

# Entrepreneurial Education Booklet

## كتيب تعليم الكفاءات الريادية

This document is part of a series that defines, describes, explains, and demonstrates Qatar University's five education excellence themes.



**Qatar University**  
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## Introduction

### 1. Driving entrepreneurship and innovation

Qatar University (QU) has embarked on a transformational strategy with strategic goals, enabling and core strategies (Figure 1). Entrepreneurship and innovation is one of the enabling strategies. The QU strategy 2018-2022 aims to capitalise on the university's distinctive excellence by driving entrepreneurship and innovation. QU intends to "Promote the entrepreneurship culture and mindset in all university activities" (pp.24). As part of the transformational strategy, entrepreneurship and innovation strategies help to deliver the following goals:

- GOAL 1: Higher Education Transformation: Foster and nurture the culture and mindset of entrepreneurship and innovation in QU and beyond.
- GOAL 2: Education Excellence: Develop the entrepreneurial competency of QU students, faculty, and the community of Qatar and beyond.
- GOAL 6: Engagement Excellence: Enhance Qatar's entrepreneurship and innovation ecosystem in collaboration with Qatar's government, industry and funding organizations.

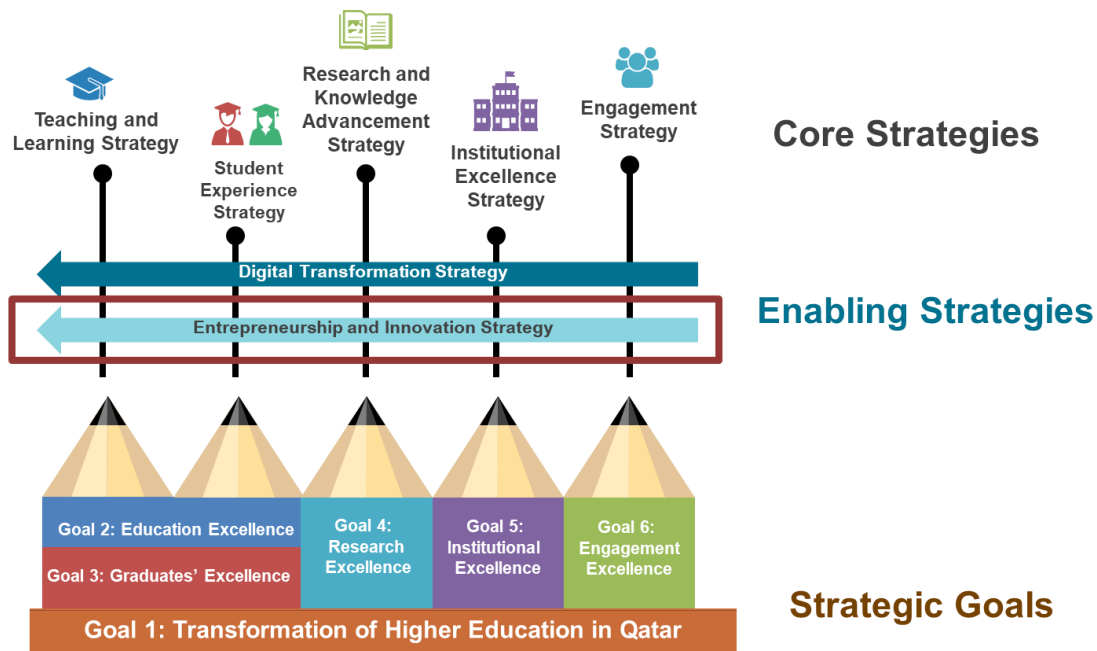


Figure 1. Transformational Strategy of Qatar University (QU strategy 2018-2022).

## 2. Key terms

**Entrepreneurial education** is about how to develop the entrepreneurial attitudes, skills and knowledge, which, in short, should enable a student to ‘turn ideas into action’ (EU, 2014). Entrepreneurial education helps students develop an entrepreneurial mindset and skills, regardless of their discipline and subject.

**Entrepreneurial mindset** is a set of skills that enable people to identify and make the most of opportunities, overcome and learn from setbacks, and succeed in a variety of settings (NFTE, 2020).

