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BEYOND LECTURES: INSIGHTS FROM BUSINESS DISCIPLINES (REFLECTIONS, TRANSFORMATIONS, AND THE HUMAN SIDE OF TEACHING)

FACULTY OF BUSINESS AND MANAGEMENT
UiTM CAWANGAN JOHOR

Beyond Lectures: Insights from Business Discipline-

(Reflections, Transformations, and the Human Side of Teaching)

Chief Editor
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THE ROLE OF EDUCATORS AS MENTORS AND GUIDES IN CONTRIBUTING KNOWLEDGE TO SME ENTREPRENEURS

Shaherah Abdul Malik , Noreen Noor Abd Aziz, Nurul Aien Abd Aziz

Introduction

Education has long been recognised as a powerful driver of economic and social development. Beyond the traditional function of delivering subject knowledge, educators today play an increasingly important role as mentors, facilitators, and guides who support the learning journeys of individuals across different sectors of society. Educators contribute significantly to the development of entrepreneurship by transferring knowledge, shaping attitudes, and nurturing critical thinking among aspiring and existing entrepreneurs. Small and Medium Enterprises (SMEs) form the backbone of many economies, including those in developing and emerging markets, where they contribute substantially to employment creation, innovation, and economic resilience. However, SME entrepreneurs often face challenges, including limited access to knowledge, managerial skills, and strategic planning capabilities. In this context, educators can bridge the knowledge gap by providing guidance, mentorship, and practical insights that support the growth and sustainability of SMEs.

The role of educators in entrepreneurship education extends far beyond the classroom. Educators often engage with entrepreneurs through training programs, mentoring initiatives, workshops, and community engagement activities. Through these interactions, educators do not merely transfer theoretical knowledge but also help entrepreneurs develop problem-solving abilities, strategic thinking, and adaptive mindsets necessary for navigating complex business environments. Reflecting on educators as mentors and guides highlights the human dimension of teaching, where learning becomes a collaborative, transformative process. This chapter explores how educators contribute to the development of SME entrepreneurs through mentorship, guidance, and knowledge sharing. It also reflects on the importance of empathy, experience-based learning, and meaningful educator–entrepreneur relationships in fostering entrepreneurial success.

The Expanding Role of Educators in Entrepreneurship Development

Traditionally, educators were primarily seen as transmitters of knowledge, delivering structured information to students in formal classroom settings. However, contemporary educational practices emphasise a more holistic role for educators as facilitators of learning, mentors, and catalysts of intellectual growth. In entrepreneurship education, this expanded role becomes particularly significant because entrepreneurship itself is inherently experiential, dynamic, and context dependent. Effective entrepreneurship education, therefore, emphasises experiential and learner-centred approaches, such as project-based learning and real-world problem solving, which allow students to apply theoretical knowledge in practical situations (Chitamba et al., 2025). SME entrepreneurs often require guidance that combines theoretical understanding with practical insights. Educators, therefore, serve as bridges between academic knowledge and real-world business practices while facilitating learning within broader entrepreneurial ecosystems and mentorship networks (Rocha et al., 2024).

The shift from teacher-centred approaches toward learner-centred and experiential learning has transformed how entrepreneurship education is delivered. Instead of focusing solely on lectures and textbooks, educators now employ methods such as case studies, simulations, problem-based learning, and collaborative projects to create authentic learning experiences. These approaches allow entrepreneurs to explore real business challenges, develop innovative solutions, and reflect on their decision-making processes. Through such

pedagogical strategies, educators encourage entrepreneurs to view learning as an ongoing process rather than a one-time acquisition of knowledge.

Moreover, educators play a crucial role in shaping the entrepreneurial mindset. Beyond technical knowledge related to finance, marketing, or operations, entrepreneurship requires resilience, creativity, and the ability to embrace uncertainty. Educators help cultivate these qualities by encouraging reflection, experimentation, and constructive dialogue. By fostering an environment where entrepreneurs feel comfortable sharing ideas and learning from mistakes, educators help develop confident, adaptive business leaders.

Educators as Mentors in SME Development

Mentorship is a key element in entrepreneurs' learning journey. Unlike conventional teaching, mentorship involves a deeper and more personalised relationship between the educator and the learner. As mentors, educators guide entrepreneurs through complex challenges, offer constructive feedback, and provide encouragement during periods of uncertainty. For many SME entrepreneurs, mentorship becomes a valuable source of support that complements formal education and training. As illustrated in Figure 1, educators actively engage with SME entrepreneurs by sharing practical knowledge, business insights, and strategic perspectives during knowledge-sharing sessions, which help entrepreneurs better understand real business challenges and opportunities.



