

**COURSE OUTLINE**  
**BADM 4820 (Summer A - 2008)**  
**SOCIAL ENTREPRENEURSHIP IN EMERGING MARKETS**  
**DR. BISWAS & DR. CHAKRAVARTI**

**A. GENERAL INFORMATION**

Instructors:	Dr. Dhruves Biswas	Dr. Dipankar Chakravarti
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Office Hours:	TBA or by appointment	TBA or by appointment
Class Meetings:	Koelbel 302; M-F (11.00 a.m. – 12.35 p.m.)	
Teaching Assistant:	TBA	

**B. REQUIRED COURSE MATERIALS:**

1. Prahalad, C.K. (2005), *"The Fortune at the Bottom of the Pyramid."* Wharton School Publishing. Philadelphia, PA. (Paperback edition).
2. Yunus, M. (2007), *"Creating a World without Poverty: Social Business and the Future of Capitalism."* BBS Public Affairs, New York, NY. (Paperback)
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. Powerful new entrepreneurial forces are "flattening the world," reaching new consumers and markets that were previously entirely ignored or underserved. Although the challenges are immense, these developments are fostering a productive investment climate that creates economic opportunity, new jobs, and sustainable, positive social change. Social entrepreneurs in partnership with governments, agencies such as the World Bank, NGO's, multinationals and domestic corporations have made impressive recent strides in creating economic growth, reducing poverty, and improving consumption capability and well-being at the "bottom of the pyramid." 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 course hopes to increase awareness and understanding of these new business environments, create familiarity with relevant sustainable business models, and help students evolve the mindset and skills needed to participate as entrepreneurs in these emerging business opportunities.

**D. COURSE OBJECTIVES:**

This undergraduate course aims to provide students with:

- (1) an general appreciation of contemporary social entrepreneurial opportunities in the developing world;
- (2) a specific understanding various sector-level opportunities and a framework for creating sustainable social entrepreneurial ventures in these markets;
- (3) an opportunity to obtain hands-on experience in creating a business plan for their own social 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 (Individual)	200 points
Written Book Report (Individual)	100 points
Written Mini-Case Report (Individual)	200 points
Project (Group)	500 points
Proposal:	100 points
Presentation	200 points
Written 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 book report assignment requires students to select and submit an appropriately formatted review of **any one** of the following three books:

1. Bornstein, D. (2005), *"How to Change the World: Social Entrepreneurs and the Power of New Ideas."* Penguin. (Paperback edition)
2. Elkington, J. and Hartigan, P. (2008), *"The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World."* Harvard Business Press
3. Polak, P. (2008), *"Out of Poverty: What Works When Traditional Approaches Fail."* Berrett-Koehler

The course project requires careful planning and time management through the term. Detailed instructions on this assignment 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 the group project assignment.

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 end of class on June 4. **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, 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 other sponsors and are accountable for the highest norms of professional conduct. If any problems arise during such interactions, please contact the instructors 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 TO SOCIAL ENTREPRENEURSHIP

- 06/02 M Faculty/Student Introductions  
Course Overview  
Lecture/Discussion: Does the World Look Flat from the Bottom of the Pyramid?  
Video: "Voices of the Poor."
- 06/03 T Lecture/Discussion: Social Entrepreneurship: An Overview  
Reading: Yunus: Chapters 1 and 2
- 06/04 W Course Project Overview
- 06/05 R Lecture/Discussion: Social Entrepreneurship: Partners/Partnerships  
Reading: Yunus: Chapter 8; Prahalad: Chapter 4
- 06/06 F Mini Case: Homes for the Poor – The CEMEX Story (Prahalad: p. 221)

### MODULE II: THE CONTEXT OF SOCIAL ENTREPRENEURSHIP

- 06/09 M Lecture/Discussion: Social Entrepreneurship in Developing Economies  
Reading: Yunus: Chapter 9; Prahalad: Chapter 3  
*Project Proposal Due*
- 06/10 T Guest Speaker: Ms. Zenia Tata, International Development Enterprises
- 06/11 W Lecture/Discussion: Social Entrepreneurship: Transformational Impacts  
Reading: Yunus: Chapters 10 and 11; Prahalad: Chapter 6
- 06/12 R Case: The ITC E-Choupal Story – Profitable Rural Transformation (Handout)
- 06/13 F Country/Market Review: Mexico, Central and South America  
Reading: The Economist, April 14, 2007: Brazil - *Dreaming of Glory* (Handout)  
Mini-Case: Casas Bahia – Retail for the Poor (Prahalad: p. 159)