**Foster and nurture the culture and mindset of entrepreneurship and innovation in QU and beyond.**

(QU *Strategy* 2018-2022)

## 3. Objectives of this booklet

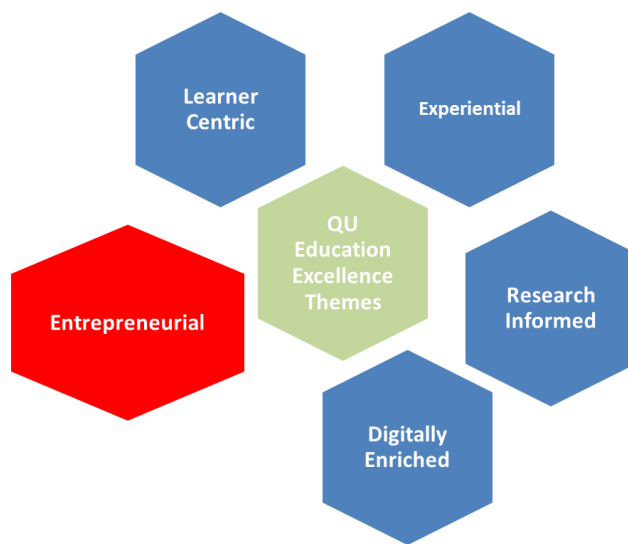
This booklet has been developed by QU educators and attempts to offer an overview of entrepreneurship and innovation. This document is part of a series that defines, describes, explains, and demonstrates Qatar University’s five themes for education excellence framework. It focuses on entrepreneurial education and its objectives are to:

1. Explore the skills necessary for developing entrepreneurial attributes.
2. Demonstrate how entrepreneurship can be embedded within courses.

## Why Entrepreneurial Education?

### 1. Education excellence

One of the key goals of the QU strategy is to achieve educational excellence. This can be done by equipping current and future students with the skills, expertise and competencies needed for Qatar's development. To achieve this, the university developed and implemented its Education Excellence Framework, which is built on five main themes: learner-centric, experiential, research-informed, digitally enriched, and **entrepreneurial** education.



*Figure 2. QU Education Excellence Framework*

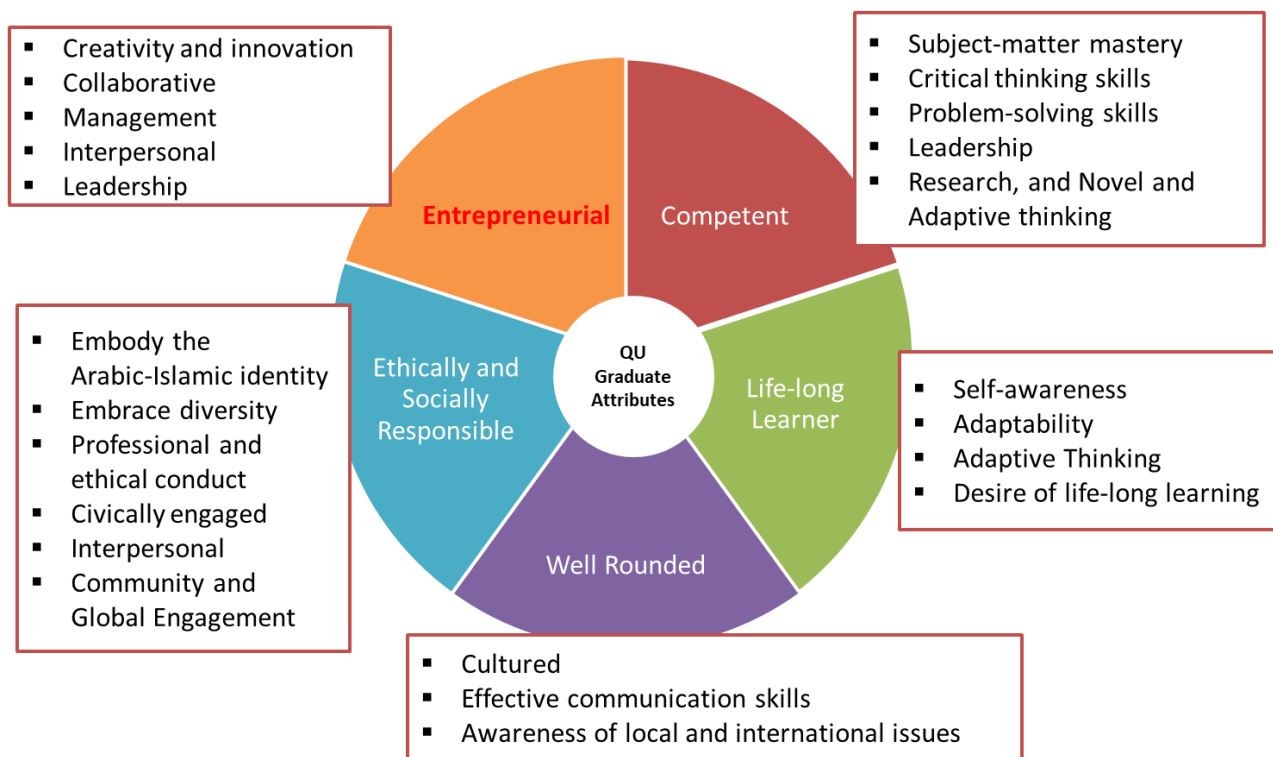
**Develop the entrepreneurial competency of QU students, faculty, and the community of Qatar and beyond**

