

# Program on Educational Entrepreneurship

## Nurturing CEOs for Educational Start-ups



THE GLOBAL EDUPRENEUR FORUM



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## BACKGROUND

### What is Educational Entrepreneurship?

For the purposes of this program, we define educational entrepreneurship as the effort of an innovator whose products and services may lead to the qualitative transformation - not merely a slight improvement- of the existing education system.

### How the need was felt: genesis of the program?

The urgency and criticality of an educational system that delivers high quality in massive quantities is no longer a matter of debate. The difference is in the approach to the solution. While the government turns a blind eye to the question of quality and the country runs the risk of having the largest misfit workforce in the coming future, the traditional alternative of private education does the same with very high cost.

Private and equity investors would like to support innovative ideas in education space, but there are not enough ideas being developed. We believe that the right approach to address the education space is to have a



pool of executable innovative business proposals in education space, many in 'blue ocean' that are ideated, incubated and then delivered.

### Why Educational Entrepreneurship Program?

Quality Education in India requires a 'breakthrough' approach rather than the incremental growth we are witnessing presently. The gaps cannot be bridged by government alone. It requires innovativeness and spirit of private enterprise, public private partnership, and zeal of NGOs.

The unique Educational Entrepreneurship Program, first of its kind in India, aims at exploring new niches in education not explored so far, and bringing about significant improvements in existing models of education.

The Program will mentor, nurture, and develop educational entrepreneurs to take up educational projects, products and services possibly as CEO's of start-up enterprises.

## Unique features of the program

### Distinctive Features

- ✓ It is a program for creating behavioural change and make an entrepreneur. Because of Prof M.M.Pant's familiarity with the field, and because the field of education is undergoing very rapid fundamental transformation, the focus is on education and the program is called **edupreneurship**.
- ✓ The quality of the program is very high, being led by Prof M.M.Pant, and Prof.Rajiv Tandon from US, who has conducted courses on Entrepreneurship in US Universities and spawned a large number of successful ventures. Mentors and faculty include very eminent personalities with IIT/IIM profiles. Mr. J.M. Pant is the Program Director.
- ✓ Provides for continuous mentoring and support by experts.
- ✓ Interactive one day workshops, once a week (sometimes twice) on Saturday and/or Sunday,

and e-contact during the week through E-mail, Blog, SMS, Facebook and Twitter.

- ✓ At the end of each interactive workshop, participants would get involved in project work which would help them in internalizing learnings from the workshop.
- ✓ All viable business proposals, that have a clear path identified for execution, will be connected with potential investors if desired by the entrepreneur.

### What it is and what it is not?

We distinguish this program from a usual certificate, diploma or an MBA program. This is a motivational, inspirational and transformational program that apart from providing the knowledge, instruction and guidance in both the strands of education and entrepreneurship, actually creates edupreneurs.



## Who will benefit from the program?

### Key gains from the Program

- ✓ An executable Business Plan with each participant.
- ✓ Mentoring from experts with over 30 years of experience in education, training, and industry
- ✓ Complete support during execution of plan including arrangements for funding and alliance partners on case to case basis

### Who can join the program?

The land-scape of successful entrepreneurship is covered by mavericks, iconoclasts, drop-outs and misfits. For this reason, we have not kept any eligibility criteria. There is also a new category of successful executives who want to start on their own. Some persons feel miserable in bondage and are longing to be free. This program is about being prosperous while being free.

Budding entrepreneurs, family business next generation, NRI's wanting to return, MBAs, Engineers, Medical, Finance and other professionals, in fact anyone



who has this moment of 'enlightenment' that he must express himself or herself and realise the full potential, is welcome to join the program.

### Eligibility

Should have the legal ability to enter into contracts, and a personality that desires to do new things, has grit and determination, because entrepreneurship is not a path of roses. There are multiple challenges known and unknown. We do not emphasise a great knowledge of English, as we believe that knowing good English is a requirement for getting jobs with Companies which have English for internal communication. We believe that an entrepreneur has to be closer to his or her customers and must be creative and innovative. Interpreters and translators as well as technically qualified engineers are all available at a very modest cost. Passion, enthusiasm, loads of energy and commitment are priceless and the true competitive advantage.

## Duration of program

The nominal duration of this program is **5 months**. The first batch starts in **August 2010** and completes the program by **December 2010**. But like a Ph.D. degree program culminates in a thesis, this program leads to a 'bound' executable business proposal. Some persons may therefore need to take some more time, while

some may be ready with their proposals, and may even find their 'angels' before 5 months.

- ✓ Number of interactive workshops - 24
- ✓ Workshop duration: 9:30 a.m to 5:30 p.m, on weekends (Sat and/or Sundays)

## Project work and assignments

At the end of each interactive workshop, participants would get involved in project work which would help them in internalising learnings from the workshop.

Expected times to be put in by participants on projects and self learning will be 12 hours per week.

**Continuous mentoring and support services** would be available during this period through E-mail, SMS, Blogs, Facebook and Twitter.



## fees

The total fee for the program is Rs 100,000/- exclusive of the mandatory taxes. It is a non boarding program.

Fees can be paid in 5 monthly instalments of Rs 20000/- each through post dated cheques to be deposited at the time of registration.

Payment must be made by cheque in favour of 'The Global Edupreneur Forum' payable at par at all branches, or through bank draft or net banking transfer.

Financing at bank rate of interest can be organized for deserving cases.

## People behind the Program

The chief architect and mentor of the program is Prof. M.M.Pant ([www.mmpant.net](http://www.mmpant.net)), a *sui generis* personality with 50 years of post schooling experience in Scientific Research, Teaching, Management, Law, Information Technology and Business Entrepreneurship.

### Driving Forces

#### Prof. M.M.Pant

Prof. Pant has promoted Planet EDU Pvt. Ltd., as its Founder & Chairman, along with a team of highly experienced and skilled professionals from Education & Training, Operations, IT and Finance.

A Ph.D in Computational Physics along with a Professional Law Degree, has been a practitioner in the field of Law, IT enabled education and IT implementation.

Prof. Pant, has been the Pro-Vice Chancellor at Indira Gandhi National Open University (IGNOU) and on the faculty at IIT – Kanpur (the premier Engineering institution in India), MLNR Engineering College and on the Faculty & Visiting Professor at University of Western Ontario-Canada.

He has been a Visiting Scientist to research centers in Italy, England, Germany & Sweden and has delivered international lectures with about 80 published papers to his credit.

