Global Entrepreneurship

Summary

This course seeks to familiarise you with concepts and models of relevance for entrepreneurs: in particular, starting up a new venture, and assessing its viability and value. In addition, it will introduce you to the particularities of corporate entrepreneurship in initiating, developing, and leading intra-entrepreneurial projects that lead to the generation of new businesses within established companies.

At the heart of the course is your work on the development of a real opportunity for a new business either as a new firm or a new business unit within an existing organization. For the purpose, you are expected to come up with a business concept with the potential for a profitable growth and articulate a financially viable business model for its realization. The concept could come from encountering a market application for an innovative technology, meeting an unresolved customer need in a novel way, advancing a value proposition with distinctive functionalities and/or pricing model, or reinventing the way a product or service is produced and delivered to market, among others.

Objectives

The course will assist you in:

1. Enhancing your understanding of individual entrepreneurship and corporate entrepreneurship by analyzing the factors affecting the entrepreneurial process and developing related competencies and abilities.

2. Identifying new opportunities with the evolution of the socio-economic and technological environment as an ongoing source of ideas for new business ventures. Knowing how to identify, create, and assess the opportunities correctly is a critical aspect of entrepreneurship.

3. Assessing the viability of a new venture by acquiring knowledge of the market in which the company is going to compete and the needs of its future customers, as well as the material, human, and financial resources necessary for its realization. A critical aspect in this regard is the exploration and validation of the product-market-fit.

4. Creating and articulating business models that assure the financial viability of the pursued opportunity and serve as a tool for internal coherence, evaluation, and presentation of the new venture.

5. Developing skills for presentation to and negotiation with different stakeholders (partners, financial institutions, public administrations, venture capital funds, etc.) for acquisition of resources needed for the new venture success.
Methodology

The course relies on a range of learning methods to inspire you and enhance your competence for starting up new ventures either with an existing organization or as an independent business. It seeks to create a context for discussion and exchange of ideas. We also seek to create a “startup” atmosphere in which you can experience the process from initial business idea, its evaluation as well as the development of product market fit and the business model. Finally, the course provides you with a unique opportunity for applying and integrating concepts learned in other courses, such as marketing, operations, finance and human resources.

The following teaching methods will be used:

- Conceptual presentations of the content by the program professors
- Discussions of cases
- Presentations by entrepreneurs, investors, and other professionals involved with start-ups
- Reading material that offers depth on particular aspects of the entrepreneurship phenomenon
- Presentations by your teams of the ideas and business models for their realization

Projects

At the heart of the course is your work to identify, explore, and validate a business opportunity with high growth potential and the development of a business model for its realization.

Readings

We will provide you all the cases we will discuss via Moodle. Throughout the course you will be provided with readings, worksheets, and other materials to be used during particular sessions. These will help you in the development and presentation of the business model. You are also encouraged to make use of concepts and frameworks, which you have learned (or are currently learning) in other courses offered in the programme and critically reflect on their relevance.

The following texts are recommended for further reading:
Blank, S., Four Steps to the Epiphany, Cafepress.
Social Entrepreneurship

Prerequisites

The course is designed for a broad range of students including those who, during their professional careers, are considering a leadership position in a social enterprise; interested in understanding the specifics of managing social enterprises; interested in consulting to social enterprises; planning to serve as board members or volunteers; become funders of nonprofit organizations; or interested in leveraging business to serve social transformation. Social is understood here in the broadest sense of benefitting society, including environmental improvements. Note that we are not talking about starting up social networks like Facebook but about using business principles to improve society.

While this course does not require any previous knowledge or experience in business or social issues, it does require a high level of commitment. Students will be expected to prepare each session through both individual and group work, as well as to attend ALL scheduled classes, since a high proportion of the learning is developed in class. Hence students taking this course should be ready to work inside and outside the class and participate actively.

Also, please note that "social" in this case does not refer to social networks but to enterprises created to solve societal problems. A motivation or curiosity on the topic is important to make the experience most valuable and enjoyable to all participants.

Previous Knowledge

No previous knowledge is needed.

Workload Distribution

The course is structured in three parts. The introductory block will introduce the concept of social entrepreneurship, and will strive to characterize social enterprises and the characteristics of their leaders.

A second block will address the key elements in social entrepreneurship: the start-up process, financing, scaling up, business model and portfolio management, and measuring social return on investment.

A third block is devoted to social intrapreneurship and corporate social entrepreneurship, proposing a reflection on how to translate the principles, methodologies and skills of social entrepreneurship to the corporate world.
We will also welcome guest speakers who will help us work on specific aspects and give us a chance to interact with real social entrepreneurs and other professionals of the social field. Students will also work on a group project, putting into practice the learnings of the course.