(QU Strategy 2018-2022)

### 2. Graduate attributes

QU undergraduate/graduate attributes are the qualities that form the distinguishing characteristics enabling them to lead personally fulfilling and professionally productive lives (Aouni et al., 2020).

QU graduates are expected to possess the following attributes:



*Figure 3. QU graduate attributes*

Being entrepreneurial is one of the five key QU graduate attributes. To be entrepreneurial, QU students should develop a set of competencies and skills:

- a. **Creativity and innovation:** are characteristics that make individuals see the world in different ways and create new ideas to find solutions to problems. Creativity emerges when individuals think and create new ideas and concepts to solve problems. Innovation is the process of taking creative ideas and exploiting them to create added value for commercial or social purposes (Indeed Career Guide, 2021).
- b. **Collaboration:** is a practice where individuals work together to achieve a common goal. For successful collaboration, individuals should develop communication, emotional intelligence, respect for diversity, and organizational skills (The balance careers, 2020).
- c. **Management:** is the coordination and administration of tasks and individuals to achieve a specific goal (Corporate Finance Institute, 2015).

- d. **Interpersonal:** are the skills needed to communicate, build relationships, and collaborate with other people. These include communication, team working, negotiation and influencing, problem-solving and decision-making skills (Skills you need, 2021).
- e. **Leadership:** is the ability of an individual to motivate people to act toward achieving a common goal ( Indeed Career Guide, 2021).

Depending on the subject and discipline, more emphasis may be given to some competencies and less on others. The table below describes the different entrepreneurial skills presented above:

*Table 1. Entrepreneurial competencies and skills*

Competences	Skills	Descriptors
Creativity and innovation	<b>Questioning</b>	<ul style="list-style-type: none"> <li>• Ask thoughtful questions and offer a potential response (privilege what-if instead of why)</li> </ul>
	<b>Observing</b>	<ul style="list-style-type: none"> <li>• Observe and analyze phenomena, behaviors, etc.</li> </ul>
	<b>Associating</b>	<ul style="list-style-type: none"> <li>• Build connections between different fields</li> </ul>
	<b>Problem solving</b>	<ul style="list-style-type: none"> <li>• Identify problems</li> <li>• Find the best solution</li> </ul>
	<b>Experimenting</b>	<ul style="list-style-type: none"> <li>• Try new ideas</li> <li>• Practice and experiment without fearing failure</li> </ul>
Collaboration	<b>Communication</b>	<ul style="list-style-type: none"> <li>• Listen to others without judgment, take the time to understand what was said before reacting</li> <li>• Write properly</li> <li>• Speak clearly</li> <li>• Efficient use of the body language</li> </ul>



