design, Economical Aspects of Regions and Organizations Sustainable Development. She is familiar very well with business needs, has a close contact with a number of different regional SME's. Also she was responsible for recently implemented research for Klaipėda municipality regarding Klaipėda youth situation, their migration from the region, main migration reasons and possible solutions for making the region more attractive for young talents and region economic development.

Henrika Sakiene: PhD candidate in economics and also has 15 years teaching in HEI experience. Having experience of 14 years in business and business consulting field, HRM field, Henrika can be an expert to identify best ways to present theory and develop practical skills and join both HEI's and business needs.

Edgaras Ribačionka: has more than 10 years teaching experience in Klaipėda University and SMK. His topics involves Human resource management, Basics of negotiation. He is consulting different companies on human resource management topics, is a member of Klaipėda city municipality. He has rich working experience in companies while implementing Human resource management policy.

Ilma Ruskiene is responsible for running Competence development Academy in SMK. She has 10 years' experience in running career counselling and guidance activities. 2005-2006 she has worked as a project consultant in the Social Security and Labour Ministry of the Republic of Lithuania. She was responsible for trainings for unemployed. Main topics in these trainings were: labor motivation, guidance, job search, self-confidence. From 2007 she has started to work in SMK with the competence development projects. In 2009 she has prepared social competences development programme "I can" (160 ac. Hours), which was aimed at working age women activeness and motivation promotion, raise competences to plan career and be competent in labour market.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
KA2: capacity building in the field of youth	2016	570130-EPP-1-2015-2-LT-EPPKA2-CBY-ACPALA	SMK University of Applied Social Sciences



KA2	2013	543248-LLP-1-2013-1-IT-KA2-KA2MP	Agenzia Per Lo Sviluppo Empolese Valdelsa, Italy
Erasmus Intensive programmes	2013	LLP-ERA-IP-2013-LT-0912	SMK University of Applied Social Sciences
Erasmus Intensive programmes	2013	LLP-ERA-IP-2013-LT-0913	SMK University of Applied Social Sciences

D.2.4. Legal Representative

Title: Ms

Gender: Female

First Name: Gabija

Family Name: Skucaite

Department: N/A

Position: President

Email: info@smk.lt

Telephone 1: +37046397077

If the address is different from the one of the organisation, please tick this box

D.2.5. Contact Person

Title: Ms

Gender: Female

First Name: Reda

Family Name: Mikalauskaite

Department: N/A

Position: General manager for strategic development

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Telephone 1: +370 46 39 73 85

If the address is different from the one of the organisation, please tick this box



D.3. Partner Organisation

PIC	973940335
Full legal name (National Language)	WHZ
Full legal name (Latin characters)	WESTSACHSISCHE HOCHSCHULE ZWICKAU
Acronym	WHZ
National ID (if applicable)	
Department (if applicable)	
Address	DR FRIEDRICHS RING 2A
Country	Germany
Region	
P.O. Box	201037
Post Code	08056
CEDEX	
City	ZWICKAU
Website	www.fh-zwickau.de
Email	
Telephone 1	+493755361060
Telephone 2	+493755361061
Fax	+493755361063

D.3.1. Profile

Type of Organisation	Higher education institution (tertiary level)
Is the partner organisation a public body?	Yes
Is the partner organisation a non-profit?	Yes

D.3.2. Accreditation

Has the partner organisation received any type of accreditation before submitting this application?

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education (ERAPLUS-ECHE)	D ZWICKAU01



D.3.3. Background and Experience

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

The University of Applied Sciences in Zwickau (WHZ) is a public university in Germany with about 5000 students and 460 employees. It also is a dynamic, people-oriented university, located in a region full of charm. The quality of its academic education, especially in the field of engineering, is well known both in Germany and abroad. There are cooperative partnerships with universities all over the world. The first degree course is free of tuition fees. In addition to the well-established and clearly structured Bachelor's, Master's and PhD degree study programmes, students can also acquire the traditional German university Diploma qualification. Additionally the university offers extra-occupational distance study programs for more flexible ways to study. Students can choose between more than 40 studies out of these faculties: Applied Arts, Applied Languages and Intercultural Communication, Architecture, Automotive and Mechanical Engineering, Economics, Electrical Engineering, Health Care and Management, Physical Engineering/Information Technology and Textile Structures and Technology. Studying at the WHZ offers students an academically excellent learning environment with strong practice-orientation. The city of Zwickau is located in the geographical triangle where Saxony, Bavaria and the Czech Republic meet. Zwickau is well-known as the birthplace of the renowned composer Robert Schumann, and home of the famous automobile manufactures Horch, Audi and Trabant. Today, the popular Volkswagen car models Golf and Passat are manufactured here.

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

A. Walter's contribution is crucial for the project as she has many years of teaching experience in the field of HRM and her research interests correspond to the project's focus. They particularly lie in the following areas: The effects of regional demographic developments on Human Resource Management efforts in companies, challenges for Human Resource Management in Small and Medium-sized enterprises (SMEs) and current HR concepts such as Talent Management, Employer Branding and HR Development. Along with her students, she has conducted various projects with regional SMEs. The results of these projects have been presented at two conferences on regional HRM (in 2014 and 2015) that A. Walter conducted and jointly organised with the Chamber of Industry and Commerce (IHK) Chemnitz. During several workshops with managers from regional SMEs, she developed recommendations for practical HR Management. In 2013/2014, A. Walter carried out two empirical online surveys among all students of WHZ regarding their expectations on job entry. The results have been published. Since 2006, A. Walter regularly offers lectures and workshops on HRM topics in English within the framework of Erasmus, lately e.g. in Slovakia, Finland and Spain. In 1997, she was appointed as a professor of Business Studies and Human Resource Management at the University of Applied Science Zwickau (WHZ) and has offered a wide range of lectures, seminars and workshops on the basics of HR and on various specific topics of Human Resource Management for full-time students as well as for distance learners since then. From 1987 to 1997, she was a research assistant at the Technical University of Chemnitz where she also acquired her Ph.D. in 1991. Prior to that, she acquired practical work experience by working in an engineering company for seven years. H. Muschol is a specialist in working with data and instruments of accounting/controlling with conceptual approaches to the design of business processes in particular with corporate law and human resources components. During 1990-1994 he worked in consulting teams within the present day auditing company Deloitte, inter alia with the objective of designing and implementing employee ownership companies. A substantial didactic activity in the course of his appointment to the University of Applied Sciences (WHZ) was the transition of part of the teaching activities on project work, inter alia to the structural and human resources realignment of a company and the evaluation of companies. In addition, he managed student research teams. Firstly, in the context of integrated topics that were implemented as part of theses, inter alia to computer-aided transformation of HGB-balance in IFRS-accounts. Secondly, as part of third-party-funded projects; in particular should be mentioned the "profound project" for the period 2009-2013. In this international project with colleges/universities from Ukraine (Lviv), Poland (Poznan) and Slovakia (Bratislava) the objective was to identify and develop conceptual approaches to address risks in cross-border transactions. Furthermore three regional and interregional companies were involved. Results of the project were among others the "Handbook of risk monitoring systems for SME" and the "Guide to risk monitoring systems in cross-border traffic, particularly to Eastern Europe". Both publications examine explicitly the human factor and the employment situation in the various countries. They also represent an international collaborative work.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:



EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
ERASMUS+ KA1-Projekte (KA103)	2013	2013-1-DE1-ERA02-02457	WHZ University of Applied Sciences
ERASMUS+	2014	2014-1-DE01-KA103-000298	WHZ University of Applied Sciences
ERASMUS+	2015	2015-1-DE01-KA103-001874	WHZ University of Applied Sciences
ERASMUS+ KA1- Projekte (KA107)	2015	2015-1-DE01-KA107-002140	WHZ University of Applied Sciences
ERASMUS+	2016	2016-1-DE01-KA107-002613	WHZ University of Applied Sciences

D.3.4. Legal Representative

Title: Prof. Dr.

Gender: Male

First Name: Gunter

Family Name: Krautheim

Department:

Position: Rector

Email: gunter.krautheim@fh-zwickau.de

Telephone 1: +493755631000

If the address is different from the one of the organisation, please tick this box

D.3.5. Contact Person

Title: Prof. Dr.

Gender: Female

First Name: Angela

Family Name: Walter

Department: Faculty for Business Administration and Economics

Position: Professor

Email: angela.walter@fh-zwickau.de

Telephone 1: +49 3755363547

If the address is different from the one of the organisation, please tick this box

**D.4. Partner Organisation**

PIC	949621465
Full legal name (National Language)	KAJAANIN AMMATTIKORKEAKOULU
Full legal name (Latin characters)	KAJAANIN AMMATTIKORKEAKOULU OY
Acronym	KAMK
National ID (if applicable)	25536004
Department (if applicable)	
Address	KETUNPOLKU 3
Country	Finland
Region	FI1D4 - Kainuu
P.O. Box	000
Post Code	87100
CEDEX	
City	KAJAANI
Website	www.kamk.fi
Email	kajaanin.amk@kamk.fi
Telephone 1	+358 8 618991
Telephone 2	+358 44 7101 600
Fax	+358 8 61899603

D.4.1. Profile

Type of Organisation	Higher education institution (tertiary level)
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	No

D.4.2. Accreditation

Has the partner organisation received any type of accreditation before submitting this application?

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education (ERAPLUS-ECHE)	SF KAJAANI05



D.4.3. Background and Experience

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

Kajaani University of Applied Sciences (KAMK) is a proactive, genuinely international university with strong regional and national profile. It has an international learning and development community consisting of approximately 2000 students and 240 experts operates in its own campus area located in close proximity to Kajaani town centre.

In accordance with KAMK's new strategy the UAS is further profiled in regional development as a true beneficiary of internationalization and digitalization. KAMK uses internationalisation as a regional development tool through national, regional and international collaboration as well as organisational development. KAMK's activities are directed by one profile – smart solutions. Each competence area has one focus area that supports this profile with the aim to generate added value to businesses in the Kainuu region.

KAMK's profile, operations and organizational structure are based on five areas of competence (Mechanical and Mining Engineering, Information Systems, Nursing and Healthcare, Activity Tourism, Business and Innovations). The competence areas are linked to the fields of focus by expertise. Business and Innovation competence is comprised of business, management and development skills. Its focus area is business potential, that focuses on the identification of business opportunities and improvement of skills in order to achieve profitable international business potential. The students are trained as marketing and financial administration professionals, working in management and expert positions as well as entrepreneurs. Development activity of this competence area creates a productive environment for young entrepreneurs and supports the development of business in the Kainuu region.

AIKOPA is KAMK's and Oulu University's joint adult and complimentary education service. AIKOPA's main aim is to develop the region's separate and complimentary education provision. At a regional, national and international level AIKOPA offers educational services, research and development services as well as expert services. By closely cooperating with KAMK's competence areas, the adult education services of Oulu University and Kainuu Vocational College, AIKOPA is responding to the region's growing adult education requirements. AIKOPA's multi-disciplinary, comprehensive partner network ensures an extensive selection of expertise in education and development. AIKOPA provide tailored services for businesses, private and public organisations as well as individuals. Any tailor-made training planning takes into considerations the needs and requirements of the working life.

The 'Business and Innovation' division and the 'AIKOPA' division will be the core participants from KAMK in this project.

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

At a regional level, KAMK cooperates with the City of Kajaani, the Joint Authority of the Kainuu Region, Vuokatti Campus and Kuusamo. Cooperation with Rovaniemi University of Applied Sciences is based on a strategic partnership agreement. To ensure the required higher education expertise is available, training provided by other universities will be actively imported to Kainuu.

KAMK's research, development and innovation services department (RDI) is one of the basic functions of the university. The RDI activities support working life and regional development of Kainuu, and serve education in all fields at Kajaani University of Applied Sciences. RDI functions are focused on developing the products and processes for businesses, companies and other organisations in the operating area of KAMK. In RDI activities KAMK also focuses on the needs of the labour-markets through higher education development projects. Most of the projects are collaborative undertakings with private companies, education institutions, governmental and non-governmental organizations and other bodies. Early KAMK carries out approximately 40-45 projects with the annual budget of around 4-5 million euros. There are around 200 private companies collaborating within KAMK's RDI-projects. KAMK is a nationally appreciated partner with active international co-operation network.

Kajaani University of Applied Sciences (KAMK) has participated in several projects funded by the Structural Funds since Finland became a member of EU. KAMK has a long experience in implementing as well as managing EU-projects. The Finnish Education Evaluation Centre (FINEEC) is an independent government agency responsible for the evaluation of education. The aim of the evaluations is to develop education and to support learning while ensuring the quality of education. KAMK successfully passed the FINHEEC audit in 2015.

Ruey Komulainen, who joined KAMK with a solid 13,5 years commercial background will bring valuable knowledge and practical



business experiences to this project. In addition, her strengths to manage multi-cultural teams and projects will be important competencies for the success of this project because the project involves university partners, business partners and students from a diverse backgrounds and nationalities. She has led, managed and organized projects of various sizes with local businesses in Kainuu and KAMK students. Ruey is also proficient with the different virtual technologies that are useful to facilitate remote or distance teaching or monthly event, thus such communication technology is quite familiar to her since the beginning of her career. Ruey Komulainen has published several papers in the sphere of talent management in Finnish ICT SMEs and effectiveness of banner ads in mobile games.

Tuula Rajander is coordinator at Adult- and continuing Education department AIKOPA. She has an experience of running EU-projects. At the moment she works as a project leader at EU-project, which develops e-Mentoring as a part of university of applied sciences studies. In addition to this, she has a strong competence in e-learning/blended learning and needs of local working life. Tuula has published several articles about blended learning and e-learning at Finnish publications. She has also participated into continuing training sessions dealing with social media and e-learning at education.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
European Social Fund	2015	S20435	Kajaanin University of Applied Sciences
European Social Fund	2015	S20002	Kajaanin University of Applied Sciences
European Social Fund	2015	S20465	Kajaanin University of Applied Sciences
European Social Fund	2015	S20502	Kajaanin University of Applied Sciences
European Social Fund	2015	S12174	Kajaanin University of Applied Sciences
Karelia ENI CBC	2015	KA325	Kajaanin University of Applied Sciences
European Social Fund	2015	S12386	Kajaanin University of Applied Sciences
European Social Fund	2015	S12453	Kajaanin University of Applied Sciences
European Social Fund	2015	S12499	Kajaanin University of Applied Sciences
European Social Fund	2015	S20165	Kajaanin University of Applied Sciences

D.4.4. Legal Representative

Title	President
Gender	Male
First Name	Turo
Family Name	Kilpeläinen
Department	
Position	Rector of KUAS



Email

Telephone 1

If the address is different from the one of the organisation, please tick this box

D.4.5. Contact Person

Title

Gender

First Name

Family Name

Department

Position

Email

Telephone 1

If the address is different from the one of the organisation, please tick this box



D.5. Partner Organisation

PIC	999452208
Full legal name (National Language)	HUD
Full legal name (Latin characters)	THE UNIVERSITY OF HUDDERSFIELD
Acronym	HUBS
National ID (if applicable)	
Department (if applicable)	
Address	Queensgate
Country	United Kingdom
Region	UKE4 - West Yorkshire
P.O. Box	
Post Code	HD13DH
CEDEX	
City	HUDDERSFIELD
Website	www.hud.ac.uk
Email	a.mcconnell@hud.ac.uk
Telephone 1	441484472328
Telephone 2	441484473192
Fax	441484472682

D.5.1. Profile

Type of Organisation	Higher education institution (tertiary level)
Is the partner organisation a public body?	Yes
Is the partner organisation a non-profit?	Yes

D.5.2. Accreditation

Has the partner organisation received any type of accreditation before submitting this application?

