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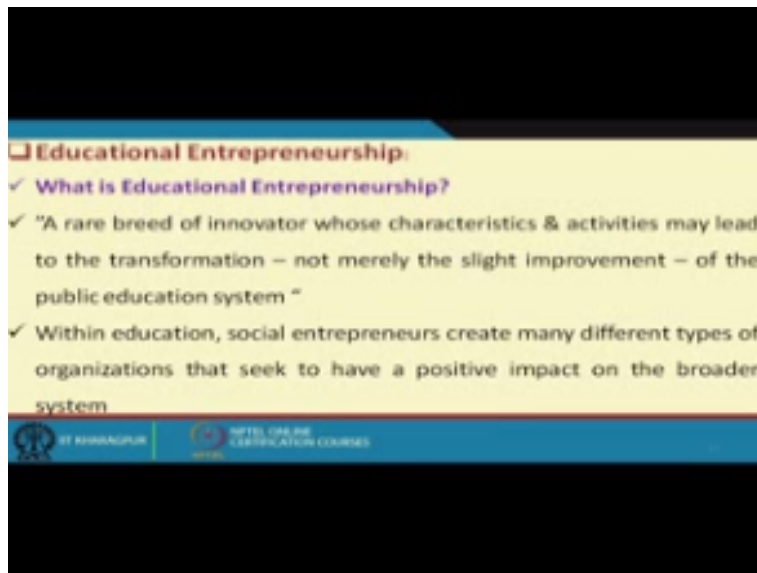
**Course**  
**on**  
**Educational Leadership**

**by**  
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**Lecture 37: Turnaround Leadership and**  
**Educational Entrepreneurship**  
**(Contd.)**

Welcome viewers to this NPTEL course on education leadership, in the last class we are discussing about turnaround leadership and how we should, was a some potential you know personal capabilities, professional capabilities as well as the some key competencies to the successful in the transformation, in the my institution, So to be successful both as an academic leader as well as a you know transformation leader in bringing the changes in the institution. So now today will we discuss about educational entrepreneurship, again as we will discuss about.

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Educational entrepreneurship again as I have already discussed turnaround leadership goes beyond certain capabilities and attributes. Similarly the educational entrepreneurship is beyond

turnaround leadership. So of course a leader in an academician without having this turnaround leadership views, visions and abilities cannot be an entrepreneur so, but nowadays now in this amazing 21<sup>st</sup> century with the globalization and with technological advancement technology, you know evaluation it is at a evolution, so we are absorbing that very, that some potential education entrepreneurs have also landed in the field of education now.

Education is become an industry and with the city evolutioned and with the globalizations so many potential you know bright academicians students you know people at the, even the talented engineers, software engineers, academicians by leaving the job and the companies now they have taken up these adventure, this as a start up business, as a start up not only from for up from business point of view only for getting the probate making profit.

But you know having some vision and mission of you know some noble vision and mission of bringing the change in the society in the field of education. So in this PPT, in this slide lecture at the end I have given some You Tube videos you know, idea is so you can utilize, go through these things, these are very lengthy kind of lengthy time taking things. So we may not have sufficient time to show it, but you go through it also there you can find out about besides those 2, 3 there are immense number of, number of up coming educational entrepreneurs.

They are landing up in India education industry so and from whom, if you listen to them and what is the vision and strategies and the mission, so we can also find out like the gap areas in our education system. So earlier also we are also discussed about challenges that our education leaders face, challenges, issues and how to manage the diversity and how it is the range of diversity that exist in our education system.

Then how to bring uniformity in order to improve the quality, how much uniformity is required, is necessary in terms of curriculum content etcetera, so how to enhance and ensure qualities. All these aspects are there and these educational entrepreneurs are actually trying to fill up those gaps which they perceive in our education system. So here we will discuss about one doing mean by educational entrepreneurs what are the specials skills, qualities and personality attributes they possess and what actually, exactly motivates them to be the educational entrepreneurs.

