

COURSE OUTLINE (REVISED)
MBAX 6845 (Fall 2008)
SOCIAL ENTREPRENEURSHIP IN EMERGING MARKETS
DR. CHAKRAVARTI

A. GENERAL INFORMATION

Instructors: Dr. Dipankar Chakravarti
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Class Meetings: Koelbel 375; M (2.00 p.m. – 4.45 p.m.)
Teaching Assistant: Mark Ratchford (Mark.Ratchford@Colorado.edu)
Office Hours: M: (5.00 – 6.30 p.m.) or by appointment

B. COURSE MATERIALS:

1. Sachs, Jeffrey D. (2005), *“The End of Poverty: Economic Possibilities for Our Time.”* The Penguin Press.
2. Prahalad, C.K. (2005), *“The Fortune at the Bottom of the Pyramid.”* Wharton School Publishing.
3. Course packet: All other assigned readings and cases. Price TBD based on copyright permission costs.

C. COURSE DESCRIPTION

The emerging economies of the world provide incredible opportunities for new avenues of profitable growth and innovation for firms and entrepreneurs of all types, whether multinationals or micro enterprises. A confluence of powerful forces is “flattening the world,” releasing trapped opportunities and creating global access to new consumers and markets. However, there are also significant challenges, among them the fostering of a climate of productive investment that creates economic opportunity, new jobs, and sustainable, positive social change. Many governments, working with agencies like the World Bank, NGO’s, multinationals, domestic corporations, and entrepreneurial organizations, have made impressive recent strides in creating economic growth, reducing poverty, and improving consumption capability and well-being for their citizens. However, progress is uneven and there is significant flux and uncertainty. Contemporary managers and entrepreneurs who wish to serve these markets must be aware of both the associated potential and pitfalls and evolve contextually tailored strategies. This experimental course hopes to increase awareness and understanding of these environments and help evolve the skills needed to participate as entrepreneurs in these emerging opportunities.

D. COURSE OBJECTIVES:

This course aims to provide students with:

- (1) an appreciation of contemporary patterns of global economic and political change and the consequences of globalization for the emergence of new market opportunities in the developing world;
- (2) a framework for monitoring and analyzing the socio-cultural, legal, political and the economic features of the range of emerging markets around the world;
- (3) the skill set required to assess the potential for entrepreneurial ventures in these markets as well as develop business strategies and operational plans attuned to the reality of the opportunities and challenges in these markets;
- (4) the opportunity to garner hands-on experience by working on a business plan featuring their own entrepreneurial venture in a country-market of their choice.

E. GRADING:

The course will be graded on the basis of assignments below. The assignment weights are as follows:

Class Participation	200 points
Written Case (Group)	200 points
Project (Group)	600 points
Phase 1 - Proposal:	100 points
Phase 2 - Presentation	50 points
- Country/Market Report	150 points
Phase 3 - Presentation	100 points
- Final Report	200 points

Instructor moderated class discussion is a key learning mechanism. Hence, active class participation (contributing your ideas and discussing those of others) is mandatory. Since this comprises 20% of your grade, we will spare no effort to make the process as clear as possible. We evaluate each student's contribution daily and positively weight the following: (1) thoughtful questions and insights during lectures and discussion; (2) managerially useful and analytical interpretation of case facts; (3) insightful comments versus repeating case facts; (4) regularity, relevance and depth of comments; (5) ability to synthesize and build on the comments of others; and (6) the quality of responses to the instructor's questions. *Please expect to be "cold-called" in class. This is simply our way of ensuring an opportunity to contribute.* Should you have any difficulty in this aspect of your course contributions, please see us so we can develop a constructive strategy to address the difficulty.

The written case and the course project require careful planning and time management through the semester. Detailed instructions on these assignments will be provided separately.

F. COURSE MANAGEMENT ISSUES:

You are governed by the CU-Boulder code of academic integrity in this course. The following issues pertain to managing team assignments.