	<b>Emotional intelligence</b>	<ul style="list-style-type: none"> <li>• Identify and manage the emotions</li> <li>• Recognize emotions in others and react appropriately</li> </ul>
	<b>Respect for diversity</b>	<ul style="list-style-type: none"> <li>• Be aware of ethnic and religious backgrounds</li> <li>• Respect others' different points of view</li> <li>• Remain open to new ideas (Be open minded)</li> <li>• Be flexible</li> </ul>
<b>Management</b>	<b>Planning</b>	<ul style="list-style-type: none"> <li>• Identify achievable goals</li> <li>• Outline the tasks</li> <li>• Set a timeline</li> </ul>
	<b>Organization</b>	<ul style="list-style-type: none"> <li>• Be organized in your work</li> <li>• Produce minutes for every meeting</li> <li>• Define deadlines</li> </ul>
	<b>Delegation</b>	<ul style="list-style-type: none"> <li>• Pass and assign tasks to other collaborators</li> </ul>
	<b>Decision-making</b>	<ul style="list-style-type: none"> <li>• Imagine the consequences of a decision,</li> <li>• Use reason and gather facts and figures.</li> </ul>
<b>Interpersonal</b>	<b>Communication</b>	<ul style="list-style-type: none"> <li>• Communicate efficiently</li> <li>• Be empathetic</li> </ul>
	<b>Team working</b>	<ul style="list-style-type: none"> <li>• Work in groups</li> <li>• build teams</li> </ul>
	<b>Negotiation and influencing</b>	<ul style="list-style-type: none"> <li>• Conduct a discussion (questioning, listening, and clarifying)</li> <li>• Formulate clear arguments to defend a point of view</li> </ul>
<b>Leadership</b>	<b>Dependability</b>	<ul style="list-style-type: none"> <li>• Meet deadline</li> <li>• Be straightforward</li> <li>• Communicate issues and concerns</li> </ul>

	<b>Motivation</b>	<ul style="list-style-type: none"> <li>• Motivate others (intrinsic and extrinsic motivation)</li> </ul>
	<b>Mentoring</b>	<ul style="list-style-type: none"> <li>• Be a good coach</li> <li>• Clearly express ideas</li> <li>• Motivate others to work for a common goal</li> <li>• Help others</li> <li>• Reinforce capacities</li> </ul> <p style="margin-left: 20px;">Give feedback</p>

### 3. The benefits of being entrepreneurial

Implementing entrepreneurial education has many benefits for students. Entrepreneurial education may bridge gaps that exist between theories and concepts students learn in the classroom and situations they will encounter in the "real world"(Grecu & Denes, 2017).

Entrepreneurial education helps students:

- Develop their communication and interpersonal skills.
- Increase their problem-solving capabilities.
- Develop their project management skills.
- Increase their self-esteem and self-awareness.
- Develop their ability to identify opportunities and transform them into actions.
- Develop their teamwork and collaboration skills.

In summary, entrepreneurial education provides students with essential abilities and skills that will increase their employability potential and help them be successful in whatever they choose to do.

## How to Embed Entrepreneurship in your Course?

### 1. Curriculum enhancement

Educators must play a central role in determining the best practices for instilling entrepreneurship skills into their courses and programs and, in turn, integrate these skills into their teaching, regardless of their discipline. Enhancing The Curriculum [toolkit](#) (ETC Toolkit, 2021) is an open online tool that helps embed entrepreneurship in your curriculum. The educator can select delivery methods based on the attributes and skills they wish to enhance and develop, their discipline, students' level, and their context. Click on the correspondent link for your discipline below to explore subject case examples and how you can embed entrepreneurial skills into your courses.



**Humanities**

<sup>1</sup> If your academic discipline is humanities, click on the link below to find specific examples related to your field.

<https://www.etctoolkit.org.uk/humanities/>



**Business and Accounting**

If your academic discipline is business and accounting, click on the link below to find specific examples related to your field

<https://www.etctoolkit.org.uk/business-law-and-accounting/>



**Education Studies**

If your academic discipline is education, click on the link below to find specific examples related to your field

<https://www.etctoolkit.org.uk/humanities/education-studies/>



**Law**

If your academic discipline is law, click on the link below to find specific examples related to your field

<https://www.etctoolkit.org.uk/business-law-and-accounting/law/>

<sup>1</sup> <https://www.flaticon.com/authors/smashicons>



Science-Technology-  
Engineering-and-Maths

If your academic discipline is science, technology, engineering and maths, click on the link below to find specific examples related to your field

<https://www.etctoolkit.org.uk/science-technology-engineering-and-maths/>



Health

If your academic discipline is health, click on the link below to find specific examples related to your field

<https://www.etctoolkit.org.uk/health/>

## 2. Being an entrepreneurial educator

Educators cannot implement entrepreneurial education and help their students develop entrepreneurial mindset without being themselves entrepreneurial (EU, 2014).

An entrepreneurial educator should have the following characteristics:

- Be open minded and flexible.
- Be confident and responsible.
- Be motivated and have a passion for teaching.
- Have communication and interpersonal skills.
- Have a good network.