So let us discuss about, so educational entrepreneurship or you can say education entrepreneurs are a rare breed of innovators, they are the innovators, they are the, you know transformers,

transforming leaders, they are the change agents of the society. So it is a rare breed of innovator whose characteristics and activities may lead to transformation. So they are innovators, they are the thinker, the creative thinkers, imaginers; they are the visionaries who want to bring certain changes in the system.

So it is a rare breed of innovator whose characteristics and activities may lead to transformation and not merely in the slight improvement, but in the, but of the whole education system. As I have just now told at that as because they perceive some kind of lackness, some kind of you know gaps in our systems being the creative thinker they pursue those gaps and they are very impatient and they cannot sit idle.

And the just, they have taken the decision to be an innovator into the creative thinker in getting into the business of starting, start a business and that too in educational enterprising, social enterprising education due to bring not only to bring some modification in learning behavior but to bring a drastic transformation in the education public education system. Now with education social entrepreneurs create many different types of organizations that seek to have a positive impact on the broader system.

Like within as a education again you can say it is a social entrepreneurs well is there is the aspect of the social enterprise. So with education we want to bring the development in the society in the community so some of the social entrepreneurs were already working in the field of you know education besides health and other things, a skill development of the things, so those who were already working in the field of education, through their activities like you know literacy programs, you know primary literacy or adult literacy or mass education, skill development of computer literacy or mathematical, or you can say basic literacy program.

So these kinds of things are already being, are already running, are already going on being taken over by some of the NGO's. That is these NGO's through the social entrepreneur work they bring certain changes, some modifications, some changes, some development in the society, but these are very partial, you can say very minimum or some percentage of changes in certain communities, not uniform, not bringing total and drastic changes in the system, but some aspects, some parts of the system.

So educational entrepreneurs primarily again they play three crucial roles, first is that they act as a change agents. Change agents, though they want to bring complete transformation in the whole education system by you know by implementing their innovative ideas that by you know by strategically designing and executing their action plans through the help of technology, catering to the needs of individual you know learners and again, but before that they also do some kind of research, some kind of surveys and research for getting the feedback or to know that what actually the learners needs.

Or the parents needs or district holders requirements are so after doing all kinds of research they start up innovative process. So they want to bring the change that is that they are the change as in real changes, so they demonstrate what is possible when the resources are used differently. We have a lot of resources, but these are dispersed unutilized, so they just try to identify those results and try to convince us that how these are, how we can strategically use this resources then how we can bring modification or total transformation in our society. So when the resources are used differently and point the way towards how the policy and practice might be changing in the light of what they accomplish.

So that means with the differential use of the different resources strategically using those thing and now how to bring some modification in the policy and practice. How through these alterations slight alteration how we can bring innovated change in our system and how it can be accomplish they want to show it. So that is called this is called a catalytic impact, so how to bring that catalytic impact in our education system.

The educational entrepreneurs wants to show us, wants to give us an idea of like with though you know with the proper utilization of the different resources how to assemble it, how to align with it all thing each other and also to align the policy and practices with our resources, how we can bring total transformation in our education system. Then again they have to be co opticians. Co optician's means they have to combine, that is we have to combine the competition as well as the cooperation.

All of us we can observed that when the these educational entrepreneurs are there even though one person has started as a you know as a innovator of the thinker, but gradually he gathers some team members so gradually he cooperates the team members, his friends, his collaborators, his financiers so gradually in order to progress and proceed he gradually builds of his own team.

That is collaborative team, but initially in might of thought of this new vision and how to implement it so in initially, he himself has started, but gradually he gathers his friends, his collaborators, his financier and now and restart working as a team.

So here that means he perfectly combines competition and cooperation for bringing change within the system. So with a simultaneously so many other education entrepreneurs are also working so now he has to understand what they on what they are doing on which aspect they are focusing at certain, and in which way I will should be different, I should be even it, but again our goal should be same to bring the change.

So he has to blame perfectly blame the combination of competition as well as the cooperation. As you have already discussed that first communication of after conceptualization of thought he has to communicate he has to convince of thus. He has to persuade of thus and build up his team the collaborators. So he has to perfectly combine the cooperation as well as the competition to in order to bring the change in the system that poses new skill sets and the mindsets.