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education (ERAPLUS-ECHE)	UK HUDDERS01



D.5.3. Background and Experience

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

The University of Huddersfield Business School (<http://www.hud.ac.uk/uhbs/>) is a member of the UK's Chartered Association of Business Schools, AACSB International, and EFMD. It is a full-service business school offering undergraduate, postgraduate, professional and doctoral programmes. It is located in an eco-friendly building on a heritage site in West Yorkshire, close to Leeds, Manchester, Bradford and Liverpool. It comprises five academic departments: Accountancy & Finance; Law (known as the Law School); People, Management and Organisations; Logistics, Operations and Hospitality Management and Strategy, Marketing and Economics. In addition the Business School has a strong Business Placement Unit and a Learning Development Group which supports academic writing and international students. The University of Huddersfield (founded in 1825, <https://www.hud.ac.uk/>) was awarded a Queen's Award for Enterprise and International Trade in 2013 and it was named University of the Year at the Times Higher Education awards in 2013. Its 3M Buckley Innovation Centre (<http://www.3mbic.com/>) acts as a catalyst to promote business to business and business to higher education collaborations to support successful business growth, including advice and access to technology, skills partners and training. The University is well placed as the only higher education provider in Huddersfield town with strong corporate engagement and links with local SMEs. The Business School offers programmes in entrepreneurship. It has been an approved centre for the Chartered Institute of Personnel and Development, the world's oldest body for HR professionals, for more than 40 years with a team of eleven core HR academic faculty members. The University is public institution and adopts a robust quality assurance system to comply with the UK's Quality Assurance Agency.

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

The proposed academic team comprises Prof. Jawad Syed, Dr Julie Davies and Peter Emsell who are all Chartered Fellows of CIPD.

Prof. Jawad Syed (<https://www.hud.ac.uk/ourstaff/profile/index.php?staffuid=sbusjsns>) is Professor of Organisational Behaviour and Diversity. He has over 20 years' teaching and research in higher education. He taught in Australia and published on migrant labour: Syed, J. (2008) 'Employment prospects for skilled migrants: A relational perspective' Human Resource Management Review, 18: 28-45. Syed, J. (2007) Career choices of skilled migrants: A holistic perspective. In: Career Choice in Management and Entrepreneurship. Cheltenham: Edward Elgar Publishing.

Dr. Julie Davies (<http://www.hud.ac.uk/ourstaff/profile/index.php?staffuid=sbusjad>) leads the HR subject group. She established the School's Partners in HR Network with local employers and is a member of the services to business working group in the Business School. Her research interests include management education. She managed EU projects at University College London and Queen's Anniversary prize winning international distance learning programmes in economics and finance at the School of Oriental and African studies, funded by the World Bank and SIDA. She is a member of the Chartered Institute of Personnel and Development's national membership and professional development committee.

Dr. Peter Emsell (<https://www.hud.ac.uk/ourstaff/profile/index.php?staffuid=sbuspe>) is a Senior Lecturer in HR with extensive experience in consultancy with SMEs and a strong interest in case writing, e.g. Aldi, Nandos, Huddersfield Lawn Tennis & Squash Club, AFI-Uplift Ltd. He is completing an EntD (Doctorate in Enterprise) that includes a business action plan. His current consultancy SME clients include ProZone Sports Ltd., Merchants Ltd., an international outsourcing company, and Prohms Ltd., a leading supplier of occupational health and medical services.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
Erasmus	2013	372356-1-2012-1-ES-ERAMUNDUS-EMA21	University of Huddersfield:Business School



Erasmus+	2015	561712-EPP-1-2015-1-UK-EPPKA2-CBHE-JP (2015 - 3205 /001)	University of Huddersfield:Art Design & Architecture
Erasmus	2015	2015-1UK01-KA103-012765	University of Huddersfield:International Office
H2020 - MSCA-RISE-2015	2016	690974-MIREL	University of Huddersfield:Computing & Engineering
EuropeAid	2016	690974	University of Huddersfield:Human & Health Sciences

D.5.4. Legal Representative

Title

Gender

First Name

Family Name

Department

Position

Email

Telephone 1

If the address is different from the one of the organisation, please tick this box

D.5.5. Contact Person

Title

Gender

First Name

Family Name

Department

Position

Email

Telephone 1

If the address is different from the one of the organisation, please tick this box



D.6. Other Organisations

If relevant, please identify and explain the involvement of any other organisations not formally participating in the project. Please explain how they bring added value to the planned activities, including by investing their own resources and know-how, and also describe how they will contribute to the achievement of the project's objectives.

The SHARPEN project also involves a diverse group of associate organizations from all the partner regions:

1. Chambers of Commerce – offers consulting services and assistance in matters related to business activities, issue of verified printouts from selected registers of the public administration, activities aiming at education and development of human resources which is important for the support of project results on the regional level.

- Czech Republic - Jablonec and Nisou district (Liberec region)
- Germany – Chamber of Industry and Commerce Chemnitz (IHK Chemnitz)
- Lithuania – Klaipėda Chamber of Commerce, Industry and Crafts (KCCIC)
- Finland – Chambers of Commerce Oulu
- United Kingdom – Mid-Yorkshire Chamber of Commerce (MYCCI)

2. Selected SMEs from diverse industries and City Council which are key employers in the partner regions

- Czech Republic - Lasvit, Praktik, Haas a Sohn
- Germany – Friweika (food industry), 3D-Micromac AG (laser micro-machining)
- Finland – Herman IT (ICT industry), Mamselli Public Unity, The city of Kajaani (Food and Beverages Industry)
- United Kingdom – Kirkwood Hospice, Reach Resourcing Solution (a HR outsourcing services provider to SMEs)

3. Development organizations

- Finland – Kainuun-etu which brings a huge amount of experiences with strengthening links between SMEs and RD activities

4. Entrepreneur association

- Finland – Kainuun Yrittäjät that promotes entrepreneurship, healthy competition and cooperation between enterprises in Kainuu municipal area and local associations in relations with the regional and local administration.

5. Employment research organization

- Czech Republic – People Management Forum
- Germany – Institute of Employment Research of the Federal Employment Agency
- Lithuania – Klaipėda County Employers' Association which seeks to create a favorable economic, legal, political, social, psychological environment for small and medium business development in Klaipėda region

These organizations involvements are deemed valuable and vital for various reasons such as procurement of critical information to support needs analysis (to ensure the output from the project will have relevant and practical implications to address and resolve a real issue), create awareness and disseminate information (such as jointly organize seminars, workshops, circulation of newsletters, web-contents) to SMEs and other target groups on a continuous basis, to ensure the output developed will be sustainable to the future after the project's expiry.



E. Description of the Project

What is the rationale of this project, in terms of objectives pursued and needs and target groups to be addressed? Why should this project be carried out transnationally?

The collaborative partners (Technical University of Liberec in the Czech Republic, Kajaani University of Applied Sciences in Finland, Westsächsische Hochschule Zwickau in Germany, University Socialiniu Mokslu Kolegija Klaipeda in Lithuania, and Huddersfield University Business School in England) are facing similar challenges of the emigration of young, productive adults and the perceived unattractive employment potential of SMEs and their specific HR (human resource) needs. These critical gaps have been identified through in-depth analysis and research in all regions based on secondary and data collected by the applicants (more in the attachment).

Constrained by limited resources, the partner universities strongly believe that by joining forces, sharing resources, competencies and knowledge, this project will create a common pool of resources to address some common gaps through leveraging each other's expertise, knowledge, experiences and competencies in the field of Human Resource Management (HRM), to exchange relevant practices across partner regions to enhance local competitiveness.

The key OBJECTIVES of this project include:

- Matching competencies to be developed in academic curricula to the real needs of SMEs in the regions through engaging and helping specific groups within the labour market.
- Addressing the real needs of SMEs in these regions, especially in building the competencies, HR training and development, and employer branding.
- Addressing critical gaps related to SMEs' limited time and financial resources to work on long-term, sustainable HR initiatives as a business priority. These issues are typically managed on an ad-hoc, case-triggered basis due to other priorities.
- Co-creating a set of tools with and for the target groups to enable them to use HR competencies and capabilities effectively and efficiently specifically in SMEs.
- Helping SMEs in their HR policies and practices to attract the right, qualified talent, and to integrate young and new recruits to the employer organisations.
- Improving integration with local economic developments, changing the social and business environment, aligning HR policies and practices to the evolving needs of the region, sharing best fit international knowledge and experience.

The rationale of SHARPEN is the joint development and implementation of an English-language learning module and to create new and impactful publicly used SMEs instruments in HRM. The modules are planned for bespoke courses for students enrolled in study programmes in the participating universities. It aims to develop, sharpen and provide opportunities for students to apply HR competencies in attracting, recruiting and selecting, engaging, integrating and retaining young employees (Retention Management), and bolstering the attractiveness of small and medium sized regional employers (Employer Branding). In the project, students will collaborate with regional SMEs.

This project will help young, productive potential employees to become more aware of and attracted to working with and in regional SMEs, thus helping recent university graduates to integrate and remain in the region rather than contribute to a local brain drain. Since all partner regions have similar demographic structures, backgrounds and challenges, the partner institutions intend that this transnational project will result in highly integrated efforts, interactive work relations that will enable consolidation of experiences, intellectual know-how and subject competencies. Successful project outputs will result in relevant curriculum developed through consultation with local SMEs and university students and faculty to boost employment and the competitiveness of regional SMEs.

Moreover it will help SMEs that are experiencing similar HR challenges to use a knowledge based platform to establish and develop their own HR policies and practices, with evidence-based impact that has national and international scope. The project will benefit from synergies through knowledge exchange with partners that contribute complementary and multi-stakeholder expertise.

The key TARGET GROUPS include:

- Students on HRM courses (including students with special needs, immigrants, disadvantaged groups) –future potential employees in HR having competencies needed in SMEs in the regions who will benefit from increasing their employability in the relevant regional labour markets.
- Universities (and academics who are specialists in HR) – tools created via this project will enhance their curricula.
- SMEs – with high potential to employ graduates, foreign students and immigrants; these groups will be consulted throughout this project.



Moreover, it will help SMEs which are experiencing similar HR challenges to use a knowledge based platform to set up or develop their own HR processes, people management knowledge and competencies with an ultimate goal of creating a sustainable competitive advantage through strategic HRM.

In what way is the project innovative and/or complementary to other projects already carried out?

The project is innovative in bringing an unique structure of a partner's expert platform together with stakeholders to identify current needs of SMEs in HRM and provide an omnibus volume of outputs in a unique structure (platform of innovative tools) which will help target groups to find support for crucial aspects of HR in SMEs. It is based on identification of specific needs in SMEs in the area of HRM. The innovativeness is based on the findings very few EU regions need to support and create favorable conditions for young people, who can help to create added value and increase region competitiveness.

This project will also help to improve situation of collaborating regions in the sense of improving and enlarging training opportunities for students, identify potential of SMEs in HR specifically based on their needs and thus create a unique platform of knowledge and best practices useable for SMEs, students, academic staff as well as regional, national and international entities and support networking. It is unique in an internationality of this topic (students and staff from collaborative regions with similar needs and challenges) and international exposure to local companies. Based on cooperation and excellent qualification of all four partners there will be created practical tools for SMEs: it is an innovative way to support the SMEs and it can be delivered in an innovative manner.

E-modules, continuous development or build competencies to SMEs owners and managers who may have little professional training in the HRM areas and are limited with disposable sources and time. In these four regions through universities, Chamber of commerce, local development organizations and local businesses will migrate best practices across industry and regions, regional networking and benchmarking. Project aims also to reduce SMEs efforts and limited resources to train new graduated employees, increase success for swift integration, better and more realistic job preview and actual knowledge of the parties. It will bring a new methodological approach (current HRM concepts are modified for the specific application in SMEs in different European regions, blended learning approach, combination of formal and informal education, coaching of the companies is carried out by the relevant target groups.

The project also provides opportunities to participants to apply their HRM knowledge gained from courses to different industries, and create solutions, tools that are practical for real businesses especially in SME environment. It opens up opportunities to apply technology to the learnings, digitalization of our teaching programs and cross-border learning activities. Such knowledge are important to improve the cost efficiency of future education, and improve cross border collaborations. Such practices also help all participants (teachers, students, companies) to increase their techno-knowledge, its application and utilization in practice which are critical and essential in this information age and knowledge-industry.

All five partners have relevant previous experience in the area of HR as well as SMEs in regions and have been cooperating with various stakeholders in their respective regions. It aims to create a strategy to make them more attractive for the younger generation, to create the conditions for them to stay in the region and contribute to its economic development. Thus, this project will significantly contribute to this goal. The innovativeness is based on the findings, that most EU countries is seeking to create conditions and make city attractive for seniors, etc., but just a very few regions are seeking to create favourable conditions for young people, who can help to create added value and increase region competitiveness.

Project will be based on cooperating with municipality, other stakeholders to create a strategy to make attractive city for GEN Z, which is leaving the region and moving to other cities. The main goal of these joint efforts is to make the region attractive for this generation and create the conditions for them to stay in the region and contribute to its economic development. This project will significantly contribute to this goal.

How did you choose the project partners and what experiences and competences will they bring to the project? How was the partnership established and does it involve organisations that have never previously been involved in a similar project? How will the tasks and responsibilities be distributed among the partners?

All five partners based a need of their cooperation in this project on identifying the same key challenges and needs of regions where



universities as main partners are located. Project has been based on previous efficient cooperation of these partners with which mapped reasoning and objective needs of this project for target groups which are SMEs, students, academics and authorities on regional, national and international level.

All partners nominated in the project are the best specialist in the area of HR and SMEs to participate on fulfilling of the project needs. Cooperation of partners has been tested on sharing of scientific knowledge and potential and partners within an intensive meeting and workshop in Zwickau in 2015. International cooperation of students and specific needs of SMEs were tested on the case study from 1 IT SME from Finland in 2015, and a pilot website was created. All steps in the preliminary phase proved a necessity and justifiable needs of the project. To capture all issues of the project objectives from all five partners selected subjects, their experience and competencies will be involved.

Needs analysis: all cooperating partners in the consortium are continuously analyzing the situation in the field of SMEs and their needs for improved strategies and operations in the area of various HR processes. Moreover, these regions and the topic of the project were selected because they have common strengths, as developed education systems with the possibility of gaining education on all levels, and then a great geographical position for economic growth, including an engineering infrastructure. Further development, as growing demand for new types of tourism, e.g. rural tourism, and the Internet development with new concepts for businesses and lifelong learning systems brings an excellent chance for the regions to reduce the gap to highly-concentrated regions, as capitals and other metropolis regions.

On the other hand, in all regions could be identified, that the full potential is not used yet, so conditions and support of business development are necessary to be improved, thus there is no strong link between scientific research and business partners. It can be identified that there is a significant migration, not only from the region to other parts but also inside the region from small villages to major cities. This is caused by a large economic disparity between the regions (which also prove primary data from graduates at Liberec Technical University, where nearly 50% of FE TUL graduates in 2015 left the region to work in or near Prague. Moreover, little interest of students in technical fields causes a lack of technical-skilled professionals in these regions. Finally, there is a thread of shifting production to countries with cheaper labor cost, what could happen easily due to the fixation on industry production with only little research activities and a little share of family businesses.

Technical University of Liberec (TUL) will be responsible for the managing and coordination activities of the project. accountable to the national agency for the delivery of the project. TUL will have responsibility for the legal, financial and administrative aspects. Also, people from TUL Liberec involved in the project will participate in their experience, mainly K. Marsikova (HRM specialist and tutor, Human capital scientist, labour market research focused on university graduates, Career Service Centre Advisor), P. Rydvalová as a lecturer of SMEs in Liberec region, tutor of start-up at TUL (student business club), V. Machackova (SMEs communication, Office for analysis and research of SMEs, Strategic Management, TUL).