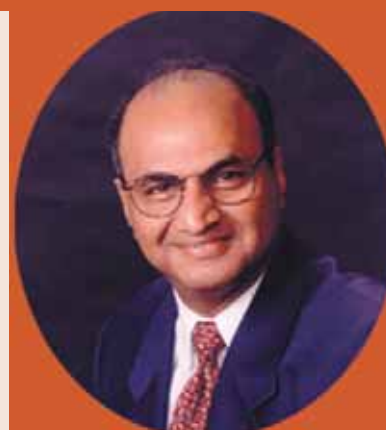


#### Dr. Rajiv Tandon

Dr. Rajiv Tandon is Founder and Chairman of Adayana, Inc. ([www.adayana.com](http://www.adayana.com)) a Minneapolis based performance improvement and workforce development company providing services and solutions that empower individuals to learn. Tandon relinquished the CEO position at Adayana in 2009, continuing as Chairman, to focus on his “next adventure” related to educational initiatives around the world (see [www.rajivtandon.com](http://www.rajivtandon.com)).

He is teaching classes in Entrepreneurship at the Carlson School of Management, University of Minnesota; and in India to develop the human resources for the transformed educational paradigm.

Dr. Tandon holds a Mechanical Engineering degree, with honors, from the Institute of Technology, Kharagpur, a M.S. in Operations Research, M.B.A. and Ph. D. in Entrepreneurship; all from the University of Minnesota.



#### Mr. J.M. Pant Program Director

B.Tech and M.Tech from I.I.T Delhi, with over 35 years of experience in industry, business, education, training and management consultancy. Experienced in setting of new enterprises from idea generation, project formulation, project financing to commercialization of the enterprise.

Provides consultancy to SME sector on strategy, quality and operations, human resource development and training. Mentors senior level executives and entrepreneurs.

Completed international assignments in Japan, South Korea and Kenya.



## Transaction/Delivery model

The entire program will be transacted through a combination of participative one day workshops spread over 24 modules, personal interactions with experts for guidance, self paced learning, practical project work, and research activity.

At the end of each module, project work will be assigned which will have to be done during the following week.

Recognising the need for interaction throughout the course period and beyond, communication between participants and experts will be maintained through E-mail, Blogs, Chats, SMS, as well as through meetings at mutually convenient time and place.

## Certification

Upon successful completion of the program and having an executable business proposal, the participants will be given a certificate of participation, and awarded the 'Associate Membership of The Global Edupreneur Forum'. This will be ahead of 'Student Membership' which will be open to all students interested in edupreneurship who are doing BBA, MBA or similar programs. Upon launching their venture, the membership will be upgraded to full Member status.

## Education Ecosystem

Indian economy has grown during last 5 years at a 8% growth rate, and is projected to continue to grow at over 9% per annum, A question then arises — Do we have an educated work force to meet the challenges of a burgeoning, knowledge based economy? To understand our degree of preparation, let us look at our education ecosystem — and try to connect the dots.

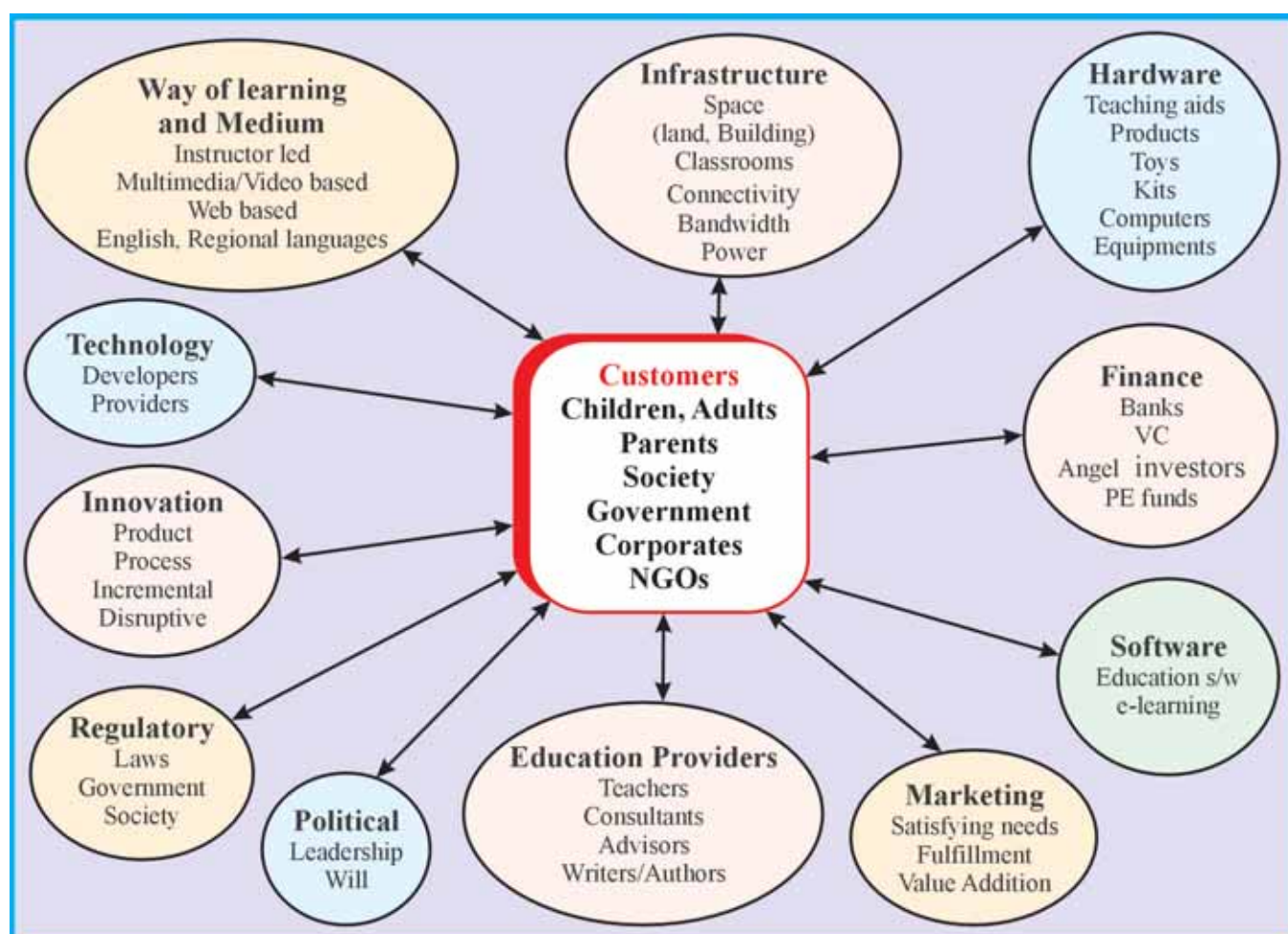


Fig.1: Education Ecosystem

Generally when one talks about education, the first thought that comes having more schools and colleges. Yes, that is very important but a mere brick and mortar is not going to solve the education problems nor meet the needs of children, adults, society and employers like government, corporates and NGOs.