As we have already discussed in case of the turnaround leaders also he need to poses certain capacities certain capabilities, attributes, personality attributes, some key competencies similarly here educational entrepreneurs you know they have to, they have to the train setters they have to the innovators in field of education as well as they have to poses some entrepreneurs of skills in order to be successful.

So purchase the new skills sets and the mind sets so what are these skill sets to retain the achievement oriented staff and create healthy work culture. Because he has to as because just started a new business stages start up beginner at the, you know beginning that is beginner at the now is entrepreneur. So he has to you know he has to retain his staff he has to retain his support he is supporting staff with whom he has started as and for that matter he has to you know he has to achieve certain goal, certain ambitions.

So he has to how to retain the achievement oriented staff he has to achieve the success to some extend and with that success he has to retain the staff to make them more oriented towards work so. So he has to retain that achievement oriented staff those who are very ambitious they are very focus they are very effortful they are also sharing the same vision and to create a healthy work culture.

So in the initial stage they are that is within first few years it may not be that successful in terms of you know in terms of recognition in terms of profit, but this is the, but they exactly they do not focus on the profit rather they want to that been, to be sustainable at so for that matter you are not to be sustainable to our minimum things minimum finance so that they can run the business.

So in the initial years so they are really have to work hard to be achievement oriented success oriented and that for that matter he they have to all the members they have to be sustainable in retaining the support retaining the effort continuing the effort and motivation and to create healthy work culture.

So simultaneously they have to develop new skills, so what are these new skill sets as the developers of learning laboratories as because their educational entrepreneurs they have took the developers of different may be different laboratory components lead n a virtual laboratory may be E-contents, may be animated, that is multimedia contents so they have to develop so many things with the help of the technology.

So that either laboratory content at the curriculum content were the experimentation and ongoing learning or engage so however the that means especially E-learning business how to personalize the whole learning experience for individual learner then again how to create you know learning content to with the multimedia and how to incase individual learner again how to develop different kind of you know feedback mechanism through LMS tools etc then how to evaluate necessary their performance all kinds of things so they have to act as a developer innovated developer.

Ensuring that all the students receive high quality public education. So here the ultimate goal motto is that not to compromise in the quality so even in the E-learning platform even in the, you can say an education dependents a business and new business start up business. So they have to ensure the quality public educations. So even though it is being provided in the informal mode, but it is primary focus is you know on improving the, or giving the top quality education.

Now providing the supplemental education services according to the no child left behind act. – they have formally they have identified what are the gaps let in the formal education system and looking into that gaps so they try to innovate certain strategies certain curricular, certain learning

materials supplemental educational services as well as the content so that they can ---to the you know requirement of this no child left behind act.

So that means by addressing to the, of the formal education system so they try to address a fill those gaps through supplementary educational content and services. So here they are also being guided by the no child left behind act. So this is a model given by the Norway government strategic plan for entrepreneurs of an education how we can bring entrepreneurship in education system the Norway government has they have developed a strategic plan in 2004 and 2008.

So this is the model given by them the entrepreneurship in education and training. That means this entrepreneurship training can be given to our educationist or our educational administrator etc a through training, so here they have developed like that developing some personal qualities and attributes. So they have to focus on developing certain personal qualities like just now we have discuss of certain some developing new skill sets and the mind set you have to be develop the right mind set positive mind set as well as the skill set.

So developing the personal qualities and the attitudes like to take the initiative he has to very proactive we have to be very innovative in taking the initiative innovation creativity yes, you have to a creative thinker to take the risks take or you are being to be an entrepreneur you have to be a risk taker self confident because you have already done a lot of home work you know in calculating the outcome calculating the consequences so that has I will to appear self confidence then to collaborate and to also other kinds of social skills like inter personal skill, communication skill other kinds of skills. So these are some of the personal qualities and attitudes you have to develop then learning the subjects and basic skills.