In Kainuu region, the manager of the Finish partner will be R. Komulainen, which is also a specialist in the HR and multicultural environment and will provide an IT support for the project website and outputs. The project will expect advisory and dissemination help of entrepreneur association (Kainuu Yrittäjät), Kainuun-Etu, for Kainuu's development). AIKOPA, which offers educational and expert services. AIKOPA (Finland, KAMK' and Oulu University's joint adult and complimentary education service). In Finland, Kainu region, needs analysis will be done in cooperation with AIKOPA.

WHZ will contribute many years of experience in research, practice and teaching of Human Resource Management. Consequently, the WHZ will be responsible for developing and conducting the learning module (Output 1) as well as for carrying out and publishing project-related research results (Output 3).

SMK - will be a partner which bring excellent HRM knowledge, SMEs needs analysis, also support of inclusion of disable groups of students in the project and especially output 1 - HRM learning module

HUBS - will be a partner which bring excellent HRM knowledge, SMEs needs analysis, excellent in case studies (O5) and the value added of the partner will be also in the language support as a native speaker.

How will cooperation and communication happen among all project partners and with other relevant stakeholders? What will be the purpose and frequency of the transnational project meetings and who will participate in them?

The contractor of the project SHARPEN is Technical University of Liberec, who will be accountable to the national agency for the delivery of the project. The Applicant will take responsibility for the legal, financial and administrative aspects of the project:



- Contract Management: Coordination of all contract issues between the Grant holder and the National agency as well as the Project partners; - rules set at the first kick off meeting in Liberec.
- Financial Management: ensuring observation of programme regulations and continuous instructing of all Project partners; setting standards for financial recording and documentation at each participating institution; realisation of cash flows based on the contract between the NA and the Grantholder; review of financial information and update of the budget; preparation and support of auditing
- Organisation: preparation of travel activities; support and active organization of dissemination events; organization of local meetings; creation of intellectual outputs, revision of tasks carried out.
- Risk Management: reconciliation of all priorities between the partners in the partner country/ies in relation to the project objectives and activities; review and update of risks and needs analysis
- Reporting: preparation of financial reports and progress reports as well as the final audit; recording of administrative issues during project meetings.
- Project applicant will appoint a Project Coordinator. The other partners will appoint a responsible National Project Manager. National Project Managers will establish and organize national project teams, and communicate with Coordinator. Day-by-day activities will be managed by the Project coordinator and national Coordinators. Management rules will be described in the Project Management Handbook. The Project Management Handbook, agreed by partners, will regulate all relevant management issues, including among others ways of cooperation amongst Partners, ways of solving disputes, intellectual property rights.

The partners will work at a distance using periodical meetings and videoconferences. Official Project language is English. Aready the preparation phase was coordinated via skype calls as well as sharing of information in the e-mails. The partners will continue with by regular skype calls as well as e-mail reports on monthly basis or actual needs. From the main coordinator all partners will receive regular feedback about their tasks.

Frequency of the transnational project meetings:

5 transnational meetings in 3 years and 4 online meetings/ yearly (12 in 3 years) will be held by partners, all partners will participate.
1st transnational meeting - kick off meeting in Liberec, Czech Republic
2nd -4th transnational meeting (following the ISP programme week - the reason is to share current information and safe travell costs for the meeting) - Zwickau, Germany, Kajaani, Finland, Klaipeda, Lithuania
5th transnational meeting - (following Final conference in Huddersfield, England) to review all project activities, finalize outputs, set final tasks for the sucessfull end of the project
Every six months every partner will produce a Progress Report addressed to the project coordinator. The Progress Reports give detail of each partner activities and expenses.

Participants:

all project partners will participate (in the host country support of the management)

Main deliverables:

1. Kick off meeting in Liberec, project transnational meetings + workshops (4 general meetings in 3 years and 4 online meetings/ year negotiating a project progress, funding, progress in outputs preparation)
3. Workplan, orgchart
4. Progress reports on outputs
5. Interim reports of using financing, progress, dissemination.
6. Final report - final conference in England, HUBS.

Consortium partners involved: all.

With local stakeholders (Chambers of commerce, e.g. Saxony/Germany IAB (regional Institute for Labour market research, part of the Employment Agency), regional company contact fairs (companies present themselves and the project results), companies negotiation about cooperation started in the preparation phase of the project. e. g. open day (university and students present project results), other regional institutions, that support the integration of professionals into companies , international departments and departments for public relations of our universities, social media we will organize conference to communicate and presents partial and final results to local companies and media during the mobility week, networking sessions with local company during the mobility week and publish electronically Project Newsletter on annual basis, also announce all important information with help of international offices of partners on university website, Facebook or linkedIn. Once a year there will be organised a workshop at the University of one project-partner (3 workshops in total in 3 different partner countries - Germany, Finland, Lithuania).



What are the most relevant topics addressed by your project?

- Regional dimension and cooperation
- Enterprise, industry and SMEs (incl. entrepreneurship)
- Labour market issues incl. career guidance / youth unemployment

What results are expected during the project and on its completion? Please provide a detailed description of the expected results (if they are not listed in intellectual outputs, multiplier events or learning, training, teaching activities).

- 1/ established cooperation with local SME's - knowledge of the project, outputs, results, using of informaiton
- 2/ increased competences of teachers (academics), students, SME's representatives,
- 3/ increased awareness of HR topic among companies, HEI, Chamber of commerce, etc.
- 4/ network of Chamber of Commerce, SMEs, students, future coopation in all partner's regions with multiplied national and international effects
- 5/ platform of coopeation in issues presented in the SHARPEN project on the international level, network between universities, platform for futhre cooperation, common publications and research and new projects in the future

E.1. Participants

Approximately, how many persons will benefit indirectly from or will be target of the activities organised by the project? (i.e. participants for whom a specific grant is not foreseen, such as local participants in multiplier events, or other types of events, etc.)

15000

Please describe briefly how and in which activities these persons will be involved

- Among the indirectly benefiting target persons will be:
- * Employees and managers of SMEs who are not directly involved in this project are still able to use the outputs such as the e-Handbook, tools presented in the website, social media sites, dissemination of project results through our associate partners, seminars and workshops. These will give them opportunities to learn and enhance their knowledge despite having no direct involvements in the project (approx. 5000 every year – 1000 in each region – 20 SMEs).
 - * Immigrants, disabled people, foreign students and other students or graduates – not directly involved in the leasing module – will benefit from better conditions, improved curriculum and course contents, e-learning modules and best-practices based HR knowledge in the SMEs impacted which are openly available to all.
 - * Students not directly involved in the module at partners universities, other academics.

Participants with fewer opportunities: does your project involve participants facing situations that make their participation more difficult?

Yes

How many participants (out of the total number) would fall into this category?

1000

Which types of situations are these participants facing?

- Economic obstacles
- Cultural differences



Social obstacles

How will you support these participants so that they will fully engage in the planned activities?

Language and cross-cultural barriers – these shall be diminished by the fact that the program for SMEs and the courses for students will focus on specific needs and differences between people, especially when perceiving them as employees in the company. SMEs are usually not ready to employ these people, they are not aware of the specific needs and are not flexible or ready to amend the working conditions. Having processes in place that will respond to these needs and cultural and language differences will be communicated to those people in recruitment process and corporate brand marketing.

Disabled people, physically limited, will be supported with online platforms and versions of the courses (web-casted lectures and videos, online tutorials). In the case studies and in the handbook chapters, special attention will be paid to topics specific for people with special needs. These frequently miss the needed to knowledge to have sufficient self-confidence and motivation to start working.

Foreigners – immigrants, foreign students, disabled people, elderly people – these people may have special needs or need specific and more flexible conditions and approach from the employers.

1000 (200 in every country in the first three years of the project)



F. Preparation

Please describe what will be done in preparation by your organisation and by your partners before the actual project activities take place, e.g. administrative arrangements, etc.

The outcomes of dialogue between the project stakeholders will be shared regularly with the international partners to discuss progress of milestones and to compare and contrast key findings and recommendations
We design and deliver appropriate and relevant course and workshop content based on comparative analyses and insights gained through partnership working.

Collaboration and communication methods:

We have organised regular bi-weekly Skype teleconferences for all major project partners from the higher education institutions involved when we discuss and update project management, share the outputs of our external analysis and plan the next action points. To follow the flow of the project preparation and works continuously we use an OpenProj platform where we share all documents, follow deadlines within the team, set tasks and assign roles to complete these tasks week by week. Additionally, we communicate regularly via other media, such as e-mail. We also communicate with other external parties in our local countries so that we can also share outputs from these conversations.

Fine-tuning the objectives in accordance with more detailed specification of target audience subgroups. Inevitably, there are differences between local and international needs of the various participants so we are sufficiently flexible and responsive to fine tune project objectives to accommodate local sensitivities and contexts.

Other initiatives undertaken by the participating organisations:

We are actively seeking and engaging with other organisation and parties within and around existing networks that could both benefit from and enrich our work.

For example, in Liberec we have a student business club and start-up support project, where learning HR issues and implementing HR strategies in practice is crucial for them, so we will also invite this party to participate. Furthermore, we work with the office for youth and graduate career development where they also support the employment of disabled and people with special needs. This collaboration provides significant insights into the needs of employees with special needs and supports companies who are employing these individuals.

Administrative arrangements between university and relevant local partners:

We have preliminary arrangements with external bodies and organisations. Draft contracts are being discussed and will be prepared between collaborating partners based on their needs and project objectives.

We will discuss various types of co-operation agreements with SMEs (CZ, DE, FI, LI, UK) – mainly non-disclosure agreements (regarding confidential data from companies that they do not wish to be made public).

Chambers of Commerce in all five regions (Memoranda of Understanding - MOUs).

Research institutes and HR associations and forums in all five regions (MOUs).

Creating teams of experts including a diversity of individuals and institutions that offer different competencies and expertise, which is incorporated throughout different various phases of the project.

Examples:

Office for Quality Management, WHZ

The main objective of the WHZ Quality Management Office is the development and implementation of a customised quality management system based on comprehensive standards and guidelines. Quality management involves processes of teaching and researching as well as the administration of the university. The intention of quality management is the optimisation of these processes based on PDCA-cycle (plan-do-check-act-cycle) and participation of relevant administrative and academic staff. Module evaluation, for example, is one important quality management instrument.

- 1) Signing an agreement with the National Agency (co-ordinator);
- 2) Updating the work plan for 2016, discussing among the partners, confirming responsibilities, deadlines, etc. (co-ordinator and partners);
- 3) Agreeing budgetary issues and the distribution of resources (co-ordinator and partners);
- 4) Signing contracts with partners defining the principles of collaboration, i. e. current schedule, rules for the implementation of the budget, co-ordinating organisations and partners (co-ordinator and partners);
- 5) Preparing the first kick-off meeting to agree all relevant tasks and activities (co-ordinator and partners)



6) Signing agreements with external bodies and organisations (each partner in its own region).

F.1. Project Management

How will you ensure proper budget control and time management in your project?

Each output is assigned to one specific strategic partner in the SHARPEN project who is the most competent person to lead the output initiative and also responsible for planning, developing, implementing and monitoring the results of the output. Appropriate resources are discussed and budgeted during the formation and preparation of this application to ensure all partners are resourced according to their roles and involvement in order to support the specific outputs agreed in this project. Continuous performance monitoring of the preparation and achievement of the outputs is reviewed regularly at meetings of the management team. Detailed minutes are recorded, agreed and promptly disseminated within 24 hours of every meeting of the project team. The core project team comprises specialists who are responsible and accountable to ensure the completion of outputs and their quality coordinate by the specialist from TUL. Project team members demonstrate specific knowledge necessary for the preparation and implementation of the outcomes within the scope of the activities and size of the project consortium.

Management of the project includes a two-tier implementation plan:

1. At the strategic planning level, the strategic project management plan is identical to the project application and covers the whole implementation period.
2. At the operational level, the project plan incorporates short-term goals and activities which will be reviewed, measured and followed through on a periodic basis (e.g. 3 month plan). In this way, the project team can ensure agreed deadlines and outputs are reflected in the project, and also consider the development needs and requirements of the target group and other environmental influences which will impact the design and delivery of the project. In addition, the short review cycle will also improve the quality and progress of the project to ensure all partners remain in line with the project objectives, goals and agreed milestones.

Organisational structure

The project is managed by relevant members of the management team, which consists of the leader / co-ordinator and output leader(s) who are responsible and accountable for the deliverables / outputs and the implementation of key activities in accordance with the plan and agreed schedule. The team members will regularly check the progress of the project, preparing medium- and short-term implementation plans and adopt decisions about changes in the plan, resolve any conflicts arising in the course of project implementation, and decision-making. Members of the management team meet regularly by Skype (scheduled according to the short-term planning cycle, and on a needs basis).

Equal partners

Although the organisation structure consists of a lead partner / co-ordinator and output leader(s) to facilitate effective management, nevertheless, at the operational level, all partners will be treated as equal partners and situational leaders based on their expertise, competencies, knowledge and experiences will be invited to join the team to meet specific requirements. The outputs will be shared and used freely by all partners in the ways that are most beneficial for their respective regions, and the target groups or other beneficiaries of this project.

Budget control

The co-ordinator is responsible for proper utilisation of the funds. Practical aspects related to the management of cash flow and orderly draw down in accordance with the agreement will be managed by the financial manager.

The working language between partners is English. In case of a language barrier, a dictionary for the main terminology of input and output parameters will be created in other languages (German, Czech, etc.) depending on partners' needs. TUL will set-up within the first months of the project a secured collaborative internet platform for project management. It will organise communications between project participants and enhance official communications inside and outside the consortium. Access (logins and passwords) will be provided according to the levels of the stakeholders (partners, guest, users). The internet platform will allow free access to technical and financial project follow-up information as well as project archives (project database). A website administrator will be responsible for updating the project progress data according to the latest developments in order to guarantee the accuracy of the information within data protection legislation.



How will the quality of the project's activities and results be monitored and evaluated? Please mention the involved staff profiles and frequency of such quality checks.

Quality Management of the project will be supported by the TUL expert (namely E. Šlaichová) experienced in this area. The project quality will focus on project outputs and activities. They will supervise that monitoring of quality of project activities will be conducted by a team executing the action - coordinator and coordinators of partners. Checks will aim to check of the implementation of the project in terms of timely implementation of measures for achieving the intended outputs and results, including milestones (physical monitoring), as well as the proper use of resources (financial monitoring). The monitoring tools will be used as follows:

- Periodic reports from partners, including financial reports;
- A list of participants, learning activities, internships, round table discussions, conferences, etc. (mention other activities);
- Reports of internships/piloting in companies;
- Survey.

Will be subject to ongoing monitoring various stages of operation:

- 1) developed the effects of intellectual outputs (mention – O1,O2, O3, O4, O5)
- 2) events to disseminate results of intellectual labor/multiplier events (mention)
- 3) training activities for target group (mention - Learning/Teaching/Training Activities)

What are your plans for handling project risks (e.g. conflict resolution processes)?

Risk management is coordinated by the Coordinator. The objective will be to: make all known project risks explicit before they become problems, transform risk data into decision-making information, translate risk information into decisions and mitigating actions (both present and future) and implement these actions, monitor risk indicators and mitigation actions, correct for deviations from the risk mitigation plans, enable the sharing of all information throughout the project.

Risk management policy will be included in the project quality policy, risk management will be accomplished following the flowchart risk identification will be under constant monitoring during the project.

Defaulting partners towards Partners defaulting on their responsibilities: regular technical follow-up will be ensured on a 3 monthly three-month basis via conference calls (SKYPE) to identify work progress against planning and possible defaults from partners.

The Coordinator is a financially solid entity who will receive and swiftly distribute the EC payments. A financial follow-up will be implemented on a 6 month basis to detect any deviation in resources consumption from the partners. The coordinator, during financial reporting, will identify the potential risk of unspent pre-financing.