For effective interventions in the field of education, one has to look at the wider landscape and bring together leaders in education, enterprise building, entrepreneurship, business, investors and NGOs to implement programs focused on entrepreneurial leadership in education. Better education will change lives, strengthen our democracy, and reduce unemployment.

The moment we look at the above education ecosystem (Fig 1), we find a number of hidden opportunities. The 21st century economy has altered the landscape. We need more people –engineers, scientists, pilots, doctors, managers, creative artists, programmers, teachers and technicians, welders, plumbers....the list is extremely large. Many surveys from consultants like McKinsey, and corporates like Infosys have shown that only 5% of our graduates are employable.

Needless to say, government alone cannot meet the huge demand from various elements of the ecosystem to provide quality education. Private entrepreneurship would be essential to interact effectively with the various elements of the education ecosystem and define innovative solutions to education models at various levels, new learning methods, multi-skilling of workforce, inclusive education, empowerment, and use of technology to meet the growing challenges ahead.

## Program outline

### Content Highlights

1. Entrepreneurship-Setting the Stage	13. Operations Plan-I: Capacity, location, outsourcing, partnering, alliance
2. Creativity and Generating Business Ideas	14. Operations Plan II: Technical knowhow, equipments, energy, layout, quality, productivity
3. Educational Entrepreneurship Opportunities	15. Financial analysis of projects
4. Opportunities in Business Ideas and Fit.	16. Start up funding
5. Landscape and Taxonomy of the Business of Education	17. Entrepreneurial leadership
6. Formulating Educational Business Project	18. Communication and Presentation Skills
7. The Business Plan: Creating and starting the education business venture	19. Legal and regulatory framework for Educational business
8. Making the Marketing Plan-I: Scanning environment, SWOT, competitors	20. Intellectual Property matters in education business
9. Making the Marketing Plan-II: Segmenting, Targeting, Positioning	21. Becoming a life long learner
10. Making the Marketing Plan-III: Product and service portfolio, promotion, pricing, sales strategy	22. Franchising
11. Sales projections	23. Executing the Business Plan –I: Presentation of Business Plans, feedback, entry and exit strategies
12. Organisation plan for start up and growth	24. Executing the Business Plan –II: Presentation of Business Plans, time-line, tactics for execution

# course contents of each module

Module	Unit/ Session	Details
1		Entrepreneurship : Setting the Stage (Panel Discussion)
	1.1	Introduction, Personal Background, Global Initiatives in Education Reform, Scene in India, Why entrepreneurship?
	1.2	The Entrepreneurial Journey, Theory of Entrepreneurship, Entrepreneurial Alternatives, My “Preliminary Plan”, Entrepreneurial Themes, Who am I-your fit as an entrepreneur
	1.3	What motivates an entrepreneur?, The making of an entrepreneur- Paradigm shift, Paradigm busters
	1.4	Problems and Opportunities Why become an edupreneur now? Q&A
2		Creativity and Generating Business Ideas
	2.1	Innovation - Responses to Change, (Actionable) Innovation
	2.2	Ideation- Sources of new ideas, Methods of generating ideas--Logical Methods, Intuitive Methods, Hybrid Methods
	2.3	Opportunity recognition Six thinking hats-I
	2.4	Six thinking hats-II
3		Educational Entrepreneurship Opportunities
	3.1	Education: Edupreneurs: Who they are and how is Education, the newest business opportunity for today?
	3.2	Education From the earliest times to the 20th century - the history of education
	3.3	Educational developments in the last century
	3.4	Traditional educational institutes and systems Current issues and challenges in education
4		Opportunities in Business Ideas and Fit
	4.1	Opportunity-Check list: elements of a good opportunity and what to look out for Idea screen-learn to screen raw ideas for key ideas, key ideas screen Opportunity screen- learn to screen key ideas for potential opportunities and beyond
	4.2	Other issues- Resources for entrepreneurs, Sources of Capital Business Plan, Fit- all the elements that have to come together for the final fit
	4.3	New educational systems and processes, meta learning
	4.4	Screening business ideas, Formulating the value proposition, Scalability and sustainability
5		Landscape and Taxonomy of the Business of Education
	5.1	Learning needs across the Life-Span
	5.2	Segmentation of the Education Business, Content and Knowledge products
	5.3	Educational Business Processes and their re-engineering
	5.4	Blue Ocean Strategies in Education Disruptions and Transformations in Education
6		Formulating educational business project
	6.1	Preparing project profiles-I
	6.2	Preparing project profiles-II
	6.3	Evaluating business idea
	6.4	Selection of one business idea for further development Assessing risk factors for the selected project
7		The Business Plan: Creating and starting the education venture
	7.1	Why is a Business Plan required?
	7.2	Structure and outline of a Business Plan-I Information needs for making the Business Plan
	7.3	Structure and outline of a Business Plan-II
	7.4	Using and implementing the Business Plan Tasks to be done during the following week for preparing the Business Plan Q&A



8	Making the Marketing Plan for the selected Education Business Project -I
8.1	Analysing the education environment
8.2	SWOT analysis
8.3	Establishing Marketing Goals
8.4	Looking at other players in the market-competitor analysis
9	Making the Marketing Plan for the selected Education Business Project -II
9.1	Segmenting the market
9.2	Target market segment
9.3	Positioning-I
9.4	Positioning-II
10	Making the Marketing Plan for the selected Education Business Project -III
10.1	Product and service portfolio, Branding, Promotion strategy
10.2	Pricing strategy
10.3	Sales strategy
10.4	Sales force development and training
11	Sales projections
11.1	Forecasting business potential
11.2	Market research
11.3	Building sales projections
11.4	Contingency planning Why some projections fail?
12	Organisation Plan for start-up and growth
12.1	Developing the management team
12.2	Role of Board of Directors and Consultants
12.3	Legal forms of business, Tax implications
12.4	Organisation structure
13	Operations Plan for the education business project-I
13.1	Decisions on where to locate business
13.2	Capacity for the unit Factors to be considered for capacity decision Long term and short term capacity decisions
13.3	Build or outsource Product and service mix decision
13.4	Partnering, alliance
14	Operations Plan for the education business project-II
14.1	Technical know how-sourcing, arrangements
14.2	Equipments and facilities required Energy requirements
14.3	Layout of unit
14.4	Concept of quality, efficiency and effectiveness
15	Financial Analysis of Projects
15.1	Cost of Project Sources of Finance
15.2	Working capital requirements Profitability projections
15.3	Cash flow analysis, balance sheet
15.4	Assessing financial viability- break even, pay back, IRR, financial ratios
16	Start up funding
16.1	Bootstrapping finance
16.2	Venture capital, angel investor, private equity - overview, venture capital process Locating a VC/angel investor/PE firm