Then and which domain whether you are going to do it in the science domain, humanities domain, technical domain, medical domain, engineering technology in which domain you are going to do it. So you have to learn subjects as well. So you have to acquire the domain knowledge through learning the subjects and the basic skills through the use of entrepreneur working methods and after learning those subjects and contents and developing the basic skills like you have to learn the basic skills of an being an entrepreneurs. So being an entrepreneur it not just enough no you have learn the subjects or you have the innovative ideas at, but how to execute this how to implement those ideas.

Because you will need to collaborate with so many other members like you need to collaborate with finance or who will provide with the finance. First thing first important thing is that you have you need to collaborate with the finance or by convincing him. He must be having the same kind of vision and mission and he also say or say his experience and some motivation at the goal of NAS by being willing to provide you the finance or first of all you have to organize you have to arrange the finance who will be well convince and who is convinced about not only our ideas etcetera.

But who must trusting who must have the faith on your potentials so must be complete lead convinced about investing money on this on your projector set as so that is the then what are the other things about the logistic about the technology from were to procreate how to rate it above from even starting from a, you know locating a place, establishment office, all kinds of logistic technology A to Z of you know starting a business. You need to so for that matter you need to consult with the chartered accountant as well economic staff as well as you know HR professional as well. So all kinds of people to with whom you have to negotiate collaborate and discuss the whole issues.

So the basic skills through the use of entrepreneurial working method and again you have to also learn what are the entrepreneurial methods that work for the beginners for the start of business and that to in the education industry. So you have to learn all those basic skills then learning and learning knowledge and skills concerning the business development and innovation processes here again how to grow how to develop how to you know develop your business.

Our business development what are the what sort of strategies you should take off what should the innovative processes, you should you know try to apply or a experiment with so what could be the innovative processes for the education industry for the education start of for the business development and how to grow it through it is a, that means for you know your publicity and marketing is again another thing.

But only publicity and marketing without the output without the results will not sort the purpose, so how to strategically align all those components or publicity then marketing then you know results then techno then your infrastructure then your finance how to align all those components to make it more successful a growing business. So this is about the entrepreneurship and education training model.



The next is that again here entrepreneurship competencies model so again as we have already discuss entrepreneurs the education entrepreneurs also they need to acquire me to poses certain skills competencies so let us discuss about this. Now this the cognitive competence then you to have some cognitive competencies like in the domain of knowledge primary main domain is the knowledge and the sub domains like under the knowledge that we threes of domains, like is the mental models what would be your mind mental model the design you know the layout of the business you have thought of there is the mental model the declarity knowledge that is the facts information that you have gathered the declarity knowledge and the self insite that is the euro self inside.

The intuition, the intuition, with what creative ideas and intusion you want to proceed that is the self inside and he interpretations like mental model is how to get the things down that is the you know architecture the blue print of your you know model the declarity knowledge as the basic facts etc and self inside is that a self efficacy of being an entrepreneur now self inside is not just to have an intentive idea or imagination of creating these kind of you know education industry, but yourself efficacy like the qualities potentialities the domain knowledge that you possess.

The self belief about your own potentialities or capabilities so self efficacy of being an entrepreneur. These one of the competency cognitive competency that is in the knowledge domain. Then similarly again cognitive competencies in thus domain of the skills and the main domain of the skills like what are the skills that you are required to poses or they acquire that is the marketing skill as we have already discussed, that marketing skill were publicity skills or marketing skills means dealing with the customers and doing the market results. So prior to starting the business we need to have some information about the, you know about the stay holders about the Target Rhodes about the customers.

Who will be the customers the students, students of which age group and who will be the student whether stay secondary level student, higher secondary level students or the technical students who will be the your target groups so they are the customers, what would be their characteristics, the learner characteristics so the customers characteristics, again who are the others tech holders who are related to your customers and what is the market were you are going to locate it whether it is it is a metropolitan city or town or a rural area etcetera.

So you have to some kind of initial market results about your customers about your stay holders, then resource skills. Resource skills, what are the resources available like for creating he business plan and securing the resources axis. Yes, these are the resources available like in terms of human resourcing intense some the good teachers, in terms of the good content, in terms of the you know some technology access in terms of the finance. So what are the resources available and resource and how to you know how to generate those resources whether it is available or how to you have to create through collaboration.