Continuity:

- Departure of key participants in the strategic institutions - clear documented program, work model and concept, dual staff involvement from each institutions, open database and repository of researched materials.
- Drop-outs of student participants.
- Quality of work – students vs. professionals.
- Get buy-in from the local SMEs to participate -> Involve them in early phase of the project, showing them concrete values, choose few enterprises with existing collaborations to start the project.
- English language skills of SMEs in the region local students in teams that speak the local languages.
- Financial

Which activities and indicators of achievement (quantitative and qualitative) will you put in place in order to assess whether and to what extent, the project reaches its objectives and results?

Short to Mid-term indicators are based on creation of intellectual outputs and data collection. They were defined as:

Quantitative:

- 1) Number of SMEs participating in the initial survey questionnaire
- 2) Number of students recruited to the project
- 3) Number of SMEs recruited to the project



Qualitative:

- 1) Students' evaluation of satisfaction with courses a perceived valued added of the practical SEMEs focused enriched HR curriculum
- 2) Evaluation by participating companies and other commercial participants – evaluation of added value perception – surveys + qualitative dialogs, assessment on scales:
- 3) Employee motivation / satisfaction survey + qualitative dialogs – results will compared among companies and also as longitudinal data twice a year (second and third year of the project – compared to a situation assessing the same areas in the year one)

Medium term:

Quantitative:

- 1) Integration rate of locally trained and educated students from the SHARPEN programme to region's workforce (local SMEs)
- 2) Number of companies actively participating in case studies – providing data, allowing students to do research in their companies
- 3) Number of students actively cooperating with SMEs and other partners in the project
- 4) Number of participants with special needs successfully attending the courses

Qualitative:

- 1) Perception of students and to be graduates of the relevance of the courses and programme focus on their future employment and motivation to be employed by local SMEs – qualitative dialogs
- 2) Teachers' perception of the relevance of the courses related to the real business environment needs
- 3) Perception of people with special needs and SMEs of the relevance of the programmed aiming in reality towards their closer cooperation and mutual understanding of the needs

Long-term:

Quantitative:

- 1) Regional economic development – level of unemployment rate – number of graduates and others seeking for jobs locally vs. open positions filled in SMEs by people looking for a job from the region – this data monitored and studied over time as longitudinal data
- 2) SMEs staff retention rate, turn-over rate – longitudinal data – the selected sample of companies monitored in all five regions
- 3) Demographic changes of the professional, productive populations related to the target project group (e.g. entry level workforce).

Qualitative:

- 1) Dialogs with local chambers of commerce, employment office, employees, employers, graduates – how they perceive the situation of employment, employment conditions, quality satisfaction

General project quality and outputs - key performance indicators (KPIs):

- 1) International Collaborations and exposure: number of teacher, students, companies participating in transnational communication
- 2) Target groups – academics, students, SMEs, public users – absolute numbers of directly/indirectly impacted target group members

Quantitative measurement:

- 1) number of tools developed (chapters, case studies, lectures, number of followers of the website, number of downloads or orders of the handbook, number of participants at local workshops and other dissemination events).

Qualitative measurement:

- 1) acquired competencies – assessment by both SMEs and students, comparisons over time and among partners
- 2) results presented in conferences, presented as publication – scientific media / channel

Other quantitative indicators – to be achieved:

Number of intellectual output created: 5

Number of intellectual output users: around 15 000

Number of directly involved students (in the first three years): 75 ISP

Number of students involved in HRM learning module : 80 each year in each country

Number of involved SME's (in the first three years): aprox. 100 from each partner country for HR in SMEs survey

Number of directly involved SME's (in the first three years): 10 for shadowing, qualitative survey and case studies (2 from each country)

Number of academics involved: 25

Quantitative analysis of project documentation - i. e. lists of participants, photographic documentation, distribution list, number of visits to web sites, comments/likes/shares in social channels;

Qualitative analysis of surveys and reports from piloting in the companies



Erasmus+

Application Form

Call: 2016

KA2 - Cooperation for Innovation and the Exchange of Good Practices
Strategic Partnerships for higher education

Form Version: 3.06



Form hash code: 8F492C0DB8D8478C

This form has been submitted on: 2016-03-30 12:47:18. Status: OK (1348699).

EN



G. Implementation

Please elaborate on the methodology you intend to apply in your project. Please also provide detailed information about the project activities that you will carry out with the support of the grant requested under the item "Project Management and Implementation".

Methodology intended to apply in the project:

1. Analysis of the current situation – the real needs of SMEs and students – future graduates and potential employees – the data and necessary inputs will be collected through questionnaires distributed among SMEs, and in qualitative dialogue with SMEs.
2. Data collected will be compared with existing university curricula and students' knowledge – future graduates, selection process and involvement of students.
3. Research findings – (including a literature review on trends in HRM, developments for SMEs) and results of the needs analysis will be implemented in the teaching activities – the HRM modules for students (O1) including study programme and e-learning modules; an e-handbook for SMEs (O2); a study based on our research (O3); case studies (O5) all supported with intangible outputs; (O4) building the language and intercultural competencies of students and academics.

Project management activities:

1) The applicant's obligations:

- Launching this partnership is based on the project proposal, communications with partners and co-ordination of all tasks and duties that will be specified at the kick-off meeting in Liberec, September 2016.
- Controlling the project in terms of timely implementation and achievement indicators, rationale for the use of resources, quality and risk mitigation – co-ordination of activities of partners, work on outputs.
- Maintaining constant contact with partners and initiating contacts between partners.
- Supervising implementation, communications with managers of outputs and control of progress in work on Intellectual outputs (O1 – WHZ, Germany, O2 - TUL, Czech Republic, O3 – WHZ, Germany, O4 - KAMK, Finland, O5 - HUBS, England).
- Evaluation of the project phases, final evaluation.
- Record-keeping tasks, reporting.
- Information campaign about the project, interim results, outputs, dissemination plan, leaflets, marketing:
 - E-mail newsletter providing updates about the project, its concept, benefits, outputs – target database approx. 400+ recipients (SMEs) in each participating country.
 - Posters and lectures – communicated to students, SMEs, teachers and researchers in other universities.
 - Open social media online community – either in LinkedIn, Google+ - based on habits in the countries – SMEs and students can share learnings, questions.
 - Presentation of the project and its main outputs at various conferences of SMEs and HR practitioners and faculty members, such as HR forum (CZ), the Chartered Institute of Personnel and Development, CIPD (UK) and alike – platforms where HR managers of companies regularly meet and discuss topics.

Responsibilities for co-ordinating marketing: EF TUL Liberec, Office for analyses and research – we communicate regularly with approx. 400 SMEs in our database. We regularly offer SMEs various courses and seminars.

2) Partners' responsibilities

- Implementing activities according to the stated project objectives specified in the contract and application; supporting an information campaign about the project, its outputs for target groups, disseminating interim and final results via social networks.
- Implementing administrative and accounting services according to the assigned actions in the application.
- Communicating with the co-ordinator.
- Record-keeping task.
- Participating in the evaluation of the project.
- Creating a common project platform and website with all public information about project, its publicity and accessible outputs (KAMK, Finland, will be responsible for the website).

Implementation of output 1

The learning module will be offered during the summer term as a combination of classroom training periods and online self-learning phases. During phase one (6 weeks), students will prepare relevant HRM contents supported by their respective lecturers and using



literature in their respective home countries. Regional SMEs will provide project work to the students. In addition, online-seminars with lecturers and students from all five countries will take place in order to exchange initial results and to discuss the project's progress (milestones). In phase two - ISP (intensive five-daystudy programme), all academic participants (ca. 25 students from five countries and two lecturers from each country) meet in one of the partner countries (annual rotation - Germany, Finland, Lithuania) to conduct workshops, collect additional data and continue working on the project tasks together during classroom lectures. In phase three (seven weeks), students will generalise their findings from the first two phases in order to make them transferable. They will present and discuss them during online seminars and draft a handbook on HR policies and practices for regional SMEs (in five languages). This handbook will then be made accessible online to SMEs in all five regions and available world-wide.

Please provide detailed information about the activities that your project will organise and elaborate on the methods you intend to use.

YEAR 1
09-12 / 2016
9/2016 - Kick-off meeting in Liberec (Skype – web-conference for partners used for planning of this event, structure of topics needed),
discussion of online supported visual aid content, website platform , discussing the roles in the project, summarizing the next steps for the upcoming activities', detailed plan for year 2017 (as literature overview - national and international, preparation of the survey)
09-12/2016 – promoting the study program (e.g. informing our HRM course students, publishing information of project through associate partners, course list)
11/2016 - national project meetings with selected SMEs in the regions – general understanding of their needs, trends, identify main topic for discussion and analysis that shall be the subject of the research
10-12/2016 -national project meetings– arranging the joint sessions, literature review tasks distributed, the first contact session details arrangement
11/2016 - application process identified and started for students to join the course (the course starts in 2017 only)
11/2016 – 01/2017 - develop the topics to be mainly addressed, identify relevant literature and sources to study
12/2016 - Web-conference - review of activities, evaluation of first results
02/2017 – start of development of the e-Learning environment (e.g. Moodle) – main functionalities already defined, user's needs, topic sections etc. defined
01/2017 – selection of students to participate in the pilot program (Jan) - 25 students per university, 5 students for intensive study program
01-03/2017 - Web-conference - project online meetings between partners (finalize the e-Learning program, Moodle course environment, assessment criteria and tasks, etc.)
HRM Learning module in English - 1st year:
Phase 1 = online learning
Phase 2 = ISP - Intensive Study Program (face-to-face)
Phase 3 = online learning
02-03/2017 - Phase1 (6 weeks) – literature review (3 credits) / teacher guidance in the region
03/2017 - assessment and feedback of the literature review task (4 weeks)
01-03/2017 - preparation on site for the contact session - Session 1 – Liberec
April 2017
Phase 2: Intensive study program ISP: Contact session in the HOST COUNTRY (3 credits) - (5 full working days)
- Seminar sessions (20-25 hours) (O1, O4, O5)
- Group work sessions (O1, O4, O5)
- Networking sessions with local SMEs (reception, roundtables) -(O1, O2,O3,O4, O5)
Cultural exposure and sightseeing, company visit to a key industry area – selected SMEs with key topics to be presented and seen in reality, welcome session together, orientation activities in first session (O4)
After this ISP, in following 2 days will be organised the Transnational meeting of all partners to summarize results, the same in following years
04 –06/2017
Phase 3 (10 weeks): Project based – practical tool, assignment, reflection report (4 credits)
Preparing practical tools for the project website
6/2017 - Web conference - review of activities, monitoring and evaluation of first results, 1st review from all partners



YEAR 2
 09-12/2017 - put everything from Phase 1 and 2 to create practical tools for SMEs based on the topic selected and assigned.
 Update to website for publishing
 Write an abstract and scientific conference paper of the topic (can be used for publication in conference or future seminars in any one of the partner universities)
 Write a reflection report
 Present final results virtually
 Repeating teaching activities from year 1 – correcting and advancing the content of meetings
 12/2017 - Webconference - review of activities, monitoring and evaluation of first results, 2nd review report from all partners)
 HRM Learning module in English (O1) - 2st year:
 Phase 1 = online learning
 Phase 2 = ISP - Intensive Study Programme (face-to-face)
 Phase 3 = online learning
 Update and enlargement of activities from the 1st ear of the Module preparation (new students, new topics, 2nd part of the output 1 -O1)

YEAR 3
 HRM Learning module in English - 3st year:
 Phase 1 = online learning
 Phase 2 = ISP - Intensive Study Programme (face-to-face)
 Phase 3 = online learning
 Update and enlargement of activities from the 1st and 2nd year of the Module preparation (new students, new topics, 2nd part of the output 1 -O1)
 Same acitivities in the phase of HRM Module (teaching and learning) as in year 1 and 2 + creating the final eHandbook (O3) for al pariticipants, preparing the content translation to all regional languages.
 Writing and pubsihing articles and dissemanitaion via various local conferences, SMEs and HRM regional platforms and associations
 Finalizing of all intellectual outputs from the project (O1 - O5), thier publishing on the project website, dissemination also via stakeholders (Chamber of Commerces, HRM institutions - part D6), social media of partner universities (as university facebook)
 5-6/2016 Local conference with worskshops for SMEs (E2 -E6)
 7/2019 Final Internatinal Conference - HR issues in SMEs (E1)

G.1. Intellectual Outputs

Do you plan to include intellectual outputs in your project?

Yes

When filling in the Intellectual outputs section, please specify the leading and the participating organisations under each output that have a significant contribution in terms of potential impact and transferability (e.g. new curricula, pedagogical materials, IT Tools, analysis and studies, etc.). This will allow for specifying the corresponding costs in the specific section of the budget.

Output Identification	O1
Output Title	HRM learning module in English
Output Description	HRM learning module will be based on blended learning (intensive study programme - short-term mobility in partner country, partially together with a video-seminars, which will enable participation of people with specific needs from all partner countries. HRM module will be conducted all in English in the subject area of Human Resource Management (HRM) in SMEs and its development and implementation will be based on professional experience of all partners and other institutions and companies involved in the project. This module is planned as a specialisation for students enrolled in study programmes of the participating universities and aims at developing, sharpening and practically applying students' HR competencies in terms of Recruiting and Selection, Integration and Retention of young Employees (Retention Management) as well as on bolstering the attractiveness of employers



(Employer Branding) specifically for SME's needs. The module will run on e-learning platform and will include platform of information for students.
 Also during the other 2 phases vides-seminars for all enrolled students will be organised, partner countries will participate with their specialist on selected module topics.
 The leading organisation will be WHZ, supported with IT Tools created with specialists from KAMK.
 In total for all 3 parts of O1 students in all partner countries will receive 10 ECTS credits for this HRM learning module in English.