1. Ability to function effectively in your teams is a key to learning in this course. Teams will be formed as soon as possible and no later than during the second week of the course. **All team assignments are subject to final instructor approval and are binding for the duration of the course.**
2. Each team must establish its own equitable work norms to meet client/instructor expectations. Team members must abide by these rules in completing course assignments. The instructors will normally assume that each member has contributed a fair share to each assignment. Hence, grades typically will not vary among team members.
3. If this assumption seems to be breaking down in your team, please first discuss the problem with your team members immediately. If no quick resolution is reached, you must contact the instructors without further delay (and definitely before, rather than after, submitting an assignment). Only written complaints are actionable. The instructor will discuss the issues raised with those involved and determine the resolution and penalties (grade/other) if any. These decisions are subject to applicable grade appeal procedures at CU-Boulder.
4. Your projects may involve significant intellectual property and proprietary information. It is essential that you respect your mutual interests in this area. The members of each team should reach a written understanding regarding these issues, discuss this with the instructors and record it as part of the Phase I proposal.
5. During the project, you may come in contact with a variety of outside contacts. In such meetings, you represent both CU-Boulder and the sponsor and are accountable for the highest norms of professional conduct. If any problems arise during such interactions, please contact the instructor immediately.

G. CLASS SCHEDULES AND ASSIGNMENTS:

The following is a tentative class schedule that the instructors may modify as needed. Students are responsible for staying in touch with daily course progress and for securing additional materials/assignments handed out in class.

MODULE I: INTRODUCTION

09/08 M Introduction to the Course

Activity 1: Course Overview

Activity 2: Project Overview/Group Formation

Activity 3: Lecture/Discussion: Does the World Look Flat from the Bottom of the Pyramid?

Activity 4: Video: "Voices of the Poor."

MODULE II: BOP MARKETS: THE LAY OF THE LAND

09/15 M Understanding Markets at the Bottom of the Pyramid

Activity 1: Orientation Case: Starnes-Brenner Machine Tools Company

Activity 2: Lecture/Discussion: Emerging Markets - Assessing Culture

Readings:

1. Sachs, Chapters 1-4
2. *The Economist*, September 16, 2006; The New Titans (H)
3. "The World Development Report, 2005, "Overview: A Better Business Climate for Everyone."

09/22 M Understanding Social Entrepreneurship

Activity 1: Project Instructions: Entrepreneurship in Emerging Markets

- Phase I: Project Proposal
- Phase II: The Entrepreneur's Country-Market Notebook
- Phase III: The Entrepreneurial Business Plan

Resource Material:

1. On-line Country Market Research Resources (H)
2. World Resources Institute, "The Next 4 Billion: Market Size and Business Strategy at the Base of the Pyramid."

Activity 2: Case: ApproTEC Kenya, Technology to Fight Poverty and Create Wealth (H)

09/29 Country Markets: Eastern Europe and the former Soviet Bloc

Activity 1: Student-Led Discussion: Entrepreneurship in the "Other Europe."

Readings:

1. Sachs, Chapters 6-7
2. *The Economist*, May 13, 2006: Cheer Up: A Survey of Poland (H)
3. *The Economist*, June 25, 2005: Meet the Neighbors: A Survey of the EU's Eastern Borders. (H)
4. *The Economist*, May 31, 2008: In the Nick of Time; A Special report on EU Enlargement." (H)

Activity 2: Guest Speaker - William Shutkin, Director, Initiative for Development and Sustainability, LSB

10/06 M Country Markets: South and East Asia

Activity 1: Student-Led Discussion: Entrepreneurship Among Elephants, Tigers and Dragons

Readings:

1. Sachs, Chapters 8-9
2. *The Economist*, March 25, 2006: Balancing Act: A Survey of China (H)
3. *The Economist*, March 15, 2008: A Ravenous Dragon: A Special Report on China's Quest for Resources."
3. *The Economist*, June 3, 2006: Now for the Hard Part: A Survey of Business in India (H)

Activity 2: Lecture/Discussion: Emerging Markets - Assessing Economic, Political and Legal Systems
Phase I Project Proposal Due