So what are the resources required for this business and how to generate, how to locate, how to create those resources and so creating the business plan and securing the resource axis. After that they have to convince others those who are going to in rest their time, effort and the money etc. so by convincing by making them learn about the business plan making them understand about your business and securing the resource axis and hen convincing them to provide their resources to provide the axis to their resources.

Then opportunity skills now you are designing a business man and what is the opportunity in the market, but is the other news and the opportunities I the market. So opportunity skills in terms of prompt in availing the opportunities. Yes, now you can find out yes this year they are in the coming year so many number of so many lakhs, so many thousands, so many lakh number of students are going to appear the test exam, higher secondary exam or entrance exam etc. Now this is the opportunity I should of my business I education.

So this is the opportunity I want to avail here so though is very prompt the entrepreneur is very prompt in availing this opportunities. Then of course the interpersonal skills interpersonal skills in motivating the customers and –motivating the stay holders motivating the supporting staff motivating the you know parents to sign their children motivating so all kinds of stay holders how to motivate others and lead the people.

So motivating others and playing the role of a leadership so for that matter you need to establish healthy interpersonal relationship with other learning skills. Learning skills means you are a very active learner you can quickly learn something you can quickly unlearn something you can quickly relearn your grasping power learning skill is very active. So in strategic skills, strategic skill means when you are designing the business plan and train he is doing to execute to manage the resources you know to create the provision of accessing the resources to create the

opportunity for availing different kinds of resources etc and setting the priorities and focusing on the goal.

See you are very statistic in setting the priorities. We should be address fast we should be done fast. So in this way strategic and setting the priorities focusing on the goal setting the priorities and being a strategic planner strategic implementer so these are again it comes under the cognitive competencies then next comes your attitude here comes your attitude. Attitude is the most important then so skills competencies and attitudes. So attitude is the most important that you have to be positive, inspirational, enthusiastic.

So here it is of course it is a you can say it is a component effective domain, so it is, you can think of it is an non cognitive competence, but it goes it strengthens the cognitive competence. So the main domain is the attitude that is how to bring the positive attitude , positive mindset, so sub domains are like fast is that the entrepreneur passion you must be very passionate about your entrepreneur work. So entrepreneur passion should be thus so high achievement –your goals, your reason and missions are very high.

So high achievement needs their so that is the entrepreneur passion then self efficacy you must have faith on your own abilities and capabilities self efficacy that is self belief. Self belief on once own abilities that means your very much convince about what you intend to do and you are very much clear about your goal, your action plans etc and you are very much confident about here surely as because my reason, mission and goals are very noble as surely I am give am going to get at the success surely I am going to be successful.

Yes of course finance is monetary profit is not very important for me, but through that means with regard to the popularity and achievement and success and differently going to succeed. So this kind of self efficacy self belief self estimates they are then entrepreneur identity you have to create your identity as your entrepreneur. You have to create your own –and entrepreneur that is the entrepreneur identity like the self values and the role identity. That means you have to build up your own set of professional ethics values self values roles and role you have to create your own identity in the market and the industry.

So self values and the role like you will be you know you have to create your own brand. You can say you have to create your own brand like –for what reason you are a so popular your, you are famous because you have established your strength and your standards, your quality, your

values, your noble mission etcetera. So pro activeness definitely upto very prompt, very enthusiastic, very energetic, very proactive, you know thought provoking ideas and the implementation so pro activeness with the prompt action.

Quickly, you are very quick to grasp anything to prompt work up and needs. So the pro activeness or the prompt action orientation and uncertainty but you have to be tolerant about uncertainty and Beverly let me see you have to create that kind of tolerance, like to tolerate the uncertainty in terms of you know market feedback, in terms of your you know student feedback or the stakeholders feedback, you have to be adaptable to these kind of uncertainty and bevery in the market. So that is adoptable to the uncertainty to the patient to be tolerant and in to be main of authentic in analyzing all these things.