Please describe the tasks leading to the production of the intellectual output and the applied methodology

The new HRM learning module in English will use an innovative methodological approach (current HRM concepts are modified for the specific application in SMEs in different European regions, blended learning approach, combination of formal and informal education, coaching of the companies is carried out by the relevant target groups.
 Tasks in all 3 year of the projects to create the final output:
 1/ Current literature survey - theoretical background + update of literatu (2nd +3rd year), done by students, supervised with HR specilists of project partners
 2/ Intensive analytical part - students shadowing in SMEs, survey of local SMEs needs, relevant case studies - each year (ISP in 3 different partner countries + 3rd phase creation of platform form the O1)
 3/ Transfer of theoretical and practical information into e-learning platform for all 5 partners, vidoe-seminars for enrolled students (all 3 years, finalizing in 2019).
 4/ Creation of supportive tools (IT, dictionary, testing) + dissemination, implementation into the learning schemes of all partner's unviersities

Start Date (dd-mm-yyyy)	01-10-2016
End Date (dd-mm-yyyy)	30-06-2019
Languages	English
Media(s)	Website Database Text File
Activity Leading Organisation	WESTSACHSISCHE HOCHSCHULE ZWICKAU
Participating Organisations	KAJAANIN AMMATTIKORKEAKOULU OY
	TECHNICKA UNIVERZITA V LIBERCI
	SOCIALINIU MOKSLU KOLEGIJA
	THE UNIVERSITY OF HUDDERSFIELD

Output Identification	O2
Output Title	eHandbook for SMEs
Output Description	eHandbook will provide chapters focusing on introduction of HRM in SMEs and their specific needs and up-to-date topics(based on relevant information from the literature survey in the 1st phase of the project, results from the international study on specific needs of SMEs in all



participating regions = Output 3) - Specific competencies needs of SMEs in their HR - as recruitment (Recruitment Management) and selection, integration and retention of young employees (Retention Management) - boosting the attractiveness of employers for graduates - Inclusion of employees with special needs (disabled people, immigrants, foreign workers, elderly employees) - Employer Branding and Personnel Marketing in SMEs - Strategic Management and Strategic HRM SMEs - International aspect of HR in SMEs - Business Ethics and interpersonal skills in HR		
Please describe the tasks leading to the production of the intellectual output and the applied methodology	1/ A deep analysis of theoretical background in national and international literature conducted by all partners (involving student activity) within first 6 month of the project 2/ Analysis and qualitative commentary of results of surveys carried out in SMEs in all partner's regions as main input of up-to-date topics to be the core part of the eHandbook chapters 3/ Division of specialty in different topics for the eHandbook based on excellent knowledge of specialists involved in the project from all 4 partner countries and specific needs founded in the survey. Moreover it will be based on knowledge gained from intensive study programmes, contact sessions and workshops in host countries. 4/ Preparation of the eHandbook - chapters defined in previous steps	
Start Date (dd-mm-yyyy)	01-01-2017	
End Date (dd-mm-yyyy)	30-06-2019	
Languages	English	
	German	
	Czech	
	Finnish	
	Lithuanian	
Media(s)	CD	
	Paper Brochures	
	Website	
	Social Media	
Activity Leading Organisation	TECHNICKA UNIVERZITA V LIBERCI	
Participating Organisations	KAJAANIN AMMATTIKORKEAKOULU OY	
	WESTSACHSISCHE HOCHSCHULE ZWICKAU	
	SOCIALINIŲ MOKSLŲ KOLEGIJA	
	THE UNIVERSITY OF HUDDERSFIELD	



Output Identification	O3
Output Title	Study based on research of HR needs in regional SMEs
Output Description	<p>Study based on research of HRM of SMEs The study will summarize results of the HR survey carried out among SMEs within all regions by all project partners.</p> <p>Before the learning module can be completely developed, it is necessary to investigate the current HR needs in regional small and medium-sized enterprises (SMEs) and to conduct an analysis of the labour market.</p> <p>Our four regions are facing similar demographic developments that will provoke fundamental changes in the respective labour markets in years to come. This situation will especially affect SMEs that are based in the regions with fast increasing numbers of retirees and an equally fast shrinking population of young people. If these companies want to maintain their existence, levels of production, and further develop, they will need to rely on a more diverse workforce by employing young people - graduates from universities, people with special needs such as immigrants, elderly people, partially disabled people, as long as being able and willing to seek and attract foreign talents (that very often study in our universities and are willing to stay in the region and work for regional companies).</p> <p>The survey will focus on topics connected with the main challenges: highly industrialized regions with a large percentage of SMEs that is hit hard by declining birth rates and high levels of emigration. At the same time, the young generation in our regions feels disrespected, underpaid and without sufficient number of attractive job options. As they lack knowledge of employers, vacancies and working conditions, they leave the region to which they feel attached and seek employment abroad. Especially SMEs in our four regions have similar difficulties to fill vacant or newly created jobs with suitable employees despite relatively high unemployment rates. A common reason for this may be diverging expectations of graduates on their future career on the one hand and on the other hand management's expectations in SMEs regarding young potential employees from graduates. The research study output will integrate already existing approaches (e.g. current HRM theory) viewed by perspective of practical aspects (e.g. questioning the relevance of HRM theory to SMEs). The study will show what regional companies need and currently lack to become more attractive as employers. All project members (students, SMEs, lecturers) will be able to adapt their teaching and learning needs based on finding out what is happening in the reality.</p> <p>The role of Chambers of Commerce (CoC) in the regions will support conducting the survey, to achieve sufficient (higher) participation rates and CoC will also participate on dissemination of results of the study back towards the SMEs.</p> <p>Based on collected data project partners will prepare a background of systematic information to create relevant content for the HRM learning modules and the eHandbook.</p>
Please describe the tasks leading to the production of the intellectual output and the applied methodology	<p>The survey itself will be prepared in the first 3 months of the project period (i.e. autumn 2016). Questions for the survey will be created based on our preparation dialogs with SMEs, based on previous research of trends of HRM in SMEs in literature and previously conducted scientific research.</p> <p>The research, in the means of questionnaires distributed among the SMEs in all regions (target audience shall be based on collecting data from a database of all SMES in all respective regions), will be conducted in the next 3 months (spring 2017). The research questionnaire will be created in English, translated into all region languages (Czech, German, Lithuanian) so that SMEs can participate without language barriers. Also the final study</p>



results reports will be distributed in all regional language mutations, SMEs will be provided with these reports based on their participation in the survey. Some certain areas and trends that will be shown by the survey shall be also a subject to a qualitative research and detailed dialogs with selected SMEs to verify the data collected.

Collected data will be processed by means of advanced statistical analysis and a final report with data results summary and areas for further discussion and dialog and topic development will be prepared. This analytical part is planned to take place between April 2017 and August 2017.

Based on collected data project partners will prepare a background of systematic information to create relevant content for the HRM learning modules and the eHandbook.

Start Date (dd-mm-yyyy)	01-09-2016
End Date (dd-mm-yyyy)	31-07-2017
Languages	English
	Czech
	German
	Finnish
	Lithuanian
Media(s)	Database
	Website
	Mailing lists
	Table
	Social Media
	Network
Activity Leading Organisation	WESTSACHSISCHE HOCHSCHULE ZWICKAU
Participating Organisations	SOCIALINIU MOKSLU KOLEGIJA
	TECHNICKA UNIVERZITA V LIBERCI
	KAJAANIN AMMATTIKORKEAKOULU OY
	THE UNIVERSITY OF HUDDERSFIELD
Output Identification	O4
Output Title	Building language and intercultural competencies of students



Output Description	<p>Building language and intercultural competencies of students is based on opportunities created during the project for the course participants, university staff, local SMEs, local institutions and students from the host universities to meet and network physically. In addition, cross-border project teams will be formed to complete the assigned tasks. All these physical and virtual interactions are designed to enable all parties involved to liaise using the international business language - English because this is the only common language across the for countries with different national languages. This is also one reason for the strategic partner choice. In addition, the deliverables from the project such as assignments, videos, newsletter, website, animations should be produced in English. The teaching language for this course is English. Last but not least, the best way to learn culture is to experience and deal with it. This project offers many such opportunities through teamwork, networking sessions, company visits, local culture experiencing through sightseeing, food, and other cultural activities which will be planned for during the mobility period.</p> <p>This intellectual output requires intense efforts for planning, liaison and coordination efforts with the partner who are organizing the mobility program (the various networking sessions, cultural exposure sessions and development of cross-border project contents that will support the project objectives and learning outcomes). In addition, the output produced in English language also requires significant amount of efforts to review, and to organize into presentable, professional materials. Liaison with the British partner is critical since English is not the primary language used in Finland. Mobility programs organizers (Germany and the Czech Republic will need also double amount of day to participate on this output).</p> <p>Due to the aforesaid reasons, the leader of output 4 will also require the assistance of youth workers and support cum admin staff because it is foreseen that the liaison and coordination functions will require intensive manpower to support a smooth communication and follow up process.</p>
Please describe the tasks leading to the production of the intellectual output and the applied methodology	<p>1/ Networking activities with inter-disciplines colleagues in host universities (3 diffent countries for ISP, 1 kick off meeting, Final conference)</p> <p>2/ Networking activities with local businesses in the host country – experience different organizational culture for visiting students and staff</p> <p>3/ Networking with other participants from partner universities</p> <p>4/ Cultural exposure during mobility trip e.g sightseeing, company visit, experiencing local business and folks culture, food culture (included in the phase of IPS)</p> <p>5/ Produce output in English (reports, videos, animated videos, newsletters)</p>
Start Date (dd-mm-yyyy)	01-01-2017
End Date (dd-mm-yyyy)	30-06-2019
Languages	English
Media(s)	<p>Event</p> <p>Interactive Resource</p> <p>Network</p> <p>Oral</p> <p>Social Media</p>
Activity Leading Organisation	KAJAANIN AMMATTIKORKEAKOULU OY



Participating Organisations	TECHNICKA UNIVERZITA V LIBERCI
	SOCIALINIŲ MOKSLŲ KOLEGIJA
	WESTSÄCHSISCHE HOCHSCHULE ZWICKAU
	THE UNIVERSITY OF HUDDERSFIELD
Output Identification	O5
Output Title	Case studies
Output Description	<p>Case studies will be created based on specific needs of SMEs included in the project. It will reflect a real situation and include the complexities from selected SMEs in all selected regions (each partner will provide at least 2 case studies). These will be a part of the HRM module (O1) in English as well as published on the project website in national languages. It aims to show HR managers (wide public users) best practices to solve SMEs HR issues as specific needs. One testing case study was already created in the preparation phase of the project base on cooperation of the WHZ and KAMK and 1 selected SME (Herman IT). This enterprise has been included in list of other participants (D.5) sharing experience from the preparation phase of the project. It proved the importance and practical application for the project and its all target groups (students, SMEs, academics and universities).</p> <p>Case studies will be methodologically supervised experienced academics from all partners based on prepared scheme and similar structure to ensure international impact. In the same time all case studies will respect specific needs of SMEs in involved regions to be specifically important for local HR managers advice.</p> <p>Work on case studies will be carried out during 3 phases of the project, always only in the period of cooperation of students and academics with SMEs.</p>
Please describe the tasks leading to the production of the intellectual output and the applied methodology	<p>1/ the contact with local SMEs (each year in the period January – February) to prepare the phase of intensive work of students</p> <p>2/ shadowing of HR managers/owners in selected SMEs (named in the part D.5)</p> <p>3/ analysis of their specific HR issues (challenges)</p> <p>4/ intensive study of available sources to this topic</p> <p>5/ discussion of crucial issues on ISP in April each year (international workshop of students from all countries, academics, SMEs, local authorities)</p> <p>6/ May - June - summary of all theoretical and practical knowledge of students – tutoring of academics (HR and SMEs specialists) – preparation of the case study in English</p> <p>7/ September – December first and second year – language mutation of cases studies, published on the project website, publically accessible, last year July and August.</p>
Start Date (dd-mm-yyyy)	01-10-2016
End Date (dd-mm-yyyy)	30-06-2019
Languages	English
	Czech
	German
	Finnish
	Lithuanian



Media(s)	Text File
	Website
Activity Leading Organisation	THE UNIVERSITY OF HUDDERSFIELD
Participating Organisations	TECHNICKA UNIVERZITA V LIBERCI
	SOCIALINIŲ MOKSLŲ KOLEGIJA
	WESTSÄCHSISCHE HOCHSCHULE ZWICKAU
	KAJAANIN AMMATTIKORKEAKOULU OY

**G.2. Multiplier Events**

Do you plan to include Multiplier Events in your project?

Yes

Grant support for Multiplier Events can only be asked for if the project intends to produce substantial Intellectual Outputs. Other dissemination activities will be supported via the grant item Project Management and Implementation.

Event Identification	E1
Event Title	Final Internatinal Conference - HR issues in SMEs
Country of Venue	United Kingdom
Event Description	Final International Conference of the project SHARPEN will bring all the participants together with the scientific academic audience as well as local authorities and businesses. There will be presented final results and findings of the project and outputs and discuss impulses from the SME environment including all aspects of the project as inclusion of immigrants, disabled people. There is planned also participation of 10 international participants from other institutions worldwide to enlarge and support international dissemination of project outputs. After this conference, in the next 2 days will be organised the final Transnational meeting of all partners (included in the budget in the section of Transnational meetings).
Start Date (dd-mm-yyyy)	08-07-2019
End Date (dd-mm-yyyy)	09-07-2019
Intellectual Outputs Covered	HRM learning module in English eHandbook for SMEs Building language and intercultural competencies of students Case studies
Activity Leading Organisation	THE UNIVERSITY OF HUDDERSFIELD
Participating Organisations	TECHNICKA UNIVERZITA V LIBERCI SOCIALNIU MOKSLU KOLEGIJA KAJANIN AMMATTIKORKEAKOULU OY WESTSACHSISCHE HOCHSCHULE ZWICKAU

Event Identification	E2
Event Title	Local conference with workshops for SMEs 1
Country of Venue	Czech Republic
Event Description	Local conference with workshops for SMEs 1 in Liberec aims to present main outputs/partial results of the project SHARPEN deepen the knowledge and experience between business representatives of SMEs, regional institutions, scientists, students, professors and several departments of the TUL (e.g. International Office, Career Advice Centre from the University). Expectations of the regional economy regarding the cooperation for integrating young academics will be fulfilled, independent of and long before the concrete search for a job of



the students. This conference will also offer space for the discussion on important related issues and will be crucial for the dissemination part on the local level including participation of the Chamber of Commerce. 80 subjects and people involved (regional SMEs, Students, Professors, International Office TUL, Career Service, regional Institutions) Activity Leading Organisation will prepare, organize and lead the conference, present project results, lead discussions.	
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Start Date (dd-mm-yyyy)	15-05-2019
End Date (dd-mm-yyyy)	15-05-2019
Intellectual Outputs Covered	HRM learning module in English
	eHandbook for SMEs
	Study based on research of HR needs in regional SMEs
	Case studies
Activity Leading Organisation	TECHNICKA UNIVERZITA V LIBERCI
Participating Organisations	

Event Identification	E3
Event Title	Local conference with workshops for SMEs 2
Country of Venue	Germany
Event Description	The concern of this conference at the WHZ/Germany is the dissemination of project results for all stakeholders of the labor market and the intensification of the dialogue between them. The aim is to present main outputs/partial results of the project SHARPEN and deepen the knowledge and experience between business representatives of SMEs, regional institutions, scientists, students, professors and several departments of the WHZ (e.g. International Office, Career Service). So the expectations of the regional economy regarding the cooperation for integrating young academics will be fulfilled, independent of and long before the concrete search for a job of the students. We want to stimulate discussion on the following issues: What is working already in the transition of students into their first profession? What can be better designed? What are the expectations and aims of all involved persons in these processes? 80 subjects and people involved (regional SMEs, Students, Professors, International Office WHZ, Career Service, regional Institutions) Activity Leading Organisation will prepare, organize and lead the conference, present project results, lead discussions.
Start Date (dd-mm-yyyy)	30-06-2019
End Date (dd-mm-yyyy)	30-06-2019



Intellectual Outputs Covered	HRM learning module in English
	eHandbook for SMEs
	Study based on research of HR needs in regional SMEs
	Case studies
Activity Leading Organisation	WESTSACHSISCHE HOCHSCHULE ZWICKAU
Participating Organisations	

Event Identification	E4
Event Title	Local conference with workshops for SMEs 3
Country of Venue	Finland
Event Description	The National Local Conference in Finland is organised in cooperation with the Oulu Chamber of Commerce, Kainuun Yrittäjät and Kainuun Etu. Conference is aimed for SME's, participants (students) and everybody who are interested in this subject. The aim of the seminar is to present main outputs/partial results of the project SHARPEN deepen the knowledge and experience between business representatives of SMEs and encourage partners and SME's to take advantage of them and to discuss about these results. Another aim is to disseminate the information to the public. About 80 people shall be involved into this conference all together.
Start Date (dd-mm-yyyy)	10-06-2019
End Date (dd-mm-yyyy)	10-06-2019
Intellectual Outputs Covered	HRM learning module in English
	eHandbook for SMEs
	Study based on research of HR needs in regional SMEs
	Case studies
Activity Leading Organisation	KAJAANIN AMMATTIKORKEAKOULU OY
Participating Organisations	

Event Identification	E5
Event Title	Local conference with workshops for SMEs 4
Country of Venue	Lithuania
Event Description	The aim of the seminar is to present results and outputs of the project SHARPEN, encourage partners and SME's to take advantage of them and to discuss about these results. Another aim is to disseminate the information to the public. About 80 people shall be involved into this conference all together. Expectations of the regional economy regarding the cooperation for integrating young academics will be fulfilled, independent of and long before the concrete search for a job of the students.
Start Date (dd-mm-yyyy)	17-04-2019



End Date (dd-mm-yyyy)	17-04-2019
Intellectual Outputs Covered	HRM learning module in English
	eHandbook for SMEs
	Study based on research of HR needs in regional SMEs
	Case studies
Activity Leading Organisation	SOCIALINIU MOKSLU KOLEGIJA
Participating Organisations	

Event Identification	E6
Event Title	Local conference with workshops for SMEs 5
Country of Venue	United Kingdom
Event Description	Local conference held in Huddersfield with key stakeholders - will be a local event held with the local Chamber of Commerce at the Business School mid-March for SMEs, students, CIPD branch members to include focus groups, survey feedback and workshops on HR attraction, retention and performance enhancement. Video interviews, case studies and an event report will be disseminated as key outputs. The local member of Parliament will also be invited
Start Date (dd-mm-yyyy)	13-03-2019
End Date (dd-mm-yyyy)	13-03-2019
Intellectual Outputs Covered	HRM learning module in English
	eHandbook for SMEs
	Study based on research of HR needs in regional SMEs
	Case studies
Activity Leading Organisation	THE UNIVERSITY OF HUDDERSFIELD
Participating Organisations	



G.3. Learning/Teaching/Training Activities

Do you plan to include transnational learning, teaching or training activities in your project?