10/13 M Country Markets: Sub-Saharan Africa

Activity 1: Guest Speaker: Ravi Malhotra, Executive Director, iCAST

Activity 2: Administrivia: Project Phase II Briefing

Activity 3: Student-Led Discussion: Entrepreneurship in the Snows of Kilimanjaro

Readings:

1. Sachs: Chapters 10-12
2. *The Economist*, January 17, 2004: A Survey of Sub-Saharan Africa (H)
3. *The Economist*, April 8, 2006: Chasing the Rainbow: A Survey of South Africa (H)

10/20 M Country Markets: Mexico, Central and South America

Activity 1: Administrivia: Project Phase II Presentation Instructions

Activity 2: Student-Led Discussion: Entrepreneurship South of the Border

Readings:

1. Sachs, Chapter 5
2. *The Economist*, April 14, 2007: Dreaming of Glory: A Special Report on Brazil. (H)
3. *The Economist*, November 18, 2006: Time to Wake Up: A Survey of Mexico. (H)

Activity 3: Case: CEMEX: Innovation in Housing for the Poor (H)

10/27 M Country Markets: Central Asia, The Middle East, and North Africa

Activity 1: Student-Led Discussion: Entrepreneurship Under the Shade of Swords

Readings:

1. *The Economist*, March 19, 2005: Looking to Europe: A Survey of Turkey (H)
2. *The Economist*, January 7, 2006: A Long Walk: A Survey of Saudi Arabia (H)
3. *The Economist*, July 21, 2007: The Revolution Strikes Back: A Special report on Iran (H)
4. *The Economist*, July 19, 2008: Winning or Losing: A Special Report on al-Qaeda (H)

Activity 2: Project Presentations: Country Market Reports

Phase II Project Report Due

MODULE III: PEGGING THE SOCIAL ENTREPRENEURSHIP OPPORTUNITY

11/03 M BOP Entrepreneurial Opportunities I

Activity 1: Administrivia: Project Phase III Briefing

Activity 2: Lecture/Discussion: BOP Products/Services Innovations

Readings:

1. Prahalad, Chapters 1-2
2. Prahalad, p. 187: The Jaipur Foot Story
3. Prahalad, p. 131: Aravind Eye Care – The Most Precious Gift

Activity 3: Case: Casas Bahia (H)

Activity 4: Handout Written Case Assignment: Accion Inc.

11/10 M BOP Entrepreneurial Opportunities II

Activity 1: Lecture/Discussion: Building Market Ecosystems

Readings:

1. Prahalad, Chapters 3-4
2. Prahalad, p. 191: Health Alerts for All: The Voxiva Story
3. Prahalad, p. 201: Transparent Government

Activity 2: Case: BRAC (H)

11/17 M BOP Entrepreneurial Opportunities III

Activity 1: Guest Speaker: Bernard Amadei, Professor of Civil Engineering and Engineers Without Borders

Activity 2: Lecture/Discussion: Driving Social Transformation

Readings:

1. Prahalad, Chapter 5-6

2. Prahalad, p. 115: Financing the Poor

3. Prahalad, p. 137: Energy for Everyone

Activity 3: Case Discussion: The ITC E-Choupal Initiative (H)

11/19 W Accion Inc. Written Case Assignment Due (5.00 p.m.)

11/24 M No class. Fall Break

12/01 M Prognosis: Social Entrepreneurship in BOP Markets

Activity 1: Administrivia: Project Phase III Review

Activity 2: Case: Riders for Health (H)

Activity 3: Course Summary and Prognosis

Reading:

1. Karnani, A. (2007), "The Mirage of Marketing to the Bottom of the Pyramid." *Cal. Mgmt. Rev.*, 49, 4, 90-111 (H)

2. *The Economist*, September 20, 2008: A Bigger World: A Special Report on Globalization (H)

12/08 M Final Presentations

Activity 1: Project Presentations/Discussion

Activity 2: Course Evaluations

Activity 3: "Student Appreciation Activity." (Location TBA)

12/15 M (5.00 p.m.) Final Project Reports Due.

HAPPY HOLIDAYS!!!