Figure 1: Educators sharing knowledge and mentoring SME entrepreneurs during a knowledge-sharing session.
(Source: Author's personal collection)

One of the key benefits of mentorship is the opportunity for entrepreneurs to learn from the experiences and perspectives of educators who have studied business systems, economic trends, and organisational behaviour. Educators often bring a broad understanding of theoretical frameworks that can help entrepreneurs structure their experiences. For example, when entrepreneurs face challenges in market competition or financial management, educators can introduce relevant analytical tools to help them evaluate options and make informed decisions. Through these knowledge-sharing interactions, educators translate academic concepts into practical guidance that entrepreneurs can directly apply to their businesses.

Mentorship also fosters reflective learning. Through dialogue and discussion, educators encourage entrepreneurs to analyse their own experiences, identify lessons learned, and refine their strategies for future actions. This reflective process helps entrepreneurs develop

deeper self-awareness and critical thinking skills. Over time, entrepreneurs become better at independently evaluating their business decisions and adapting to changing circumstances.
Importantly, mentorship is not a one-directional process. Educators also learn from entrepreneurs by gaining insights into emerging market trends, technological developments, and real-world business practices. This reciprocal exchange of knowledge strengthens the relevance of entrepreneurship education and allows educators to continuously refine their teaching approaches.

Bridging Academic Knowledge and Practical Business Experience

A common challenge in entrepreneurship education is ensuring that academic knowledge remains relevant to real business situations. SME entrepreneurs often operate in environments characterised by limited resources, intense competition, and rapid technological change. In such contexts, theoretical concepts may appear distant from the practical realities of running a business. Educators, therefore, play a critical role in bridging this gap by translating theoretical frameworks into practical insights.

One effective approach is integrating real-world case studies and industry examples into teaching and mentoring activities. By analysing real business scenarios, entrepreneurs can better understand how theoretical principles apply to practical decision-making. Educators may also invite successful entrepreneurs, industry practitioners, or business advisors to share their experiences with learners. These interactions expose SME entrepreneurs to diverse perspectives and practical strategies that complement academic learning.

Another strategy involves experiential learning projects where entrepreneurs apply knowledge directly to their own businesses. For instance, educators may guide entrepreneurs in conducting market analysis, developing business models, or designing marketing strategies for their enterprises. Through these activities, entrepreneurs gain hands-on experience while receiving feedback from educators who can help refine their ideas. This iterative process of learning, application, and reflection enhances the effectiveness of entrepreneurship education.

Furthermore, educators often act as connectors, linking SME entrepreneurs to broader networks of knowledge and resources. By facilitating collaborations with universities, research institutions, and industry partners, educators help entrepreneurs access expertise that may otherwise be unavailable to them. Such networks contribute to knowledge diffusion and innovation within the SME sector.

The Human Dimension of Teaching and Mentorship

While knowledge transfer and technical skills are important aspects of entrepreneurship education, the human dimension of teaching is equally significant. Entrepreneurship is often associated with uncertainty, risk, and emotional pressure. SME entrepreneurs frequently encounter setbacks, financial constraints, and market fluctuations that can affect their motivation and confidence. In such circumstances, educators' emotional support can make a meaningful difference.

Empathy is a crucial quality in effective mentorship. Educators who demonstrate understanding and patience create a supportive environment where entrepreneurs feel comfortable discussing challenges and seeking advice. When entrepreneurs perceive educators as approachable and genuinely interested in their development, they are more likely to engage actively in the learning process. This relational aspect of teaching strengthens trust and encourages open communication between educators and entrepreneurs.

Additionally, educators often help entrepreneurs cultivate resilience. By emphasising that setbacks are natural components of entrepreneurial journeys, educators encourage learners to view challenges as opportunities for growth. Reflective discussions about failure and recovery can help entrepreneurs develop a healthier perspective on risk-taking and innovation. Such emotional guidance complements technical knowledge and contributes to the holistic development of entrepreneurs.

The human side of teaching also involves recognising the diverse backgrounds and experiences of SME entrepreneurs. Many entrepreneurs come from different educational, cultural, and professional contexts (Cola & Mangosh, 2025). Effective educators adapt their mentoring approaches to accommodate these differences, ensuring that learning remains inclusive and relevant. By acknowledging individual learning needs and aspirations, educators create meaningful learning experiences that resonate with entrepreneurs' personal and professional goals.

Reflective Teaching in Entrepreneurship Education

Reflection is an essential component of effective teaching and mentoring. For educators working with SME entrepreneurs, reflective practice allows them to continuously evaluate their teaching strategies, interactions, and learning outcomes. Through reflection, educators gain insights into how their guidance influences the development of entrepreneurs and how to improve teaching methods. Reflective teaching often involves examining questions such as: What worked well during mentoring sessions? What challenges did entrepreneurs encounter during their learning process? How can teaching approaches be adapted to better address the needs of entrepreneurs? By systematically analysing these questions, educators develop a deeper understanding of their roles as mentors and guides.