### MODULE III: CREATING SOCIAL ENTREPRENEURIAL VENTURES

- 06/16 M Lecture/Discussion: Creating Social Entrepreneurial Ventures I  
Reading: Prahalad: Chapters 1 and 2
- 06/17 T Guest Speaker: Dr. Anup Sinha, Indian Institute of Management, Calcutta
- 06/18 W Lecture/Discussion: Creating Social Entrepreneurial Ventures II  
Reading: Yunus: Chapters 3, 4, and 5
- 06/19 R Case: Grameen Bank and SKS Microfinance (Handout)
- 06/20 F Country/Market Review: South and East Asia  
Reading: The Economist, March 15, 2008: China - *A Ravenous Dragon* (Handout)  
The Economist, June 3, 2006: India *Now for the Hard Part* (Handout)  
Mini Case: The Jaipur Foot Story (Prahalad, p. 187)  
*Written Mini-Case Report Due*

### MODULE IV: SOCIAL ENTREPRENEURIAL VENTURES – OPPORTUNITIES AND IMPACT

- 06/23 M Lecture/Discussion: Operating Social Entrepreneurial Ventures  
Reading: Aravinda Eye Care (Prahalad: p. 131);  
E+Co: Energy for Everyone (Prahalad: p. 137)  
Voxiva: Information Technology to the Poor (Prahalad, p. 169)
- 06/24 T Guest Speaker: Dr. Bernard Amadei, College of Engineering/Engineers Without Borders
- 06/25 W Lecture/Discussion: Assessing Social Entrepreneurial Ventures  
Reading: Yunus: Chapters 6 and 7; Prahalad: Chapter 5
- 06/26 R Case: ApproTEC Kenya - Technology to Fight Poverty and Create Wealth (Handout)
- 06/27 F Country/Market Review: Sub-Saharan Africa  
Reading: The Economist, April 8, 2006 – Chasing a Rainbow (South Africa)  
Mini Case: A Gentler Capitalism: Black Business Leadership in the New South Africa  
*Written Book Report Due*

### MODULE V: COURSE WRAP-UP

- 06/30 M Case: E-Turns: An Innovative Educational Experiment (Handout)
- 07/01 T Course Summary/Project Review
- 07/02 W Project Review/Presentations
- 07/03 R Project Review/Presentations

### G. ABOUT THE INSTRUCTORS

Dr. Dhruves Biswas

Dhrubes Biswas is Professor of Electronics and Electrical Communication Engineering at the Indian Institute of Technology, Kharagpur (IIT-KGP). He is also Professor in-charge of IIT-KGP's entrepreneurship programs and Managing Director of IIT-KGP's Science and Technology Entrepreneur's Park. In this role he directs the institute's technology parks, its business incubation and entrepreneurship initiatives in technology inspired products and services, as well as its rural development initiatives.

Dr. Biswas received his B.Tech (Electrical Engineering) from IIT, Kharagpur and holds an M.S and a Ph.D. in Engineering (Electronic Devices and Materials) from the University of Illinois, Urbana-Champaign. He has served as a visiting professor at the National Nanofabrication facility at Cornell University and at the National Wireless Center, National Chiao Tung University, Taiwan. Dr. Biswas is an internationally known expert in radio frequency integrated circuits (RFIC) and has made original contributions in the areas for Gas Source MBE and growth/characterization of InGaP/GaAs heterostructures for HBTs and PHEMTs. He is also recognized for his work on PHEMT process based Ka Band Power Amplifier MMICs, Switch MMICs, and InGaP HBT process based Power Amplifier MMICs for GSM cellular handsets. He is currently involved in collaborative work on Metamorphic HEMT/HBT, and SiGe devices at National Chiao Tung University, and in Wide Band Gap HEMT / FETs at Cornell University, and is actively promoting the creation of the India Innovation Semiconductor Fab at IIT-KGP.

Dr. Biswas has extensive experience in leading and guiding strategic technology intensive ventures in wireless electronics, cellular phone systems, communication related RFICs, and optical networking electronics worldwide. He is currently on the board of several US and Asian companies. He has previously managed numerous semiconductor IC fabrication facilities and processes at Anadigics, Skyworks Solutions Inc., M/A-COM and IBM. At IIT-KGP, he also directs international university collaborations and directs/coordinates multiple Government of India (GOI) grants that support projects in business incubation, innovation and entrepreneurship (e.g., the Technopreneur Promotion Program, the Technology Entrepreneurship Development Program for Grass-Roots Entrepreneurs, Entrepreneurship Awareness and MIT's entrepreneurial program at IIT with The Boston Pledge).