Yes

What is the added value of these learning, teaching or training activities (including long-term activities) with regards to the achievement of the project objectives?

The project will facilitate cross-functional and multi-disciplinaries collaborations (open to students in our universities from different degree programmes - HRM courses) and also adult students (e.g. in KAMK, AIKOPA). The mix is for bringing their perspectives together. Adults understand the expectations and needs of the young, young can hear about real challenges in business.

Please describe each of the learning, teaching or training activities you intend to include in your project:

Activity No.	C1
Fields	Higher Education
Activity Type	Intensive programmes for higher education learners
Activity Description	<p>ISP - Workshops for students Germany, Zwickau</p> <p>The Intensive Study Program is the phase 2 of the HRM learning module. All academic participants (students, lecturers) meet at WHZ in Zwickau/Germany to conduct seminars, workshops, collect additional data and continue working on the project tasks together during classroom lectures. Integrated be guest lecturers (e.g. managers from regional SME's, scientists, experts from the Chamber of Commerce in Chemnitz and from other regional institutions), the Career Services of the WHZ (to improve career skills for students) and the international consultant of the faculty Business Administration who take care of the students during the scheduled attendance period. During the ISP the International Office at WHZ will offer a dissemination workshop with participating students and lectures from the partner institutions. The aims of this workshop are e.g. sharing the experience of learning in international and intercultural environment together with non-participating students from the WHZ, creating opportunities for internationalization through presentations about the home Universities by all participants and motivating future student generations at WHZ for a long-term exchange mobility at the partner Universities. Participants with special needs will join ISP online via webinars.</p> <p>5 full days in Intensive study programme (ISP:) contact session (3 ECTS credits) - 5 students from each country (may be increased from local countires students), 2 staff + students who are selected but not travelling will join it online.</p> <p>After this ISP, in following 2 days will be organised the Transnational meeting of all partners to summarize results of this ISP and prepare and coordinate further activities. (Therefore travel costs are included in the budget only in the section of Transnational meetings, for the participation on ISP for accompying person only individual support is included).</p>
No. of Participants	35
Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	10
Duration (days)	5
Duration (months)	
Participating Organisations	TECHNICKA UNIVERZITA V LIBERCI



	WESTSACHSISCHE HOCHSCHULE ZWICKAU
	SOCIALINIU MOKSLU KOLEGIJA
	KAJAANIN AMMATTIKORKEAKOULU OY
	THE UNIVERSITY OF HUDDERSFIELD
Activity No.	C2
Fields	Higher Education
Activity Type	Intensive programmes for higher education learners
Activity Description	<p>ISP - Workshops for students in Kajaani, Finland.</p> <p>The aims of this workshop are e.g. sharing the experience of learning in international and intercultural environment together with non-participating students from the local university, creating opportunities for internationalization through presentations about the home Universities by all participants and motivating future student generations Z for a long-term exchange mobility at the partner Universities.</p> <p>5 full days in Intensive study programme (ISP:) contact session (3 ECTS credits) - 5 students from each country (may be increased from local countries students), 2 staff + students who are selected but not travelling will join it online.</p> <p>Participants with special needs will join ISP online via webinars.</p> <p>After this ISP, in following 2 days will be organised the Transnational meeting of all partners to summarize results of this ISP and prepare and coordinate further activities. (Therefore travel costs are included in the budget only in the section of Transnational meetings, for the participation on ISP for accompanying person only individual support is included).</p>
No. of Participants	35
Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	10
Duration (days)	5
Duration (months)	
Participating Organisations	<p>WESTSACHSISCHE HOCHSCHULE ZWICKAU</p> <p>TECHNICKA UNIVERZITA V LIBERCI</p> <p>KAJAANIN AMMATTIKORKEAKOULU OY</p> <p>SOCIALINIU MOKSLU KOLEGIJA</p> <p>THE UNIVERSITY OF HUDDERSFIELD</p>
Activity No.	C3
Fields	Higher Education
Activity Type	Intensive programmes for higher education learners



Activity Description	ISP - Workshops for students in Lithuania, Klaipeda The aims of this workshop are e.g. sharing the experience of learning in international and intercultural environment together with non-participating students from the local university, creating opportunities for internationalization through presentations about the home Universities by all participants and motivating future student generations Z for a long-term exchange mobility at the partner Universities. participants with special needs will join ISP online via webinars. After this ISP, in following 2 days will be organised the Transnational meeting of all partners to summarize results of this ISP and prepare and coordinate further activities. (Therefore travel costs are included in the budget only in the section of Transnational meetings, for the participation on ISP for accompanying person only individual support is included).
No. of Participants	35
Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	10
Duration (days)	5
Duration (months)	
Participating Organisations	TECHNICKA UNIVERZITA V LIBERCI
	SOCIALINIŲ MOKSLŲ KOLEGIJA
	WESTSÄCHSISCHE HOCHSCHULE ZWICKAU
	KAJANIN AMMATTIKORKEAKOULU OY
	THE UNIVERSITY OF HUDDERSFIELD

Please also describe the arrangements for recognition or validation of the learning outcomes of the participants in learning, teaching or training activities. Will your project make use of European instruments like Europass, ECVET, Youthpass, ECTS etc. or any national instruments/certificates?

Newly developed HRM specialization module (O1) will be included with 10 ECTS credit points in the study and examination regulations of the undergraduate degree programmes at partner's faculties.

This will consist of 3 parts:

1/ February - March of each year - E-learning module + SME survey (3 ECTS credits) - each university will run one physical contact session; physical attendance, survey and shadowing in SMEs (for the organizing uni, and through Adobe Connect for overseas participants or those unable to participate physically, sharing of information via web course, moodle, video lectures, virtual group work).

2/ April - 5 full days in Intensive study programme (ISP:) contact session (3 ECTS credits) - 5 students from each country (may be increased from local counties students), 2 staff + students who are selected but not travelling will join it online (suitable also for disabled students) - including seminar sessions, group work sessions, networking sessions with local SMEs, networking sessions with local staff and HRM students sharing of information from survey and shadowing of HR managers in SMEs

Hold every year in different country to attract and involve different institutions from different regions (value added also for intangible output 4, sharing of international knowledge).

3/ April + May - Project based - practical tool, assignment, reflection report (4 ECTS credits) - put everything from phase 1 and 2 to create practical tools for SMEs based on the topic selected and assigned, update to website for publishing, write an abstract and scientific conference paper of the topic (can be used for publication in conference or future seminars in any one of the partner uni), joint paper of partners (students), write a reflection report, information base for case studies (O5). Present all partial yearly results



virtually.

All partners will integrate this module into their learning curricula after the end of the project.

WHZ - the Faculty of Economics and Business Administration (Bachelor of Business Administration, Bachelor of Public Utilities Management, Diploma of Industrial Engineering and Business Management). Other partners integrate the HRM Module (O1) into their curricula. This module will be integrated into the specialization HRM, so that it is primarily focused on the students of the specialization HRM. In addition, it will be integrated into the catalogue of optional modules 'Special cases and econometric methods'. If they are interested and meet the subject-specific requirements, and sufficient capacity is available, other students of the mentioned degree programmes may attend this module and get it acknowledged in the form of ECTS credits. Students of the Masters programmes Business Administration/Financial Auditing and Logistics may attend individual module components and get them acknowledged, if particular attention is paid to the contents of the modules 'Coaching' respectively 'Logistics practice'. Interested bachelor and diploma students of other WHZ faculties may attend, if they meet the subject-specific requirements, and obtain a certificate after successful completion of the module. The full or partial recognition of ECTS credit points will be possible in the context of recognition modules of the respective courses. The requirement for participation in the HRM module is the successful completion of a basis module in the field of HRM for all students. A module description will be developed, teaching language is English.

At other partners faculties there will be used a similar approach to implementation of this module (students will get 10 ECTS credits in 3 phases, and a special certificate to pass this course).



H. Follow-up

H.1. Impact

What is the expected impact on the participants, participating organisations, target groups and other relevant stakeholders?

PARTICIPANTS - STUDENTS, FUTURE GRADUATES:

Prepare students to be competent professionals through hands-on exposure and working on real-life people management issues, enhance their understanding of a major group of employers (SMEs) in the region, increase attraction and retention rate of graduates especially in regional SMEs, to motivate individuals to stay and work in the region.

PARTICIPATING ORGANISATIONS – participating SMEs:

Enhance SMEs' performance in the participating regions through deepening their knowledge and developing their strategic human resource management competencies through information sharing, migration of best practices and knowledge sharing, thereby creating sustainable competitive advantage for them.

This project also provides SMEs with a forum to work on real people management issues together, leverage the expertise and experiences of the academic staff, and network with a diverse group of associate partners from different regions. Such diverse groups will add value to working on the common problem through resource sharing, analysing the challenges from different angles, backgrounds, knowledge and expertise viewpoints, which are not available if the region and SME worked independently outside this project.

Development of HRM knowledge and competencies for SMEs in the respective regions will result in improved productivity, performance, employee motivation which will ultimately lead to enhancing their competitiveness and development of competitive advantage.

TARGET GROUPS – SMEs in general indirectly impacted:

Impact on overall perception of success among European SMEs: Success stories of companies can serve as inspiring examples for other European companies.

PEOPLE WITH SPECIAL NEEDS AND FOREIGNERS/IMMIGRANTS:

Effects on the mentioned target groups with special needs and also other groups such as immigrants/refugees/foreigners arise from the following:

- The openness for international professionals is promoted for regional SMEs, as students from five countries work on practice projects in local companies.
- SMEs are enabled with the project to match their HR related processes (recruiting, selection, integration, retention) to different target groups (e.g. immigrants/refugees/disabled people), and thereby increase their attractiveness (Employer Branding) for these target groups. Consequently, they are enabled to hire these target groups.
- The impact of the online open learning module customized for the needs of special target groups (enrolled as students) - their enhanced readiness for integration into the labour market.

OTHER RELEVANT STAKEHOLDERS:

Awareness of the topic and findings: through organising conferences and local events for SMEs and others. Interim and final results will be presented and communicated to various local stakeholders (Chambers of Commerce, IAB (regional Institute for Labour market research, part of the Employment Agency), regional company contact fairs (companies present themselves and the project results), companies and participants of open days (university and students will present project results), other regional institutions, that support the integration of professionals into companies, international departments and departments for public relations of our universities).

Mobility week: networking sessions with local companies during mobility week will directly impact the expectations and needs of SMEs and graduates as potential employees.



Publishing the project newsletter electronically on an annual basis. This will communicate and disseminate the acquired knowledge and exemplary practices to all participants and wide groups of target stakeholders.

What is the desired impact of the project at the local, regional, national, European and/or international levels?

The main impacts of the project in the long-term will be:

- Facilitating sustainable regional development and economic growth through talent management.
- Supporting regional economies: producing a sustainable supply of competent workforce to regions and reversing outbound migration.
- Facilitating intra- and inter-industry networking, knowledge exchange of exemplary policies and practices within and across regions (both participating institutions and companies).
- Impact across the EU: our project can serve as a model for other regions within the EU that are facing similar demographic and labour market challenge (e.g. relationship to EU structural funding).
- Impact on European higher education quality: the new methodological approaches and the learning module can become integrated into the curricula of other European universities.
- Impact on support of the internationalisation processes of SMEs in our regions e.g. opportunities to experience international culture, practise English communication and utilise international expertise amongst five universities. Additionally, there are opportunities for cross-border networking (connecting SMEs in our regions with each other if there are common interests and opportunities for collaboration, e.g. automotive companies in Zwickau with CEMIS which are conducting research in automobile technology).

How will you measure the previously mentioned impacts?

Recruitment and retention rates (employees who stay for more than one year) of graduates from participating universities employed by regional SMEs – measuring tenures development over time (year-on-year comparative data).

SME recruitment indicators:

Total number of open positions filled by graduates/number of positions within a given SME.

Total number of open positions filled by people with special needs/number of positions within a given SME.

Participants on HRM learning modules – number of people interested/capacity of the programmes.

Successful fulfillment of the HRM learning module: students achieving the grades to pass the course successfully and gain credits.

Number of participants on the online HRM module.

Number of readers of the project newsletter and hits on the project website.

Number of participants at local seminars for SMEs and workshops.

H.2. Dissemination and Use of Projects' Results

You are requested to make plans for the dissemination of your project results. Please provide answers to the questions below.



To whom will you disseminate the project results inside and outside your organisation? Please define in particular your target audience(s) at local/regional/national/EU level and motivate your choice.

All partners will participate on dissemination of project results to maximizing its impact and disseminate it to all project target groups and wide public. This is ensured by the identification and targeting of all target groups of the project as well as the stakeholders in all project partners' regions.

TUL, a coordinator, will initiate discussions at the Kick-off on detailed actions to be implemented during the project, by proposing the Project Dissemination strategy. The Strategy will reflect in the dissemination phase needs, abilities and possibilities of the audience and based on this the best tools for dissemination for a specific target groups will be chosen. Responsible organisation for coordination of marketing concept: EF TUL Liberec, Office for analyses and research and International office of TUL.

This deliverable will be updated by the end of the project. The project dissemination strategy will integrate the vision of the consortium and determine concrete actions on:

- Dissemination potential of the project outputs (identify strengths and weaknesses in order to have focused actions);
- Dissemination management and timeline;
- Dissemination actions and means.

Dissemination plans:

From the beginning of the project, the project's website will be developed (tested prepared by a Finish partner a testing platform and already developed in the preparation phase of the project - www.hrm4sme.com), where all public information regarding the project will be published. The website will host regular updates on the project's progress, as well as offer information on the project itself, its objectives and its consortium. Finalised deliverables and other relevant documents will be publicly available for download. A separate section within the website will host all outputs (handbook, etc.) A Project News page will communicate all the relevant events, as for example workshops held, project meetings and so forth. The project website aims to be a straightforward tool with the most relevant information provided from project and will be the centre of the project's dissemination, collaboration, and subsequent market rollout activities,

The project's website will be permanently linked and publicised with other relevant websites, as all partner's universities website, SMEs involved in the project website, Chambers of Commerce websites.

Internal and local project target groups:

1/ Students in HRM courses – being future potential employee in HR having competencies needed in SMEs in the region, increase their employability at the labour market - via e-learning, university website, project website, social media.