	16.3	Valuation of the project
	16.4	Deal structure Stages of funding How and when to go for an IPO?
17		<b>Entrepreneurial Leadership</b>
	17.1	Value based leadership Transformational leader, visionary, motivating and aligning people Qualities and leadership skills
	17.2	Team building
	17.3	Eight habits of effective leaders
	17.4	Time Management skills
18		<b>Communication Skills</b>
	18.1	Process of communication
	18.2	Barriers to communication
	18.3	Listening skills
	18.4	Presentation skills
19		<b>Legal and regulatory framework for educational business</b>
	19.1	An Overview of The Indian Legal Framework
	19.2	Education Law including the Right To Education Act Cross-Border and Transnational Education
	19.3	Impact of the RTI, Consumer Protection & IT Acts
	19.4	Legal Liabilities in Tort and unexpected circumstances Business/Commercial law with focus on education
20		<b>Intellectual property matters in educational business</b>
	20.1	Intellectual Property Rights
	20.2	Trademarks: acquiring and protecting them
	20.3	Copyright and its implication for education business
	20.4	Patents, design and allied rights and their implication for education business
21		<b>Becoming a Life-long Learner</b>
	21.1	How to learn anything?
	21.2	Learning Domains: Cognitive, affective and psycho-motor
	21.3	Collaborative and Community Based Learning
	21.4	Accredited and Certified Remote Learning Free learning resources and opportunities
22		<b>Franchising</b>
	22.1	What is Franchising – Benefits, Limitations and Success factors?
	22.2	Business and Financial Models of Franchising
	22.3	Organisational aspects of Franchising
	22.4	How to Set-up and Manage an Education Franchising Network?
23		<b>Executing the Business Plan-I</b>
	23.1	Presentation of Business Plans by participants (50% of the group)-I
	23.2	Presentation of Business Plans by participants (50% of the group)-II
	23.3	Feedback from experts
	23.4	Entry and exit strategies
24		<b>Executing the Business Plan-II</b>
	24.1	Presentation of Business Plans by participants (balance 50% of the group)-I
	24.2	Presentation of Business Plans by participants (balance 50% of the group)-II
	24.3	Feedback from experts
	24.4	Time line for implementation (Action Plan) Tactics during implementation Conclusion and Way Forward

# Detailed structure of a sample module

## Module 1: Entrepreneurship : Setting the Stage

### Learning Objectives

- To introduce the spirit of enterprise
- To study key elements in an entrepreneur's profile
- To identify some key entrepreneurial feelings and motivations
- To explain the entrepreneurial process and the steps to climb in the entrepreneurial journey
- To appreciate opportunities in India for educational entrepreneurship

### Module Outline

- Session 1 : Introduction-Personal background, Global initiatives in education reform, Scene in India, Why entrepreneurship?
- Session 2 : The Entrepreneurial Journey, Theory of Entrepreneurship, Entrepreneurial Alternatives, My "Preliminary Plan", Entrepreneurial Themes, Who am I-your fit as an entrepreneur
- Session 3 : What motivates an entrepreneur?, The making of an entrepreneur- Paradigm shift, Paradigm busters
- Session 4 : Problems and Opportunities  
Why become an edupreneur now?  
Q&A

### Deliverables

- The participants will appreciate the educational context as it exists in India and abroad and draw lessons from other initiatives in the space.
- The participants will become conscious of entrepreneurial mindset and appreciate the need to contribute to nation by starting and building enterprise.
- The participants get some feedback on their individual traits and how that fits with being an entrepreneur.
- The participants will be motivated and energized to venture into educational entrepreneurship.
- The participants will appreciate reality and draw lessons from stories of success and failures of enterprises.
- The participants will begin to see problems as hidden opportunities.

### Research Tasks

- Interview entrepreneurs and draw lessons from their story with regard to qualities and attributes, their initial spark, factors in their selection of project, how did they overcome problems, and what made them a success.
- Study biographies of successful entrepreneurs, Indians and foreign. Examine their motivation factors.
- Introspect your qualities and motivation factors. Do you have the making of an entrepreneur in you?
- Are you prepared to make the paradigm shift?

### Reading Resources

- Rich Dad Poor Dad by Robert T Kiyoski
- Business Maharajas by Gita Piramal
- Made in America by Sam Walton
- Handouts by expert speakers



# Session 1 : Introduction

## Learning Objectives

- To introduce the spirit of enterprise and entrepreneurship in education
- To study key elements in an entrepreneur's profile

## Session Outline

- Introduction
  - ❖ Personal Background
- How does the presenter's personal history fit with edu-entrepreneurship?
  - ❖ Global Initiatives in Education Reform
- How existing and emerging educational institutions are moving to exploit the changing landscape?
  - ❖ Scene in India
- Build from the situation in India and the emerging realities to focus on the core elements of the opportunity in education and its applicability in the global context.
- Some Initiatives that are already in progress.
  - ❖ Why entrepreneurship?
- Discussion: Importance of spirit of enterprise and entrepreneurship for nation, society and individual.
- Q&A

## Deliverables

- The participants will appreciate the educational context as it exists in India and abroad and draw lessons from other initiatives in the space.
- The participants will become conscious of entrepreneurial mindset and appreciate the need to contribute to nation by starting and building enterprise.
- The participants will appreciate reality and draw lessons from stories of success and failures of enterprises.

## Activities

- Study biographies of successful entrepreneurs, Indians and foreign. Why and how did they start?

## Reading Resources

- Rich Dad Poor Dad: by Robert T Kiyoski
- Business Maharajas by Gita Piramal
- Handouts by expert speakers



## Session 2 : The Entrepreneurial Journey

### Learning Objectives

- To understand the conceptual framework of entrepreneurship
- To identify qualities and skills common to most entrepreneurs
- To introspect your fit as an entrepreneur

### Session Outline

- Theory of Entrepreneurship
  - ❖ Myths and facts around entrepreneurship
  - ❖ Managing Entrepreneurial Environment
  - ❖ Process of Success creation
  - ❖ Entrepreneurial Key Competencies
  - ❖ Changing roles as the enterprise grows
  - ❖ Who is an entrepreneur? Few definitions
  - ❖ Knowledge elements
- Entrepreneurial Alternatives
  - ❖ Various types of entrepreneurial enterprises
- My “Preliminary” plan
  - ❖ Indicate your interests and desires in the entrepreneurial journey
  - ❖ What you may have to give up at the starting stage
- Entrepreneurial Themes
  - ❖ Qualities common to most entrepreneurs
  - ❖ A generic inventory of quality and skill attributes of an entrepreneur
  - ❖ Common pitfalls with entrepreneurs- are not necessarily good managers!
- Who am I?
  - ❖ Your fit as an entrepreneur
- Q&A



### Deliverables

- The participants will be motivated and energized to venture into educational entrepreneurship.