An entrepreneurial educator is more of a coach/mentor and facilitator than a teacher. Here are some good practices to foster as an entrepreneurial educator:

- Include external experts in your teaching (guest speakers or partners).
- Focus more on real life experiences and examples.
- Follow a flexible and adaptable study plan.
- Include project based and problem-based learning.
- Prepare and use training material in addition to textbooks.
- Emphasize teamwork and group interactions.
- Increase engagement in the classroom (more discussion, brainstorming and more reflection).
- Follow learner-centric approach rather than teacher-centric.
- Use experiential learning strategies and hands-on activities where theory follows practice.
- Engage and collaborate with the broader QU community by encouraging students to participate in challenges and competition and organizing seminars and events.

## How QU Supports Entrepreneurial Education?

QU Center for Entrepreneurship (CFE), Center for Excellence in Teaching and Learning (CETL), and the Champions of Innovation & Entrepreneurship (CIE) Group help faculty and colleges to integrate entrepreneurship within their curriculum,

### 1. Center for Entrepreneurship (CFE)

The CFE was established in September 2013 as a Qatar University initiative to support entrepreneurship at the university and community. Among its objectives, the center aims to promote entrepreneurship and innovation culture by carrying out activities within QU, such as seminars, contests, and workshops to shed light on the importance of entrepreneurial activities. The CFE supports colleges and faculty in implementing entrepreneurship within their curriculum. The CFE contact details can be obtained from: <https://www.qu.edu.qa/business/cfe>

With the help of the CFE, the College of Business & Economics offers a new Minor in Entrepreneurship for students across the university who are keen to develop their entrepreneurial skills even further.

### 2. The Center for Excellence in Teaching and Learning (CETL)

The CETL supports QU academic staff with ongoing professional development programs and resources that meet faculty needs in curriculum enhancement and innovations for high quality education. The center developed the QU Education Excellence Framework of learner-centric, experiential, research-informed, digitally enriched, and entrepreneurial education and delivers professional development sessions and workshops on these themes. An instructor who seeks support to implement entrepreneurship in their course can attend the workshops and mentoring programs offered by CETL on this topic. An instructor can also contact CETL to ask for further details on entrepreneurial education offered by CETL specialists.

CETL can be contacted on: <http://www.qu.edu.qa/offices/cetl/contact-us>

### 3. Champions of Innovation and Entrepreneurship (CIE) Group

The university nominates experts in innovation and entrepreneurship from each college to foster and nurture the culture and mindset of entrepreneurship and innovation in QU and beyond. QU educators can contact the champion in their respective college from the list below:

*Table 2. List of innovation & entrepreneurship champions*

<b>Champion</b>	<b>College</b>	<b>Email</b>
Dr. Boumediene Ramdani	College of Business & Economics	<a href="mailto:b.ramdani@qu.edu.qa">b.ramdani@qu.edu.qa</a>
Dr. Edward Moad		<a href="mailto:edwardrm@qu.edu.qa">edwardrm@qu.edu.qa</a>
Dr. Muntasir Al Hamad		<a href="mailto:m.hamad@qu.edu.qa">m.hamad@qu.edu.qa</a>
Dr. Mohammad Alghouti	College of Arts & Sciences	<a href="mailto:mohammad.alghouti@qu.edu.qa">mohammad.alghouti@qu.edu.qa</a>
Dr. Manal Hendawi	College of Education	<a href="mailto:mhendawi@qu.edu.qa">mhendawi@qu.edu.qa</a>
Dr. Abdelhamid Ahmed		<a href="mailto:aha202@qu.edu.qa">aha202@qu.edu.qa</a>
Dr. Sammani Abdullahi	General Studies	<a href="mailto:sammania@qu.edu.qa">sammania@qu.edu.qa</a>
Dr. Amar Benboudina	College of Sharia & Islamic Studies	<a href="mailto:amarbenboudinaa@qu.edu.qa">amarbenboudinaa@qu.edu.qa</a>
Dr. Ahmed Massoud	College of Engineering	<a href="mailto:ahmed.massoud@qu.edu.qa">ahmed.massoud@qu.edu.qa</a>
Dr. Andrew Mazen	College of Law	<a href="mailto:adahdal@qu.edu.qa">adahdal@qu.edu.qa</a>
Dr. Faleh Tamimi	QU Health	<a href="mailto:fmarino@qu.edu.qa">fmarino@qu.edu.qa</a>

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