2/ Internal academics - to increase their competencies, carrier profile and knowledge - dissemination via e-learning, university website, project website, social media

3/Local SMEs –high potential to increase their knowledge, competencies to employ graduates, foreign student and also immigrants and help the project objective (keep educated young people in regions) - dissemination via project website, Chamber of Commerce, Local seminar for SMEs (E2- E6), social media, university website, other local stakeholders

National and EU level project target groups:

4/ Universities (and all national and international academics focusing on HR) – tools created via this project will help depening their knowledge in a specific area of HRM in SMEs respecting needs of specific groups as disabled people or immigrants (2 project partners - Germany and United Kingdom have a large experience in the immigrants inclusion to transfer and disseminate their knowledge - case studies, best practices, theoretical academic knowledge), to increase their competencies, carrier profile and knowledge - dissemination via project website, social media, university website, Final Internatinal Conference - HRM issues in SMEs in Huddersfield (United Kingdom).

5/ SMEs (national and EU countries) - high potential to increase their knowledge, competencies to employ graduates, foreign student and also immigrants, dissemination via project website, National Chambers of Commerce, social media, university websites,



other stakeholders, support of the Ministries in all project countries, EU representatives (e.g. Eurocentrum Liberec).

Who will be responsible for the dissemination activities within your partnership and which specific expertise do they have in this area? What resources will you make available to allow for the proper implementation of your dissemination plans?

On the national level dissemination activities will be coordinated by partners' universities. The applicant organisation will coordinate the international dissemination of all outputs created in English. Information about dissemination process will be part of the interim reports and will be discussed via web-conferences.

Dissemination - National level

Each university involves in the dissemination phase a department responsible for external communication having extensive scale of experience with dissemination and also communication with wide public (offices of international relations, career advisor centres) and outside cooperation institutions - local Chamber of Commerces. Other regional institutions (stakeholders), that support the integration of professionals into companies international departments and departments for public relations of our universities (described in detail in the part D)

Dissemination - International level

All main information about the project, its holders, participants, funding and outputs will be publicly presented on the project website (Finish partner will co-ordinate technically this website).

All outputs will be also presented at the Final International Conference - HRM issues in SMEs in Huddersfield (United Kingdom), where results will be disseminated between international academic audience, local stakeholders, national representatives as well as institution co-operation internationally on the EU level.

What kind of dissemination activities do you intend to carry out and through which channels?

Key dissemination activities and channels:

Dissemination material: includes demonstrations, presentations, publications, software toolboxes and leaflets.

The same templates will be used for promotional material and presentations to increase visibility and to ensure coherence of the project messages provided by different persons/ organizations. To reach higher impact, some of the outputs/parts (O2,O3 and O5) will be in multilingual mutations of partner countries to ensure better impact on local SMEs.

Web content and Social media: should form a reference point for companies and other organizations interested in the project. This will be stand-alone but with strong links, e.g. to partner and community websites.

The project consortium is aware that social media form a natural part of an up-to-date communication strategy. Goal is to present „posts at relevant platforms, e.g. LinkedIn (dedicated groups at LinkedIn).

Articles/press releases: A primary objective in the publication strategy is to reach out to end users in the academic and SME community (users of the output). The focus is on a regular flow of articles in the language of end users. In addition a very limited set of academic publications will enable reviewing in the research community and public accountability of scientific research.

Fairs, conferences: Programs will be presented at industrial and consumer fairs and at relevant partner events. Essential events are specialized conferences, workshops and brokerages. TUL and other consortium partners have experience in organizing thematic seminars. This will be done during the lifetime of the project, but we will focus on a strong dissemination activity at the end of the project in order to promote the new development of business process platforms and show the results of the project through the use of dissemination material.

In particular:



- Cooperation (workshop) during the Intensive study programmes (C1, C2, C3)
- Networking sessions with local company during the mobility week
- Project electronic Newsletter – annual basis
- Local newspaper to make an article during the project or mobility week
- Final conference proceedings - available electronically on the website
- Outputs O2, O3 and O5 available without limits on the project website
- Chambers of commerce will help to inform local SMEs via their networks
- regional company contact fairs (companies present themselves and the project results)
- e-mail – informing about the project, its concept, benefits, outputs – target a database approx. 400+ recipients (SMEs) in each cooperating country (contacts from the national database -e.g. in the Czech Republic Magnus web)
- Posters and lectures – communicated to students, SMEs, teachers from other universities
- Open social media online community – either in LinkedIn, Google+ - based on habits in the countries – SMES and students can share learnings, questions.
- Presentation of the project and its main outputs, partial results at various conferences of SMEs and HRs, such as HR forum (CZ) and alike – platforms where HR managers of companies regularly meet and discuss topics -support of international scientific articles of project partners

Erasmus+ has an open access requirement for all materials developed through its projects. If your project is producing intellectual outputs/ tangible deliverables, please describe how you intend to ensure free access for the public to a digital form of this material. If you intend to put any limitation on the use of the open licence, please specify the reasons, extent and nature of this limitation.

All materials and content of the courses, handbook, videos and other will be published on the project dedicated portal (website), accessible upon providing a login and password to all interested parties.

All materials and content of the courses, handbook, videos and other will be published on the project dedicated portal, accessible upon providing a login and password to all interested parties.

All materials additionally will be distributed as follows:

- 1) information will be sent directly to the people present at the events related to the dissemination of the results
- 2) the relevant information will be placed in all partners websites
- 3) information will be sent to the mailing list, supporting partners, team members and associates of the organization, Chambers of commerce

How will you ensure that the project's results will remain available and will be used by others?

All the project partners will be involved in the creation of project results and will share their best knowledge and practices. As the team of experts was selected from each partner everyone will be personally involved in the project results and their dissemination, supported by the website of each partner institution.

Project get a support from the management of all universities and its platform of tools and media providing the information ensure the availability of the not only during the financed period of the project, but also after the project finalize the result. Projects issues and objectives are really topical for the wide audience - students, academics, SMEs, local and national government as well as the EU. Using of results by other will be ensured by using of efficient dissemination tools and also developed dissemination strategy. Also topicality of the project ensures that the public audience will actively search for this information and will use them.

If relevant, please provide any other information you consider appropriate to give a full understanding of your dissemination plan and its expected impact (e.g. how you have identified which results are most relevant to disseminate; how you will ensure the involvement of all partners; how you see synergies with other stakeholders, etc.)

Expected outputs have already been discussed with stakeholders in the preparation phase of the project – their possible involvement and need of results for project outcomes.

All partners went through a detailed analysis of region risks (the SWOT analysis in the attachment) and identified the crucial aspect which need to be supported by this project. Also there were conducted meetings and negotiations with SMEs and institutions which confirmed, that stakeholders are interested in intellectual outputs, analysis carried out by all partners at the preparation phase of the project identified similar needs of project partners and stakeholder in selected regions.

Depending on the target group we will disseminate different outputs and apply different strategies to disseminate them (described above).



Involvement of all partners is ensured by a need of specific and deep experience and knowledge of each member of the partner team. These people were selected based on identified outputs and their expertise knowledge, which will ensure the synergy effect of the whole project team. Each partner manages and brings the best knowledge to create a common output, division of participation on outputs has been agreed in the preparation phase of the project.

Also synergies with other stakeholders will be supported using different dissemination tools and the quality of outputs and topicality of the project will support an active using of project results.

H.3. Sustainability

What are the activities and results that will be maintained after the end of the EU funding, and how will you ensure the resources needed to sustain them?

This task aims to develop a longer-term exploitation strategy which will include a market analysis and opportunities on utilizing the platform results and achievements; exploitation possibilities and definition of the outputs.

Coordinator (TUL) with the contribution of the entire consortium, will lead the elaboration of a detailed sustainability plan that includes the definition of detailed exploitation strategies, identification of exploitable results, exploitation routes and channels, market objectives and strategies and the schedule of exploitation actions.

Sustainable effects will be achieved from the first day of the implementation of the project because students will improve their chances when applying for internships and jobs, and their employability. For their professional development, they will acquire in-depth HRM skills, experience in practice and project work, in transnational cooperation as well as language skills and skills in dealing with learning modules. The HRM guide to be developed (online, updated annually) will help companies in all four regions in their strategic and international orientation of HR work. Regional SMEs will become more attractive for academic talents in the long term. At the same time, the exodus of young people will be counteracted, and the regional economy will permanently be strengthened in the long term. The involved lecturers will improve their skills and experience in the long run, in particular in the following areas: theory of HRM and practical implementation in companies, transnational project work and online teaching.

After EU funding there will be ensured continuity in:

- Implementation of training course in HEI's curricula.
- Collaboration with local SME's, sending students to internships in these companies.
- Collaboration among project partners (through Erasmus+ mobility funding).

The results of the projects in the form of the courses, handbook, videos will be made available on the websites of partner organizations and will remain available for at least 5 years.

Also information about created outputs will be after the funded period of the project regularly sent to SMEs in project partners regions, Chambers of Commerce. All partners universities will continue with the cooperation with SMEs and local stakeholder and on special events (conferences) the project outputs will be reminded, presented and available for public application.

HRM module (O1) will permanently be implemented in all partner universities curricula as a special module taught for selected students in English.

The English module platform will be kept updated at all partner universities and it will be accessible for all students of the basic HRM module.



I. Budget

For further information please consult the Programme Guide for the overview of funding rules. Please note that all amounts must be expressed in Euros.

I.1. Project Management and Implementation

PIC of Organisation	Role of Organisation	Name of the Organisation
999856213	Applicant Organisation	TECHNICKA UNIVERZITA V LIBERCI
947812609	Partner Organisation	SOCIALINIU MOKSLU KOLEGIJA
973940335	Partner Organisation	WESTSACHSISCHE HOCHSCHULE ZWICKAU
949621465	Partner Organisation	KAJAANIN AMMATTIKORKEAKOULU OY
999452208	Partner Organisation	THE UNIVERSITY OF HUDDERSFIELD
		Total Grant Requested
		54000.00

I.2. Transnational Project Meetings

PIC of Sending Organisation	Total No. of Meetings	Total No. of Participants	Distance Band	Grant per Participant	Grant Requested
999856213: TECHNICKA UNIVERZITA V LIBERCI	5	8	100 - 1999 km	575.00	4600.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	5	8	100 - 1999 km	575.00	4600.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	5	8	100 - 1999 km	575.00	4600.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	5	8	100 - 1999 km	575.00	4600.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	5	8	100 - 1999 km	575.00	4600.00
				Total	23000.00



I.3. Intellectual Outputs

Which concrete participating organisations' staff resources are you planning to use in the production of outputs that have a significant contribution in terms of potential impact and transferability (e.g. new curricula, pedagogical materials, IT Tools, analysis and studies, etc.)?

PIC of Organisation	Output Identification	Category of Staff	Country	No. of Working Days	Grant per Day	Grant Requested
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKA	O1	Managers	Germany	20	280.00	5600.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKA	O1	Administrative support staff	Germany	20	131.00	2620.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O1	Teachers/Trainers/Researchers	Czech Republic	30	137.00	4110.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O1	Teachers/Trainers/Researchers	Finland	30	214.00	6420.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O1	Teachers/Trainers/Researchers	Lithuania	30	74.00	2220.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKA	O1	Teachers/Trainers/Researchers	Germany	30	214.00	6420.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKA	O1	Technicians	Germany	6	162.00	972.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O1	Youth Workers	Czech Republic	10	137.00	1370.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O2	Managers	Czech Republic	20	164.00	3280.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O2	Teachers/Trainers/Researchers	Czech Republic	15	137.00	2055.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKA	O2	Teachers/Trainers/Researchers	Germany	15	214.00	3210.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O2	Teachers/Trainers/Researchers	Finland	15	214.00	3210.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O2	Teachers/Trainers/Researchers	Lithuania	15	74.00	1110.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O2	Administrative support staff	Czech Republic	20	78.00	1560.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O2	Technicians	Czech Republic	30	102.00	3060.00
Total				796	Total	131156.00



PIC of Organisation	Output Identification	Category of Staff	Country	No. of Working Days	Grant per Day	Grant Requested
999856213: TECHNICKA UNIVERZITA V LIBERCI	O2	Youth Workers	Czech Republic	10	137.00	1370.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O3	Managers	Germany	10	280.00	2800.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O3	Teachers/Trainers/Researchers	Czech Republic	15	137.00	2055.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O3	Teachers/Trainers/Researchers	Finland	15	214.00	3210.00
947812609: SOCIALINIJU MOKSLU KOLEGIJA	O3	Teachers/Trainers/Researchers	Lithuania	15	74.00	1110.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O3	Teachers/Trainers/Researchers	Germany	15	214.00	3210.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O3	Technicians	Germany	3	162.00	486.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O3	Youth Workers	Czech Republic	10	137.00	1370.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O4	Managers	Finland	15	280.00	4200.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O4	Teachers/Trainers/Researchers	Czech Republic	12	137.00	1644.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O4	Teachers/Trainers/Researchers	Germany	12	214.00	2568.00
947812609: SOCIALINIJU MOKSLU KOLEGIJA	O4	Teachers/Trainers/Researchers	Lithuania	6	74.00	444.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O4	Teachers/Trainers/Researchers	Finland	18	214.00	3852.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O5	Managers	United Kingdom	6	280.00	1680.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O5	Teachers/Trainers/Researchers	Czech Republic	6	137.00	822.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O1	Teachers/Trainers/Researchers	United Kingdom	30	214.00	6420.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O2	Teachers/Trainers/Researchers	United Kingdom	15	214.00	3210.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O3	Teachers/Trainers/Researchers	United Kingdom	15	214.00	3210.00



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999452208: THE UNIVERSITY OF HUDDERSFIELD	O4	Teachers/Trainers/Researchers	United Kingdom	12	214.00	2568.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O5	Teachers/Trainers/Researchers	Lithuania	6	74.00	444.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O5	Teachers/Trainers/Researchers	Germany	6	214.00	1284.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O5	Teachers/Trainers/Researchers	Finland	6	214.00	1284.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O5	Youth Workers	United Kingdom	6	214.00	1284.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O1	Technicians	Czech Republic	10	102.00	1020.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O1	Technicians	Lithuania	10	55.00	550.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O1	Technicians	Finland	20	162.00	3240.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O1	Technicians	United Kingdom	10	162.00	1620.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O3	Administrative support staff	Germany	5	131.00	655.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O3	Administrative support staff	Czech Republic	5	78.00	390.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O4	Administrative support staff	Finland	6	131.00	786.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O5	Administrative support staff	United Kingdom	10	131.00	1310.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O2	Technicians	Finland	15	162.00	2430.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O2	Technicians	Lithuania	15	55.00	825.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O2	Technicians	Germany	15	162.00	2430.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O2	Technicians	United Kingdom	10	162.00	1620.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O1	Administrative support staff	United Kingdom	10	131.00	1310.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	O1	Youth Workers	Germany	10	214.00	2140.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O1	Youth Workers	Lithuania	10	74.00	740.00

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	O1	Youth Workers	Finland	10	214.00	2140.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O1	Youth Workers	Finland	10	214.00	2140.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O1	Youth Workers	United Kingdom	10	214.00	2140.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O5	Technicians	United Kingdom	5	162.00	810.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	O5	Youth Workers	Czech Republic	6	137.00	822.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	O5	Youth Workers	Lithuania	6	74.00	444.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O5	Youth Workers	Finland	6	214.00	1284.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	O4	Youth Workers	Finland	10	214.00	2140.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	O5	Teachers/Trainers/Researchers	United Kingdom	12	214.00	2568.00
			Total	796	Total	131156.00

I.4. Multiplier Events

PIC of Organisation	Event Identification	Country of Venue	No. of Local Participants	Grant per Local Participant	No. of Foreign Participants	Grant per Foreign Participant	Grant Requested
999452208: THE UNIVERSITY OF HUDDERSFIELD	E1	United Kingdom	80	100.00	10	200.00	10000.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	E2	Czech Republic	40	100.00	0	200.00	4000.00
947812609: SOCIALINIU MOKSLU KOLEGIJA	E5	Lithuania	40	100.00	0	200.00	4000.00
973940335: WESTSACHSISCHE HOCHSCHULE	E3	Germany	40	100.00	0	200.00	4000.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	E4	Finland	40	100.00	0	200.00	4000.00
		Total	280	Total	10	Total	30000.00