### Activities

- Introspect your qualities and skill set. Make an improvement plan for bridging the gaps.
- Study biographies and meet entrepreneurs to understand their motivation for starting an enterprise.
- Introspect and examine what motivates you. What must you do to satisfy the inner drives?
- Bounce off you feelings and share with your mentors.

### Reading Resources

- Made in America by Sam Walton
- Handouts by expert speakers

## Session 3 : What motivates an entrepreneur? The making of an entrepreneur- Paradigm shift, Paradigm busters

### Learning Objectives

- To identify some key entrepreneurial feelings and motivations
- To understand the impact of negative motivators
- To understand the paradigm shift in the making of an entrepreneur
- To learn from examples of paradigm busters

### Session Outline

- Brief overview of Motivation
  - ❖ The process of motivation, Maslow hierarchy of needs
  - ❖ Power, Affiliation and Achievement needs
- What motivates an entrepreneur?
  - ❖ Locus of control, Independence, Money, financial motivators
  - ❖ Need for Achievement and Power
  - ❖ Childhood family environment
  - ❖ Age, experience, Role models
  - ❖ Backing of professional support network and moral support network
- Negative motivators
  - ❖ Bad experiences- humiliation, provocation, loss of job, conflict of ethics and values
  - ❖ Lack of education- unable to get a proper job
- The paradigm shift
  - ❖ Existing paradigms of the majority, The fixed mindset- only one way of doing things
  - ❖ Why and when would the paradigm shift take place?
  - ❖ The making of the new paradigm
- Examples of paradigm busters
  - ❖ How they changed the way business was conducted?
  - ❖ Opportunities in breaking the paradigm
  - ❖ Learning from examples of paradigm busters
- Q&A



### Deliverables

- The participants will be able to sharpen their motivators.
- The participants will become aware of the need to change.
- The participants will understand the benefits of breaking the paradigm.

### Activities

- Interview entrepreneurs and draw lessons from their story with regard to qualities and attributes, their initial spark, factors in their selection of project, how did they overcome problems, and what made them a success.
- Are you prepared to make the paradigm shift?

### Reading Resources

- Handouts by expert speakers

## Session 4 : Problems and Opportunities

### Why become an edupreneur now?

#### Learning Objectives

- To see similarity and difference between problems and opportunities
- To appreciate opportunities in India for educational entrepreneurship

#### Session Outline

- Are problems good or bad?
  - ❖ What is a problem?
  - ❖ Listing problems in area of education
  - ❖ Exposing problems
- Opportunities are related to problems
  - ❖ Explaining the relationship
  - ❖ Check the list of problems and examine how they could be converted to opportunities
  - ❖ Problems are hidden treasures
- Why become an edupreneur now?
  - ❖ Education- a burgeoning sector
  - ❖ India's GDP growth targets require massive investment on education
  - ❖ Opportunities for edupreneurs
- Listing of tasks to be done during the following week for absorbing learning of this module
- Q&A

#### Deliverables

- The participants will be able to spot education enterprise opportunities from the myriad of problems.
- The participants will be motivated to take up entrepreneurial opportunities in the field of education.

#### Activities

- Look round and see the entrepreneurs who have converted problems into opportunities in area of education.
- Make your own list of possible opportunities.
- Complete the tasks set out for you during the week.

#### Reading Resources

- Handouts by expert speakers

**Question. With numerous management institutions mushrooming through out the country and an equally diverse range of unique courses being offered, quantity has never been a problem but, the quality has been. In such an educational scenario, what has been the main motive behind launching the unique ‘Edupreneurship’ program?**

**Answer.** This is not an award of a qualification certifying knowledge about entrepreneurship. It is a program for creating behavioural change and make an entrepreneur. Because of my familiarity with the field, and because the field of education is undergoing very rapid fundamental transformation, the focus is on education and the program is called edupreneurship.

The quality of the program is very high, being led by Prof. M.M. Pant as well as Prof. Rajiv Tandon from US, who has conducted courses on Entrepreneurship in US Universities and spawned a large number of successful ventures. We are joined in this effort of education venture catalysts by a number of very eminent personalities with IIT/IIM profiles.



**Question. How does one define ‘Edupreneurship’? What are its unique features that set it apart from the rest?**

**Answer.** For the purposes of this program, we define educational entrepreneurship as the efforts of an innovator whose products and services may lead to the qualitative transformation—not merely a slight improvement—of the existing education system .

**Question. What is the duration of the program?**

**Answer.** The nominal duration of this program is 5 months. So the first batch starts in August and completes the program by December 2010. But like a Ph.D. degree program culminates in a thesis, this program leads to a ‘bound’ executable business proposal. Some persons may therefore need to take some more time, while some may be ready with their proposals, and may even find their ‘angels’ before 6 months.

**Question. How much will the program cost?**

**Answer.** The fee for the program is Rs 100,000/- exclusive of the mandatory taxes. This fee can also be paid in 5 installments through post-dated cheques.

**Question. What category of students will be benefited most by this program?**

**Answer.** The land-scape of successful entrepreneurship is covered by mavericks, iconoclasts, drop-outs and misfits. So we have not kept any eligibility criteria. There is also a new category of successful executives who want to start on their own. Some persons feel miserable in bondage and long to be free. This program is about being prosperous while being free. So, budding entrepreneurs, family business next generation, NRI’s wanting to come back, in fact anyone who has this moment of ‘enlightenment’ that he must express himself or herself and realise the full potential. An MBA is not required, but is quite welcome.



**Question. What is the eligibility for getting registered for ‘edupreneurship’ program?**

**Answer.** We have not kept any minimum eligibility. Should have the legal ability to enter into contracts, and a personality that desires to do new things, has grit and determination, because entrepreneurship is not a path of roses. There are multiple challenges known and unknown. We do not emphasise a great knowledge of English, as we believe that knowing good English is a requirement for getting jobs with Companies which have English for internal communication. We believe that an entrepreneur has to be closer to his customers and must be creative and innovative. Interpreters and translators as well as technically qualified engineers are all available at a very modest cost. Passion, enthusiasm and commitment are priceless and the true competitive advantage. So, no MAT, no CAT just loads of energy.