**Course Learning Objectives**

It is widely accepted that contemporary democratic societies are built around three sectors: public administrations, business companies and nonprofit organizations. Like a three-legged stool, these three sectors have to work together to drive societies towards a state of equilibrium. However, certain organizations seem to blur the limits between these sectors: social enterprises. In an ever-changing, fast-paced environment, social enterprise organizations (for profit and nonprofit) need the appropriate skills in order to face new challenges and continue to help improve the lives of people and communities. In other words, these organizations must be truly capable of leading the complex world of social intervention. The new demands placed upon social enterprises are the results of deep-rooted changes that are shaping contemporary societies.

This course examines the nature and major trends on social entrepreneurship and key challenges for companies and nonprofits organizations in a sustainable development perspective. Until recently, social entrepreneurship management improvements were mainly thought to relate solely to human resources, communications, fund-raising, information systems, etc. However, experience has shown that several other aspects have been neglected when it comes to strengthening social entrepreneurship organizational skills. These include strategy alignment, scaling up, accountability, governance, social impact, etc. All will be analyzed during this course, with a special emphasis as well on the leadership dimensions behind social enterprises.

The main goal of this course is to explore with the participants the importance of social entrepreneurship and social intrapreneurship to help find solutions to the major social challenges facing today’s societies and to foster a positive attitude and sensitivity toward the possibility of becoming personally involved in some way in a social enterprise initiative in the future, or to use its principles in any career path. Hence participants will acquire the basic knowledge necessary to build and lead high performing initiatives which help generate economic and social values simultaneously, and are economically viable in the long term.

The course also places a strong focus on methodologies and skills. We will practice creativity and innovation skills, analytical skills, negotiation skills, group work, presentations... and become acquainted with the main innovation and start up methodologies of the time. We will also sharpen our critical thinking ability and strive to develop our own opinions about controversial issues and question our own assumptions. Hence this course is also interesting and suitable for students who want to explore entrepreneurship or simply an alternative view to business and economics.
The course strives to be eminently practical and applicable to a variety of contexts. For this reason we will analyze cases referring to different types of social enterprises, in different sectors and continents, addressing varied challenges in various ways, and displaying the main challenges faced by social entrepreneurs in different development phases.

**Content**

1. Session 1: Introduction to social entrepreneurship and the course

In this session we will get to know each other and set the basis for the course. We will start getting acquainted with the topic of social enterprise and build a common understanding for how this course will run.

2. Session 2: The social enterprise ecosystem, and introduction to group work

In this session we will go a little deeper and discuss supporting ecosystems for social entrepreneurs and trends in social enterprise. We will also welcome a guest who will present a course challenge for students to solve in teams.

3. Session 3: Visions and ethical dilemmas in social entrepreneurship: microcredit and the case of Banco Compartamos

The different visions of social enterprise have implications on daily decision-making and strategy. Social enterprises have also been involved in ethical dilemmas and scandals and judging them is not an easy task. In this session we will discuss the case of Banco Compartamos and analyze the different ethical dilemmas involved, and how different definitions of social enterprise can drive decisions. We will also use this occasion to understand more in depth one of the most well-known and spread sectors in social entrepreneurship: microfinance.

5. Session 5: Impact investing and financial instruments for social enterprise

Financing has always been a challenge for NGOs, especially in times of crisis. NGOs traditionally dedicate big efforts and a considerable proportion of their structure to fundraising. However, as social enterprises sophisticate, adopt business models, and even for profit legal forms, new vehicles open up new possibilities to fund social impact. In this class we will analyze trends in the social finance space, or the so-called impact investment sector, as well as new financial instruments available to social enterprises. We will consider both the perspective of the investor and the investee.

6. Session 6: Scaling social impact

Scaling up is always one of the biggest challenges for any enterprise, even more so for social
ones. Why is it so? In which ways can social enterprises scale up their impact and what might be limiting factors to take into account? Which aspects are key to analyze in a company to identify if it is ready to be scaled and how it should be scaled?

7. Session 7: Measuring social impact and Social Return on Investment (SROI)

The creation of social value is at the core of the mission of any social enterprise. Hence demonstrating impact and the achievement of this mission is essential to maintain credibility and attract funding. But how can social impact be measured? In this class we will discuss the pros and cons of some tools, put them in practice and evaluate the difficulties in assessing social impact.

Guest speaker: Susana Balet

8. Session 8: The social Intrapreneur and Corporate Social Entrepreneurship

In the last decade CSR has become a mantra for any for profit company, especially the large ones. But some organizations, and especially some individuals, have identified social enterprise as both an opportunity and a source of inspiration to boost the positive social impact of their companies - along the creation of competitive advantages and a more attractive workplace. In this session we will analyze the phenomenon of social intrapreneurship. Who are social intrapreneurs and how do they compare to social entrepreneurs? Which tools do they need to be successful and which kind of environments do they thrive in?