PIC of Organisation	Event Identification	Country of Venue	No. of Local Participants	Grant per Local Participant	No. of Foreign Participants	Grant per Foreign Participant	Grant Requested
999452208: THE UNIVERSITY OF HUDDERSFIELD	E6	United Kingdom	40	100.00	0	200.00	4000.00
Total			280	Total	10	Total	30000.00

I.5. Learning/Teaching/Training Activities

I.5.1. Travel

PIC of Organisation	Activity No.	Activity Type	No. of Participants (including accompanying persons)	Distance Band	Travel Grant per Participant	Grant Requested
999856213: TECHNICKA UNIVERZITA V LIBERCI	C1	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
947812609: SOCIALINIŲ MOKSLŲ KOLEGIJA	C1	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	C1	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	C1	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	C2	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
947812609: SOCIALINIŲ MOKSLŲ KOLEGIJA	C2	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	C2	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
Total			60	Total	Total	16500.00



PIC of Organisation	Activity No.	Activity Type	No. of Participants (including accompanying persons)	Distance Band	Travel Grant per Participant	Grant Requested
999452208: THE UNIVERSITY OF HUDDERSFIELD	C2	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
999856213: TECHNICKA UNIVERZITA V LIBERCI	C3	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
973940335: WESTSACHSISCHE HOCHSCHULE ZWICKAU	C3	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
949621465: KAJAANIN AMMATTIKORKEAKOULU OY	C3	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
999452208: THE UNIVERSITY OF HUDDERSFIELD	C3	Intensive programmes for higher education learners	5	100 - 1999 km	275.00	1375.00
Total			60		Total	16500.00

1.5.2. Individual Support

Short-term Learning/Teaching/Training Activities

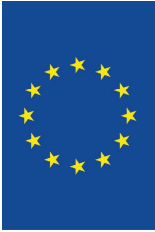
PIC of Organisation	Activity No.	Activity Type	Duration per Participant (days)	No. of Participants (without accompanying persons)	Grant per Participant	Duration per Accompanying Person (days)	No. of Accompanying Persons	Grant per Accompanying Persons	Grant Requested
999856213: TECHNII	C1	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
947812609: SOCIAL	C1	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
Total			60	60	Total	60	24	Total	28500.00



PIC of Organisation	Activity No.	Activity Type	Duration per Participant (days)	No. of Participants (without accompanying persons)	Grant per Participant	Duration per Accompanying Person (days)	No. of Accompanying Persons	Grant per Accompanying Persons	Grant Requested
999452208: THE UN	C1	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
999856213: TECHN	C2	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
947812609: SOCIAL	C2	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
999452208: THE UN	C2	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
999856213: TECHN	C3	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
973940335: WESTSA	C3	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
949621465: KAJAAN	C3	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
999452208: THE UN	C3	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
949621465: KAJAAN	C1	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
973940335: WESTSA	C2	Intensive programmes for higher education learners	5	5	275.00	5	2	500.00	2375.00
		Total	60	60	Total	60	24	Total	28500.00

1.5.3. Exceptional Costs (Overseas Countries and Territories Travel Costs)

	Total	Total
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Activity No.	Activity Type	No. of Participants (including accompanying persons)	Purpose and description of Costs	Grant requested (up to 80% of eligible costs)
Total			Total	

I.6. Special Needs

PLC of Organisation	No. of Participants With Special Needs	Description	Grant Requested
Total		Total	

I.7. Exceptional Costs

PLC of Organisation	Description of Cost Item	Grant Requested (75% of Total)
Total		

Please provide any further comments you may have concerning the above entered budget.



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J. Project Summary

Please provide a short summary of your project. Please recall that this section [or part of it] may be used by the European Commission, Executive Agency or National Agencies in their publications. It will also feed the Erasmus+ dissemination platform.

Be concise and clear and mention at least the following elements: context/background of project; objectives of your project; number and profile of participants; description of activities; methodology to be used in carrying out the project; a short description of the results and impact envisaged and finally the potential longer term benefits.

In view of further publication on the Erasmus+ dissemination platform, please also be aware that a comprehensive public summary of project results will be requested at report stage(s). Final payment provisions in the contract will be linked to the availability of such summary.

The SHARPEN project is a network of five universities from five EU countries that are aligned around collaboration with one main objective: Human Resources Attraction, Retention and Performance Enhancement in Small and Midsized Enterprises (SMEs).

All five universities are situated in regions where the strongest economic power and majority of work opportunities are held by SMEs. From previous surveys it has been found that the majority of graduates who are leaving regional universities tend to migrate out of the regions to find attractive jobs closer to capital cities and in large companies. The reason is on both sides: students are not prepared and educated practically to be able to enter SME jobs and fulfill the specific needs of SMEs and SMEs are not sufficiently attractive and therefore in general cannot recruit and retain graduates. Furthermore, the regions already face or will face in the near future challenges with successfully integrating immigrants into local jobs.

Therefore the SHARPEN project will focus on training HR teachers in the universities to prepare students to start their careers in SMEs and to be ready to meet the needs of SMEs. Furthermore, the project will prepare and educate SMEs about how to create appropriate conditions and to be attractive employers for young graduates, but also for people with other specific needs such as disabled people, elderly people or immigrants. HRM learning modules in English will be useful tools to deliver these objectives to students who will also visit SMEs and work in real practice. Various seminars, lectures and conferences will be prepared to disseminate findings for SMEs. International training and workshops for teachers will be held to share knowledge and best practices mainly on new HR methods and inclusion issues from regions where they already have this experience (Germany and the UK) to the other partners (CZ, FIN, LI) which will enrich current knowledge amongst the participating institutions.

Intended objectives: graduates finding jobs more easily in the region where they studied the university, mainly in SMEs, that are the largest group of employers in these regions; HR teachers who are better equipped with knowledge and expertise based not only on HR theory but more on daily practice and needs of companies, particularly SMEs; programmes that combine the needs of SMEs with the expectations and competences of graduates, foreigners, elderly people. Understanding that regional employers have to be flexible and adaptable to fill open job positions successfully with local unemployed people.

This project will include up to 15 HRM specialists and teachers working on the HR project courses. Five specialists will be dedicated to direct and continuous communications with SMEs in their respective regions, directly involving 75 students who are active in international mobility. There will further be approximately 500 students attending HRM courses during the project and approx. 50 SMEs in the regions who will collaborate with preparing case studies, and developing a knowledge-base and exemplary practices for the content of the handbook chapters. The eHandbook will be then delivered and available to hundreds of SMEs to guide them with effective HR policies and processes.

The activities will include workshops facilitated by HR teachers, the creation of HR modules for students, research on current HRM trends in SMEs, seminars, lectures, conferences, social-media communications and other dissemination activities.

Key knowledge production methods used will include questionnaire-based research conducted amongst SMEs, together with active collaboration with students and SMEs which will inform the research study, case writing and handbook chapters.

Summary of intended project results and impact: First, the development and modernisation of the curricula on HRM and business administration courses related to SMEs within the collaborating universities will be key success factors. More relevant, up-to-date and highly practical HR course content, based on real needs and case studies conducted in SMEs will lead to better educated students whose expectations and competences will be matched more closely with the needs of the SMEs that are seeking new employees. Second, SMEs participating in the project and benefiting from its outputs will better understand how to facilitate their working conditions and define their employer brand to become more attractive employers that will more easily recruit and retain



Erasmus+

Application Form

Call: 2016

KA2 - Cooperation for Innovation and the Exchange of Good Practices
Strategic Partnerships for higher education

Form Version: 3.06

young workers and other job seekers with specific needs to boost the sustainability of local economies.

Form hash code: 8F492C0DB8D8478C

This form has been submitted on: 2016-03-30 12:47:18. Status: OK (1348699).

EN



J.1. Summary of participating organisations

PIC of Organisation	Name of the Organisation	Country of the Organisation
999856213	TECHNICKA UNIVERZITA V LIBERCI	Czech Republic
947812609	SOCIALINIU MOKSLU KOLEGIJA	Lithuania
973940335	WESTSACHSISCHE HOCHSCHULE ZWICKAU	Germany
949621465	KAJAANIN AMMATTIKORKEAKOULU OY	Finland
999452208	THE UNIVERSITY OF HUDDERSFIELD	United Kingdom
Total number of participating organisations		5



J.2. Budget Summary

PIC of Organisation	Transnational Project Meetings	Intellectual Outputs	Multiplier Events	Learning/Teaching/Training Activities				Exceptional Costs	Total
				Travel	Individual Support	Linguistic Support	Exceptional Costs (Overseas Countries and Territories Travel Costs)		
999856213	4600.00	24928.00	4000.00	4125.00	7125.00				44778.00
947812609	4600.00	7887.00	4000.00	2750.00	4750.00				23987.00
973940335	4600.00	34395.00	4000.00	2750.00	4750.00				50495.00
949621465	4600.00	34196.00	4000.00	2750.00	4750.00				50296.00
999452208	4600.00	29750.00	14000.00	4125.00	7125.00				59600.00
Total	23000.00	131156.00	30000.00	16500.00	28500.00				229156.00

J.2.1. Project Total Grant

Grant Calculated	283156.00
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K. Checklist

Before submitting online your application form to the National Agency, please make sure that it fulfils the eligibility criteria listed in the Programme Guide and check that:

- you have used the official Key Action 2 application form.
- all relevant fields in the application form have been completed.
- you have chosen the correct National Agency of the country in which your organisation is established.
- the application form has been completed using one of the official languages of the Erasmus+ Programme Countries.
- you have annexed all the relevant documents:
 - the Declaration of Honour signed by the legal representative mentioned in the application.
 - the mandates of each partner to the applicant signed by both parties (recommended).
 - the timeline for the project activities and outputs using the template provided.
- all participating organisations have uploaded the documents to give proof of their legal status in the participants' portal (for more details, see the section "Selection Criteria" in Part C of the Programme Guide).
- for grants exceeding 60 000 EUR, you have uploaded the documents to give proof of your financial capacity in the participants' portal (for more details, see the section "Selection Criteria" in Part C of the Programme Guide). Not applicable in the case of public bodies or international organisations.
- you are complying with the deadline published in the Programme Guide.
- you have saved or printed the copy of the completed form for yourself.



L. Data Protection Notice

PROTECTION OF PERSONAL DATA

The application form will be processed electronically. All personal data (such as names, addresses, CVs, etc.) will be processed in pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Any personal data requested will only be used for the intended purpose, i.e.:

- In the case of grant application forms: the evaluation of your application in accordance with the specifications of the call for proposals, the management of the administrative and financial aspects of the project if selected and the dissemination of results through appropriate Erasmus+ IT tools. For the latter, as regards the details of the contact persons, an unambiguous consent will be requested.
- In the case of application for accreditation forms: the evaluation of your application in accordance with the specifications of the call for proposals,
- In the case of report forms: statistical and financial (if applicable) follow-up of the projects.

For the exact description of the collected personal data, the purpose of the collection and the description of the processing, please refer to the Specific Privacy Statement (see link below) associated with this form.

http://ec.europa.eu/programmes/erasmus-plus/documents/eplu-link-eforms-privacy_en.htm



M. Declaration of Honour

To be signed by the person legally authorised to enter into legally binding commitments on behalf of the applicant organisation.

I, the undersigned, certify that the information contained in this application form is correct to the best of my knowledge. I put forward a request of an Erasmus+ grant as set out in section BUDGET of this application form.

Declare that:

- All information contained in this application, is correct to the best of my knowledge.
- In the case of projects in the field of youth, the participants involved in the activities fall in the age limits defined by the Programme.
- The organisation I represent has the adequate legal capacity to participate in the call for proposals.

EITHER

The organisation I represent has financial and operational capacity to complete the proposed action or work programme

OR

The organisation I represent is considered to be a "public body" in the terms defined within the Call and can provide proof, if requested of this status, namely:

It provides learning opportunities and

- Either (a) at least 50% of its annual revenues over the last two years have been received from public sources;
- Or (b) it is controlled by public bodies or their representatives

I am authorised by my organisation to sign Community grant agreements on its behalf.

Certify that (in case the grant requested exceeds 60 000€):

The organisation I represent:

- is not bankrupt, being wound up, or having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, nor is it in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- has not been convicted of an offence concerning its professional conduct by a judgment which has the force of 'res judicata';
- has not been guilty of grave professional misconduct proven by any means which the National Agency can justify;
- has fulfilled its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or those of the country where the grant agreement is to be performed;
- has not been the subject of a judgment which has the force of 'res judicata' for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- it is not currently subject to an administrative penalty referred to in Article 109(1) of the Financial regulations (Council Regulation 966/2012).

Acknowledge that:

The organisation I represent will not be awarded a grant if it finds itself, at the time of the grant award procedure, in contradiction with any of the statements certified above, or in the following situations:

- subject to a conflict of interest (for family, personal or political reason or through national, economic or any other interest shared with an organisation or an individual directly or indirectly involved in the grant award procedure);
- guilty of misrepresentation in supplying the information required by the National Agency as a condition of participation in the grant award procedure or has failed to supply this information.

In the event of this application being approved, the National Agency has the right to publish the name and address of this organisation, the subject of the grant and the amount awarded and the rate of funding.

Commit:



- my organisation and the other partner organisations herein, to take part upon request in dissemination and exploitation activities conducted by National Agencies, the Executive Agency and/or the European Commission, where the participation of individual participants may also be required.

I acknowledge that administrative and financial penalties may be imposed on the organisation I represent if it is guilty of misrepresentation or is found to have seriously failed to meet its contractual obligations under a previous contract or grant award procedure.

Place: _____ Date (dd-mm-yyyy): _____

Name of the applicant organisation:

Name of legal representative:

Signature:

National ID number of the signing person (if requested by the National Agency):

Stamp of the applicant organisation (if applicable):



N. Annexes

Please note that all documents mentioned in section "Checklist" need to be attached here before you submit your application online.

File Name	File Size (kB)
Declaration of Honour_TUL.pdf	1328
Plna_moc.pdf	478
WHZZwickau_Mandate.pdf	2101
SMKLithuaniaMandate.pdf	1345
KAMKFinland_Mandate.pdf	1239
HUBSEngland_Mandate.pdf	1366
Gantt-chart_KA2_SHARPEN.pdf	54
CostOverview_KA2Sharpen.pdf	82
160301_KA2_SAHROPEN_Orgchart.pdf	134
RegionsSWOT.pdf	414
Total Size	8541



O. Submission

Before submitting the form electronically, please validate it. Please note that only the final version of your form should be submitted electronically.

O.1. Data Validation

Validation of compulsory fields and rules

O.2. Standard Submission Procedure

Online submission (requires internet connection)

Submitted	YES
Submission ID	1348699
Submission date (Brussels, Belgium Time)	2016-03-30 12:47:18
Hash code	8F492C0DB8D8478C

O.3. Alternative Submission Procedure

If you cannot submit your form online you can still do it by sending an email to your National Agency within the 2 hours following the official deadline. The email must contain the complete electronic form and any file attachments you wish to send. You must also attach a snapshot of section "Submission Summary" indicating that this electronic form could not be submitted online. Your National Agency will analyse your situation and provide you with further instructions.

O.4. Submission Summary

This table provides additional information (log) of all form online submission attempts, particularly useful for the National Agencies in case of multiple form submissions.

Number	Time	Form Hash Code	Submitted	Description
1	2016-03-30 12:47:18 (Brussels, Belgium Time)	8F492C0DB8D8478C	YES	Your submission was successful. Submission ID: 1348699

O.5. Form Printing

Print the entire form