**Question. On completion of the program, will you be awarding any degree or certificate?**

**Answer.** We distinguish this program from a usual certificate, diploma or an MBA program. This is a motivational, inspirational and transformational program that apart from providing the knowledge, instruction and guidance in both the strands of education and entrepreneurship, but would actually create edupreneurs.

We will of course give a certificate of participation, but more importantly, we are promoting the creation of “The Global Edupreneur Forum” that will emerge in the future like FICCI, ASSOCHAM, CII or more closely like the NASSCOM. Those who complete this program will get an ‘Associate Membership’ . This will be ahead of ‘Student Membership’ which will be open to all students interested in edupreneurship who are doing BBA, MBA or similar programs. Upon launching the venture, they will be upgraded to full Member status.



# Reading Resources

## Recommended Readings

### Entrepreneurship

1. Entrepreneurship — Robert Hisrich
2. Connect the Dots — Rashmi Bansal
3. Billions of Entrepreneurs: How China and India Are Reshaping Their Futures – and Yours — Tarun Khanna
4. Simply Fly — Captain G.R. Gopinath
5. Rich Dad Poor Dad — Robert Kiyosaki
6. Entrepreneurship — Rajeev Roy
7. Entrepreneurship — HBR
8. How to Change the World: Social Entrepreneurs and the Power of New Ideas — David Bornstein
9. Made in America — Sam Walton
10. Growing New Ventures, Creating New Jobs — Mark P. Rice & Jana B. Matthews
11. Lessons from the Edge — Jana Matthews & Jeff Dennis
12. Think and Grow Rich. — Napoleon Hill
13. Entrepreneurship: Theory, Process, and Practice — Donald F. Kuratko & Richard M. Hodgetts
14. The High Performance Entrepreneur — Subroto Bagchi
15. The Art of the Start — Guy Kawasaki
16. It Happened in India — Kishore Biyani
17. The Entrepreneurs of India — Avinash Deshmukh and others
18. How to Make Millions with Your Ideas — Dan S. Kennedy
19. Wise and Otherwise — Sudha Murthy
20. Stay Hungry, Stay Foolish — Rashmi Bansal
21. India's Century — Kamal Nath
22. Founders at Work : Stories of Startups Early Days — Jessica Livingston
23. Entrepreneurship Theory at the Crossroads: Paradigms and Praxis — Mathew J Manimala

### Innovation

24. Fortune at the Bottom of the Pyramid — C.K. Prahlad
25. Innovation and Entrepreneurship — Peter Drucker
26. Making Innovation Work — Tony Davila, Marc J. Epstein, Robert Shelton
27. Only the Paranoid Survive — Andrew S Grove
28. Competing Through Innovation — Belton Whittington & Graham Whittington
29. Managing Creativity and Innovation — HBR

### Education

30. In Their Own Way — Thomas Armstrong
31. Frames of Mind — Howard Gardner
32. Ain't Misbehaving — Garvey William
33. Finding Help When Your Child is Struggling in School by Lawrence J. Greene
34. Roadblocks to Learning by Lawrence J. Greene
35. Study Max: Improving Study Skills in Grades 9-12 by Lawrence J. Greene
36. The Life-Smart Kid by Lawrence J. Greene
37. Study Wise: A Program for Maximising Your Learning Potential by Lawrence J. Greene

38. Winning the Study Game by Lawrence J. Greene
39. One Mind at a Time by Mel Levine
40. Overcoming Dyslexia by Sally Shaywitz
41. Learning Styles and Multiple Intelligences by Vancouver Island Invisible Disability Association (2003)
42. The World is Flat by Thomas Friedman
43. Grown up Digital: How the Net Generation is Changing Your World by Don Tapscott
44. Outliers: The Story of Success by Malcolm Gladwell
45. Teach Like Your Hair's on Fire by Rafe Esquith
46. Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns by Clayton Christensen, C. W. Johnson, and Michael B. Horn
47. The Teaching Gap: Best Ideas from the World's Teachers for Improving Education in Classroom by James W. Stigle & James Hiebert
48. How People Learn: Brain, Mind, Experience, and School: Expanded Edition by Rodney R. Cocking
49. Fast Food Education: Calling For A More Natural Approach To Teaching & Learning In America by Dr. P. Mark Taylor & Darris J. Brock

### **Business Plans**

50. Guide to Business Planning by Graham Friend & Stefan Zehle
51. Developing a Business Plan That Works by Brown B.B.
52. Project Reports on Education Business by ITCOT

### **Finance and Investment**

53. Financial Management by Prasanna Chandra
54. Principles of Project Finance by E.R. Yescombe
55. Project Financing by John D. Finnerty
56. Financial Management by I.M. Pandey
57. Angel Investing: Matching Start-Up Funds with Start-Up Companies: The Guide for Entrepreneurs, Individual Investors, and Venture Capitalists by Mark Van Osnabrugge
58. Fundamentals of Venture Capital by Joseph W Bartlett
59. Venture Capital: Concepts & Applications by T. Satyanarayana Chary

### **Marketing**

60. Marketing Management by Philip Kotler
61. Marketing and Entrepreneurship: by Gerald E. Hills.
62. Positioning : The Battle for Your Mind by Al Ries and Jack Trout
63. Branding by Helen Vaid
64. Market Research by Paul N Hague
65. Market Strategy by Paul Fifield
66. Strategic Marketing Management by David A. Aaker

### **Operations**

67. Operations Strategy by Nigel Slack
68. The Toyota Way by Jeffrey Liker
69. The Goal by Goldratt
70. Total Quality Management by Dale H. Besterfield
71. TQM Text with Cases by John S. Oakland
72. The Six Sigma Way by Peter S., Robert P. Neuman & Roland R. Cavangah



## **Project Management**

73. Project Management : A Managerial Approach, by Jack R. Meredith and Samuel J. Mantel
74. IT Project Management by Joseph Phillips
75. Project Formulation, Implementation and Control by Prasanna Chandra

## **Leadership**

76. Leadership : Research Findings, Practice and Skills by Andrew J. DuBrin
77. 7 Habits of Highly Effective People by Stephen R. Covey
78. The 8th Habit : From Effectiveness to Greatness by Stephen R. Covey
79. Principle Centred Leadership by Stephen R. Covey
80. Leadership-HBR

## **Communication**

81. Business Communication by Asha Kaul,
82. Business Communication Strategies by Monipally
83. Business Communication by K.K. Sinha
84. Communication in Organizations by Dalmer Fischer

## **Good Management Practices and Motivational books**

85. Good to Great: Why Some Companies Make the Leap... and Others Don't, by Jim Collins
86. Built to Last by James Collins
87. Straight from the Guts by Jack Welch
88. Winning by Jack Welch
89. Execution by Ram Charan
90. Every Business is a Growth Business by Ram Charan
91. NUTS by Kevin & Jackie Freiberg
92. Who Moved My Cheese by Dr. Spencer Johnson