Concurrent with his IIT-KGP assignments, he is an advisor to the GOI on entrepreneurial ventures in technology inspired products and services (TIPS), IT/electronics, and rural development. He has worked with nodal state governmental agencies such as WEBEL (West Bengal Electronic Industrial Development Corporation) and WBIDC (West Bengal Industrial Development Corporation). He initiated the first Government of West Bengal Venture Fund in a joint venture with SIDBI (Small Industries Development Bank of India), WBIDC and WEBEL, the Green Plasto-Steel Park in Barjora, West Bengal, as well as an advanced IT park in Kharagpur/Kolkata in association with WBIDC and IIT. He also started the first-ever statewide entrepreneur development program for STPI (Software Technology Parks of India) Govt. of India.

Selected in Who's Who in Science and Engineering (1997), Who's Who in America (1999) Who's Who in the World (1999), Man of the Year 1999 (in Technology) and 2000 Outstanding Scientists of the 20th Century, Dr. Biswas has authored numerous technical papers and holds multiple patents. He is a senior member of the IEEE and other professional, scientific and technical societies.

### **Dr. Dipankar Chakravarti**

Dipankar Chakravarti is The Orloff Professor of Business and Professor of Marketing at the Leeds School of Business, University of Colorado, Boulder, USA. He holds a B.S. (1969) with Honors in Physics from Presidency College, University of Calcutta, India and an M.S. and a Ph.D. (1979) in Industrial Administration from Carnegie-Mellon University. Dr. Chakravarti joined CU-Boulder in 1995 and has held prior faculty appointments at the University of Florida, Duke University, and at the University of Arizona, where he was Professor of Marketing & Psychology, and the Thomas Faculty Fellow. He served as Interim Dean of the Leeds School during 1998-99, and as Head of the Department of Marketing at Arizona during 1988-92. He started his business career in 1969 as a Senior Management Trainee at DCM, India and until 1974 held marketing planning and control responsibilities for a nationally distributed line of consumer products.

Dr. Chakravarti has written extensively on managerial and consumer decision making in marketing and is among the most published and cited authors in the major scholarly marketing and consumer behavior journals. His papers appear in the *Journal of Consumer Psychology*, the *Journal of Consumer Research*, the *Journal of Marketing Research*, the *Journal of Marketing*, the *Journal of the Academy of Marketing Science*, *Marketing Science*, *Management Science*, *Marketing Letters*, *Competitive Intelligence Review*, and in scholarly books such as the *Annual Review of Psychology*. He has received several research awards from the American Marketing Association (AMA) and the Association for Consumer Research (ACR), including the 1994 ACRI/JCR award for the best article to appear in the *Journal of Consumer Research* during 1991-93. He is a Fellow of the Society for Consumer Psychology (SCP - Division 23, American Psychological Association), and a current or former member of the editorial review boards of the *Journal of Consumer Psychology*, the *Journal of Consumer Research*, the *Journal of Marketing Research*, the *Journal of Marketing, Psychology and Marketing*, and the *Quarterly Journal of e-Commerce*, among others.

At CU-Boulder, Dr. Chakravarti teaches a new MBA project-oriented course on social entrepreneurship in emerging economies. His other recent MBA courses have included the Marketing Management core, Entrepreneurial Marketing, Customer Relationship Management, an interdisciplinary e-Business seminar, as well as a Marketing Field Project course in which students work on marketing problems for a variety of international, national and regional companies. He has also previously taught graduate and undergraduate courses in Marketing Decision Models, Marketing Strategy, Marketing Research and International Marketing. His doctoral teaching focuses on advanced marketing research methods and on managerial and consumer decision making in marketing. He is Faculty Director of the Leeds School's Programs in International Management and a member of the steering board of the Deming Center for Entrepreneurship. He has served as Chair of the CU-Boulder Doctoral Programs in Business and as acting director and governing board member of CU-Boulder's Center for Asian Studies.

Dr. Chakravarti has worked with many entrepreneurial startups and with major domestic and international corporations and agencies (e.g., the FTC and the UNDP) as a consultant and as an executive educator in the areas of marketing strategy, marketing research and e-Commerce. He is a member of the governing board and a charter member of The Indus Entrepreneurs (TiE - Rockies) and has held elected office as President of SCP, and as Director (Academic) of ACR. He has been a member of the policy board of the *Journal of Consumer Research*, and serves on the advisory council of the AMA's Marketing Research Special Interest Group. He was a member of the founding editorial team and Editor (1993-96) of the *Journal of Consumer Psychology*, and has worked with the Marketing Science Institute as a member of the Strategy and International Marketing Research Steering Group. He serves as a visiting faculty member at the Indian School of Business, Hyderabad and at the Indian Institute of Management, Calcutta, where he holds an honorary appointment as Distinguished Institute Professor.