Then coming to the conclusion, then innovativeness, of course innovativeness is very much important that they are the creative thinker, but thinking creatively is not just –you have to implement it. So and new implement your ideas creative ideas in to an action plan then you become the innovation then you become innovative. So you have to keep update your innovativeness with the novel thoughts and actions every time without new ideas new action plans new thoughts.

Then perseverance is again the continuous effort sustaining effort to overcome all kinds of continuous effort in you know perceiving the, or capturing the new ideas and very fine those ideas and how to implement those ideas into action. So how to improve, how to make your enterprise your enterprise more innovative mere goal oriented more noble and more success oriented in terms of quality in terms of reputation in terms of you know customer satisfactions take holder satisfactions and in terms of brand name.

So this has been adapted from the like yours source 2014. So these are the entrepreneurship competencies model. Now this is a model for academic entrepreneurship come performance model. So we have already discussed the in turner round leaders or the academic leaders and in academic leaders, to be the academic or educational entrepreneurs again you need to also adopt certain academic entrepreneurship qualities so this is the model that is academic entrepreneurship come performance model.

So this has been adapted from the resource given by the, so here like in educational entrepreneurship one is that content, the context is the classroom, definitely context is the classroom that is the in the context classroom context, the instructional design is important, curricular grading assessment system, PR support, teacher student relationship, these are the important components. Now how this process age academic entrepreneurship process it goes on as a flow as a developmental process as a flow so from for that matter different components are very important, but how this components are well integrated with each other ends in successful learning out comes.

So first are the required then academic mind sets. So in the context of school or the classroom etc academic mindset is very important for being an academic entrepreneur. That is belongingness to academic community, thinking, taking pride of being an academic professional. You have your own values your professional ethics self confidence self motivation so you must poses certain academic mindset to be an academic entrepreneur.

Then academic perseverance you have to constantly put effort make effort to induce the discipline induces that profession through self discipline, through self regulation, tenacity through delayed gratification that means you want to improve that profession through your continuous academic perseverance.

Then comes your academic behaviors, then how do you manifest those how do you manifest those perseverance those effort in terms of the behavior actions in terms of the activities that is your very particular regular in classes doing the home work organizing the lecture materials or participating in a studying in the continuous professional development. So here these 1, 2, 3 being followed by the fourth segment that is the learning strategies like having right kind of study skills, metacognitive strategies, self regulated learning goal, setting perfect goal setting deep strengthens your academic perseverance and academic behavior and these are all inter related, all these mindset perseverance.

Academic behavior when it gets inter related with the proper learning strategies. It gets strengthen in the context of the classroom. Now comes along with that you need to handsome of the social skills like as we know with the age of collaborative learning its age of you know and the new –advocates for the group learning collaborative learning or deep learning so here you need to develop certain certain skills like interpersonal skill empathy emotional intelligence

cooperation assertiveness responsibility to strengthen your cognitive skills cognitive competencies you need to mix up the social skills similar those skills to strengthen.

Then only ultimately then your academic preference and outcome can be there which is substantial which is very positive and so the result is the academic performance that is the learning outcome which is you can say you can get the hundred percent satisfaction. So developing the enterprenial effectiveness in education set of then again.

If as an individual academic entrepreneur you have made your effort you have put your effort you have right you have adapted the right strategies you have gained the outcome learning outcome very successfully have been very successful, but from that academic entrepreneur to bring that total entrepreneurship effectiveness in the education sector by, the transformation in the system. So here we need to develop a frame work.

So framework is that first is that learning in the curriculum one in the one side that learning in the curriculum is there and the other side it is the learning outside the curriculum. So both formal and informal learning had being advocated here. So formal education like for example for in from the formal education as so we have to develop some of the entrepreneur skills etcetera, and from the other sources and from the outside the curriculum who have to develop certain skills.

Now in the next class we will discuss about this model because it is a very, you know lengthy labor. Now for the time being we stop here and the next session we will discuss about these entrepreneur effectiveness modeling the education sector. Now thank you very much.