## **Biographies and Profiles**

93. McDonalds by John F. Lowe
94. The Autobiography of Lee Iacocca
95. The Google Story by David A Vise & Mark Malseed
96. A Life of JRD Tata by R.M. Lala
97. Bill Gates by Jeanne M. Lesinski
98. I Too Had A Dream by Verghese Kurien
99. Walt Disney: The Triumph of the American Imagination by Neal Gabler
100. Titan: The Life of John D. Rockefeller
101. Alexander Graham Bell: A Life by James A Mackay
102. My Big Idea: 30 Successful Entrepreneurs Reveal How They Found Inspiration by Rachel Bridge
103. Business Maharajas by Gita Piramal

## Web resources

### Entrepreneurship

<http://india.smetoolkit.org/india/en>  
[www.entrepreneur.com](http://www.entrepreneur.com)  
[www.khake.com](http://www.khake.com)  
[www.sristi.org](http://www.sristi.org)  
[www.entrepreneurshipweb.com](http://www.entrepreneurshipweb.com)  
[www.toiletpaperentrepreneur.com](http://www.toiletpaperentrepreneur.com)  
<http://enterpriseforum.mit.edu/>  
[www.hbs.edu/entrepreneurship/resources/](http://www.hbs.edu/entrepreneurship/resources/)  
<http://www.slu.edu/eweb.xml>  
[www.enterweb.org](http://www.enterweb.org)  
[www.entrepreneur-web.com](http://www.entrepreneur-web.com)  
[www.stanford.edu/group/techventures/](http://www.stanford.edu/group/techventures/)  
[www.top-web-entrepreneurs-plan-it.com/](http://www.top-web-entrepreneurs-plan-it.com/)  
<http://www.nenonline.org>  
[www.womenentrepreneur.com](http://www.womenentrepreneur.com)

### Govt institutions supporting entrepreneurship

<http://niesbud.nic.in>  
<http://msme.gov.in/>  
[www.sidbi.com](http://www.sidbi.com)  
[www.ediindia.org](http://www.ediindia.org)

### Business Plans

[www.bplans.com](http://www.bplans.com)  
[www.businessplans.org](http://www.businessplans.org)  
[www.fundedplans.com](http://www.fundedplans.com)  
[www.fundableplans.com](http://www.fundableplans.com)  
[www.smallbusinessfinancetips.com](http://www.smallbusinessfinancetips.com)  
[www.bplanresources.com](http://www.bplanresources.com)

### Angel investors and VC

[www.indianangelnetwork.com](http://www.indianangelnetwork.com)  
[www.investmentnetwork.in](http://www.investmentnetwork.in)  
[www.pitchindia.com](http://www.pitchindia.com)  
[www.venturegiant.co.in](http://www.venturegiant.co.in)  
<http://www.indianfunding.com>  
[www.indiavca.org](http://www.indiavca.org)  
[www.nexusvp.com](http://www.nexusvp.com)  
[www.sequoiacap.com/india](http://www.sequoiacap.com/india)  
[www.vcindia.com](http://www.vcindia.com)

### Marketing

[www.marketing4entrepreneurs.com](http://www.marketing4entrepreneurs.com)  
[www.slideshare.net/.../bootstrap-marketing-for-entrepreneurs](http://www.slideshare.net/.../bootstrap-marketing-for-entrepreneurs)  
<http://marketingartfully.com>  
[www.solobusinessmarketing.com](http://www.solobusinessmarketing.com)

## Profile of the 3 main protagonists

### Prof. M.M. Pant

Prof. M.M. Pant has been promoting the ideation, development and delivery of educational products, processes and services for the next generation learning in the post Internet post WTO world. In keeping with the needs of the emerging Knowledge Economy, he is exploring the attributes of quality Knowledge products and the means of enhancing the productivity of Knowledge workers through right education.

A Ph.D. in Computational Physics and with a professional degree in Law, Prof. Pant has been a practitioner in the fields of Law, IT enabled education and IT implementation. Prof. Pant is a former Pro-Vice-Chancellor IGNOU. He has been on the faculty of IIT, Kanpur, NIT, Allahabad and Visiting Professor in University of Western Ontario, Canada. He has been a visiting scientist to research centers in Italy, England, Germany, and Sweden and has delivered invited talks in recent years at International fora at Botswana, Durban, and Paris, Singapore, Melbourne, Mauritius etc. He has about a hundred papers published in reputed International Journals and presented in Conferences.



With his interest in Law, backed with practicing of Law in a High Court and his basic training in Science and IT, Prof. Pant has been particularly interested in the Cyber Law, Patent & Trade Mark issues, Intellectual Property Rights (IPR) issues etc. and has been involved with many activities, conferences on “Law & IT”

Prof. Pant has been associated with many educational organizations as members of committees or working groups, such as the NCTE, NCERT, CBSE, NIOS, NUEPA, CEC, UGC, AICTE, AIMA and several Universities. He has been closely linked with the IIT system, having got his Ph.D from IIT, Roorkee, having been a faculty member at IIT, Kanpur and a member of the Board of Governors at IIT, Delhi.

Drawing upon his experience in world class International Institutions and having taught in various modes of face-to-face, distance learning and technology enhanced training with over 40 years of experience, Prof. Pant is now exploring the nature of Institutions which will be successors to the IITs, the IIMs which were designed as premier exclusive organizations and the later Open Universities, to meet the challenges of an inclusive education of high quality. He is also exploring the change in nature of the traditional lecture in the class-room to a collaborative conversation between the teacher and learner(s) using multiple modes including blogging, wikis, podcasting and social networking tools, an experience which is being called classroom 2.0 based on the web 2.0 technologies.

His personal commitment is to improve education, including teacher training building on his experimentation with Mastery learning through Keller Plan while at IIT, Kanpur and mass based e-learning at IGNOU to create a blended learning model for life-span education.

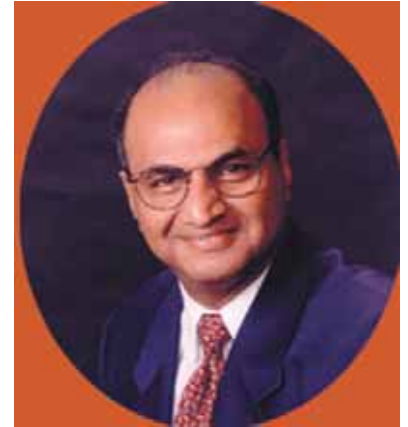
Creating a personalized learning experience, catering to differing learning styles, developing “Learning Metrics” and enhancing learner motivation and learning rates and empowering learners to learn and learning to think, thus enabling them to learn anything are some of the ideas being explored and developed by him.