Reflection also encourages educators to remain open to innovation in pedagogy. Entrepreneurship education evolves rapidly as new technologies, business models, and market trends emerge. Educators who engage in reflective practice are more likely to experiment with new teaching methods, such as digital learning platforms, collaborative tools, or simulation-based exercises (David, 2025). These innovations enhance teaching effectiveness and ensure that entrepreneurship education remains relevant in a changing economic landscape. Importantly, reflective teaching highlights the mutual learning relationship between educators and entrepreneurs. While educators guide entrepreneurs through theoretical frameworks and analytical tools, entrepreneurs provide valuable insights into real-world business dynamics. This exchange of perspectives enriches the educational experience and strengthens the connection between academic knowledge and practical application.

Building Sustainable Knowledge Ecosystems for SMEs

The contribution of educators to SME development extends beyond individual mentoring relationships. Educators also play a strategic role in building knowledge ecosystems that support broader entrepreneurial growth (Buarque et al., 2025). Universities and educational institutions often serve as hubs where knowledge, research, and innovation converge. By engaging with SMEs, educators help translate academic research into practical solutions that address business challenges.

For example, collaboration between universities and SME entrepreneurs can lead to joint research projects, innovation initiatives, and capacity-building programs. These collaborations allow SMEs to benefit from academic expertise while providing educators with opportunities to conduct applied research. The outcomes of such partnerships often include improved business practices, new product development, and enhanced competitiveness for SMEs.

Educators also contribute to knowledge ecosystems by organising training workshops, seminars, and entrepreneurship development programs. These initiatives create platforms where entrepreneurs can exchange ideas, share experiences, and learn from one another. Through such activities, educators facilitate peer learning among entrepreneurs and foster supportive business communities.

In many cases, educators act as advocates for SME development by promoting policies and initiatives that strengthen entrepreneurial ecosystems. By engaging with policymakers, industry associations, and development agencies, educators help ensure that entrepreneurship education remains aligned with the needs of the SME sector. This broader engagement reflects educators' multifaceted roles as knowledge creators, mentors, and community leaders.

Lessons Learned from Mentoring SME Entrepreneurs

Working closely with SME entrepreneurs provides educators with valuable insights into the realities of business practice. One important lesson is the recognition that entrepreneurship learning is highly contextual. The challenges entrepreneurs face vary depending on industry conditions, market structures, and socio-economic environments. Educators, therefore, need to remain flexible and responsive when providing guidance.

Another lesson relates to the importance of practical relevance in teaching. Entrepreneurs often appreciate learning experiences that directly address the challenges they encounter in their businesses. Educators who incorporate practical examples, case discussions, and real-world problem-solving tend to create more meaningful learning experiences for entrepreneurs.

Additionally, the mentoring process highlights the importance of patience and continuous engagement. Entrepreneurial development rarely occurs overnight. Entrepreneurs often require time to experiment with new ideas, evaluate outcomes, and refine their strategies. Educators who maintain consistent communication and support throughout this process contribute significantly to the long-term success of SME entrepreneurs.

Perhaps the most significant lesson is the understanding that teaching entrepreneurship is fundamentally about empowering individuals. When educators help entrepreneurs build confidence, develop strategic thinking, and recognise their own potential, they contribute not only to business success but also to personal growth and community development**.**

Conclusion

The role of educators in supporting SME entrepreneurs extends far beyond conventional classroom instruction. As mentors, guides, and knowledge facilitators, educators contribute significantly to the development of entrepreneurial capabilities that drive business sustainability and economic growth. Through mentorship, reflective teaching, and experiential learning, educators help entrepreneurs navigate complex business environments while cultivating critical thinking, resilience, and innovation.

The relationship between educators and SME entrepreneurs is inherently collaborative and transformative. By bridging academic knowledge with practical business experiences, educators create meaningful learning opportunities that empower entrepreneurs to make informed decisions and adapt to evolving market conditions. Equally important is the human dimension of teaching, where empathy, encouragement, and supportive relationships enhance entrepreneurs' learning journey.

Reflecting on these experiences underscores the importance of recognising educators as key contributors to entrepreneurial ecosystems. Their involvement in mentoring, knowledge sharing, and community engagement strengthens SMEs' capacity to innovate and grow. As economies increasingly rely on entrepreneurial activity for sustainable development,

educators' mentorship and guidance will continue to play a crucial role in shaping the future of SMEs.

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