

## EXECUTIVE SUMMARY

JMC Hybrid Learning (JHL) is a Management Skills Project initiated as a requirement of the Master of Business Administration programme offered by the Postgraduate Institute of Management. JHL aims at developing a convenient and effective learning solution, blending virtual education and physical education. Accordingly, a virtual learning solution named 'JMC vLearning' was developed. This was blended with the existing physical classroom-based learning of JMC Jayasekera Management Centre (Pvt) Ltd (JMC). JMC is an education service provider founded by the father of the Entrepreneur. The Entrepreneur, CEO of JMC, obtained approval from the board of directors to establish a separate strategic business unit for JHL. The project was inspired by change in consumer demands with change in generations where the demand for convenient and effective education solutions were increased, COVID-19 impacts causing education entities to promote virtual learning, new competitors with virtual learning solutions. Entrepreneur gathered the student insights from student surveys conducted. The project faced limitations due to COVID-19, causing financial difficulties and difficulties in sourcing employees and equipment.

A student survey was conducted to get views on physical classroom based learning and virtual learning. The survey results showed that students opted for a hybrid learning solution. The Entrepreneur decided to develop a virtual learning platform and blend the two learning methods, as such a setup was not available in the market. Accordingly, the business case was developed analysing customer requirements, analysing competitor offerings and JMC's existing mode of delivery. Thereby, a gap was observed between what customers demand vs what is being delivered. JMC Hybrid Learning project was proposed to fill this gap. The project deliverables, output, outcome, and impact analysis were made accordingly to assess the project.

The Entrepreneur conducted a theoretical analysis for the project to get an understanding on already established knowledge by researchers, importance of education, traditional education, virtual education, and hybrid learning. Based on the literature it was concluded that education was essential for a better living, conventional classroom-based education was still preferred as it provides the ability to interact and obtain feedback, convenience seekers prefer virtual education due to distance barrier and cost savings, virtual education

is becoming popular with technological advancements, flexibility, time savings and convenience and finally, hybrid learning as a solution to meet both convenience in virtual learning and effective interactions in physical learning. Strengths, Weaknesses, Opportunities and Threats were assessed using a SWOT analysis. Ash Maurya's lean business model was applied in the project to develop the business model. Then project feasibility was analysed on economic, financial, technical, production and ecological aspects and concluded as a viable project. Macro-economic environmental aspects were assessed using the PESTEEL aspect, where it was observed that the macro-economic factors are positively contributing to the viability of the project.

Then the Entrepreneur planned the project applying the project management knowledge. Initially, the strategic direction was set, then project components were decided. Based on those components the work breakdown structure was developed. The project team composition was decided, available resources were analysed and assigned among the team members for better deployment of resources. The procurement plan was decided as there is an investment in infrastructure. At the planning level itself the project controls relevant to cost, quality and financial reporting were decided.

Project implementation commenced with creating the virtual learning platform. Then the equipment was procured and tested. The lecturers were selected and obtained consent. The employees were sourced. Then as per operations schedule, video recordings commenced. Those were edited and uploaded to the platform. These were promoted using social media. Then actual results were analysed with forecasted and major variances were explained. The financial, operational, strategic, human resources related issues faced and how those were resolved were explained. Finally, the Statement of Profit or Loss, Statement of Financial Position and Monthly Cashflows were provided.

Under the final chapter, Entrepreneur explained the project outputs and outcomes. Then the activity, benefit and cost analysis were carried out and observed that the project benefits are higher than the project costs. The project resulted in Entrepreneur's ability to view issues holistically and provide realistic solutions, the personal relationship network was built and the technical skills relevant to videography, video editing, virtual lecturing, training, web platform module development etc. were enhanced. Finally, the Entrepreneur explained how the project management was carried out from planning, organizing, leading to control. Overall, the project was a carried out successfully facing all challenges caused

from COVID-19. Entrepreneur was able to establish the JMC Hybrid Learning solution with the vision to become the preferred hybrid learning partner in Sri Lanka.