With his mission to create and implement new business opportunities in the area of e-Learning & Learning Facilitation, Prof. Pant has promoted Planet EDU Pvt. Ltd., as its Founder & Chairman, along with a team of highly experienced and skilled professionals from Education & Training, Operations, IT and Finance.

## Dr. Rajiv Tandon

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Dr. Rajiv Tandon is Founder and Chairman of Adayana, Inc. ([www.adayana.com](http://www.adayana.com)) a Minneapolis based performance improvement and workforce development company providing services and solutions that empower individuals to learn. The company focuses on the Food, Agriculture, Automotive, Government, Defense and Homeland Security vertical markets. Adayana is listed in the Top 20 Training Outsourcing Companies and in the Inc 500 fastest growing companies, three years in a row.



Tandon relinquished the CEO position at Adayana in 2009, continuing as Chairman, to focus on his “next adventure” related to educational initiatives around the world (see <http://rajivtandon.com>). His operating belief is that Education and Training are due for serious reform, all over the world. The new initiatives will emerge and be perfected in the emerging world because of the immense need and paucity of resources. India, having a disproportionate number of youth in the coming decades, is a perfect laboratory for developing transformational initiatives. These initiatives will fan to other emerging nations and across the globe. He was listed by Twin City Business Magazine as one of the “200 Minnesotans You Should Know” for his focus on “EduTech”.

He is teaching classes in Entrepreneurship at the Carlson School of Management, University of Minnesota; and in India to develop the human resources for the transformed educational paradigm. He is on the Board of Advisors at the College of Education and Human Development at the University of Minnesota.

Tandon was CEO and President of LearningByte a multimedia training company that was acquired in 2001 and is now part of Convergys. LearningByte was re-formed after the acquisition of the training arm of Control Data Corp. in 1992. Control Data was the pioneer in using technology to train people since the late 1960's. In that sense he has been involved with Technology in Education/Training ever since there has been that domain.

Prior to Learning Byte he was Director of the Corporate Venturing Programs at the University of St. Thomas and a tenured Professor where he taught MBA level courses in Venture Management and Franchising. His consulting clients included large companies, emerging companies as well as venture capital firms. He also served on the board of several emerging companies. He wrote a regular column in Minnesota Ventures, a unique publication dealing with emerging company issues. In 1992, he was awarded the Edwin M. Appel Prize by the Price-Babson Program, Boston “for bringing entrepreneurial vitality to academia” and also the same year he was honored with the “Excellence in Teaching Through Innovation” Award by the graduate and undergraduate business programs at St. Thomas.

After emigrating to the U.S. in 1969, he held several positions at National Car Rental including corporate vice president and general manager of the Car Rental Division. His responsibilities included worldwide marketing, sales, operations and franchising. In other positions, he managed a broad range of staff functions including MIS, Strategic Planning, Financial Analysis and Operation Research. He left National Car rental after its acquisition.

Under a Bush Leadership Fellowship, his doctoral dissertation in entrepreneurship examined critical success factors in emerging companies and built a model for evaluating the success potential of new opportunities. We believe that this was one of the earliest, if not the first, doctoral award in Entrepreneurship in the US. His research became the basis of the earliest and very successful program in Entrepreneurship at the University of St. Thomas.

He started his career as an engineer in a steel foundry in India.

Dr. Tandon holds a Mechanical Engineering degree, with honors, from the Institute of Technology, Kharagpur, a M.S. in Operations Research, M.B.A. and Ph. D. in Entrepreneurship; all from the University of Minnesota.

## Mr. J.M. Pant

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Mr J.M.Pant has over 35 years of rich experience in industry, management consultancy, management education and entrepreneurship development. He is an independent expert and mentor, and runs his own outfit in Delhi named JEMS Consultancy Services undertaking short to medium term assignments in training and consultancy. He has been focusing on providing benefits to organizations through management consultancy on Strategy planning and execution, Organisation transformation and building culture, People assessment and skill development, Problem identification, analysis and solutions, Quality and Productivity Improvement, Project management and Soft Skills. He is a part time Director, Macro Graphics Pvt Ltd, Delhi (a communication company) and contributes towards business strategy and HR.



Mr J.M.Pant is a regular Trainer with Motherson Sumi Systems Ltd, Noida since 2007, for their executives, staff and supervisor development. He has conducted numerous management consultancy and training assignments in multiple locations, in India and overseas, with Sunflag Iron & Steel, Dabur, NTPC, GAIL, Maruti, Tata Motors, ancillaries of Maruti, FAAAI, Indo Asian group, Doshi Ion, Airtel, Hindustan Lever, Tata Infotech, Times of India, Hudco, Aptech, Bajaj Auto, Escorts, JK Tyres, Bhakra Beas Management Board, Mafatlal, Hero Honda, Hongo India, Remy Electricals, Telemecanique Controls, Adani group, Jayaswal Neco group, Mecshot, Niesbud, Anand Rathi group, Matrix worldwide, and Khandelwal Cables. He has supported many SME's in entrepreneurial development, idea generation and making of business plans, and management of enterprise thereafter.

He is a visiting professor to management institutes in and around Delhi. His key areas of interest in teaching are entrepreneurship and entrepreneurial development, operations management, operations strategy, TPM, BPR, TQM, Six Sigma, Quality Circles, Project management, and Leadership.

His occupational experience prior to channeling his energies into management consulting and education was as Unit Head of a \$50 million colour picture tube project as a joint venture of Toshiba Corporation, Mitsubishi Corporation and U.P Electronics. He was instrumental in identifying technology source, negotiation and finalising collaboration agreement, preparing techno-economic feasibility report (business plan), planning and executing project, project financing, and successful running of the plant. Before this he worked in areas of entrepreneurial development, feasibility reports and entrepreneurship training with a subsidiary of IFCI in Shimla and Chandigarh, and was a senior management executive with Larsen and Toubro Ltd, Powai, Mumbai, in industrial engineering, projects and production planning.

He is widely traveled overseas for business, self-development and business promotion. He has successfully completed international assignments related to new projects in Japan and South Korea, explored business development opportunities in England and Scotland for a client in India, and management consultancy assignment related to people assessment and development for textile units in Kenya.

Mr J.M.Pant completed B.Tech with distinction in Mechanical engineering in 1972 from I.I.T Delhi, followed with a M.Tech in Production and Industrial Engineering from I.I.T Delhi and a Post Graduate Diploma in Marketing Management from University Business School, Chandigarh.

**For Enrolment and Further Information, Contact**



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**Cell: +91-98100 73724**