9. Session 9: Team work presentations and course closure

In this session we will wrap up the course. First, each group will present in front of the class their group project in a 10 minute pitch followed by some questions. Then students will evaluate the course and we will close with some final reflections.

Methodology

- Case analysis and discussions. Students will read and prepare cases with their groups in advance of the class, which will then be discussed

- Theory readings and class discussions. Students will read papers proposing frameworks to deal with different challenges. We will discuss theories and frameworks in class and, more importantly, use them to analyze cases

- Class presentations and guest lectures. We will welcome different speakers and faculty in class who will share their own experience and perspective and help us work on the different relevant aspects of the course.
- Workshops and roleplays. We will also work in groups in the class and reflect on each other’s experiences and learnings, as we put in practice different skills and methodologies like creativity, analytical thinking or group negotiations.

**ASSESSMENT BREAKDOWN**

<table>
<thead>
<tr>
<th>Description</th>
<th>%</th>
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<tbody>
<tr>
<td>Class participation</td>
<td>30</td>
</tr>
<tr>
<td>Individual final paper</td>
<td>20</td>
</tr>
<tr>
<td>Team final project</td>
<td>30</td>
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<tr>
<td>Case reports in groups</td>
<td>20</td>
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**Assessment Criteria**

This course puts emphasis on both individual and team work equally, and evaluation will match the spirit of social entrepreneurship promoted in the class. Hence collaboration is encouraged.

Group work
Each student has to join a group of four or five students (a separate document will be handed in in class and groups posted on moodle) in order to carry out a number of assignments. In the first session, groups will be formed and assignments will be distributed to the groups. Group work is the basis of this course both in class and outside class. In the spirit of avoiding free-riding and maximizing the learning experience for everyone, a peer assessment will be carried out (see below for details). These will be used by the Professor to detect any team problems and may impact a student’s group work mark. However, the good functioning of the group is each and everyone’s responsibility. Problems should be signaled to the professor early on, otherwise students will have to cope with the consequences.

There are two types of group assignments:

- Case reports. For every one of the cases we will discuss in class, every group has to submit a short report by 9am of the day of the class. Three or four questions for each case will be posted in advance. The report will consist of 1 power point slide per question unless the contrary is explicitly indicated. Any additional slides or material will not be considered for evaluation. You do not need to write full sentences, you can use bullet points, graphs or frameworks as long as they are self explanatory and answer the question concisely. A critical perspective on the course is expected - see guidelines provided on session 1. Deadline for submission is the start of the class (9am) in which that case will be discussed.

- Team project. Groups will develop a team project around a topic proposed during the second session of the course.

**Individual work**
Individual work will be assessed through:
- Individual participation in class. Personal commitment and engagement is a key characteristic of social entrepreneurs. Hence the same attitude is fostered in this course. Attendance and active participation in class discussions are expected. Absences will only be excused for the reasons authorized by ESADE's regulations (illness, family emergencies) to one session. If, for whatever reason, you have to miss a class, please notify Professor Navarro by e-mail in advance. The course is built on a progression and hence it is really important to attend lectures and do the homework. This course is mainly led by the students and based on active discussion. Hence active participation and discussion is expected from everyone. Additionally, an experience exchange forum on moodle will also provide a space for interaction and exchange outside the classroom in which contributions will also count for your participation mark.

- Individual thread. A written task will be assigned to be completed individually at home and sent to the professor up to two weeks after the end of the course. This will look for students critical thinking and reflection and may also draw on some of the group work previously done.

The personal opinions of students will not be judged, only the quality of the argumentation. Also quality is more important than length. I am not looking for a very academic essay with lots of references to academic articles. I am looking for your personal perspective on this phenomenon and your personal impressions. Examples will be valued, especially if different from the ones used in class.

Indicative length: min. 1000 words, max. 1500

- Peer assessment. Teamwork and collaboration is crucial in the 21st century, and even more so in social enterprises. Hence, everyone will assess themselves and the rest of their team twice - half way through the course and at the end. This will give you an opportunity to contrast your self-perception with that of the group, identify areas for improvement, and avoid free-riding attitudes. Peer-to-peer assessments will be taken into account for the final mark too. If problems cannot be addressed and flagrant free-riding cases come up, the Professor reserves the right to lower the group work mark of individual students or to ask them to complete extra individual work to make up for their marks.

Both the total group mark and total individual mark require a pass (above 50%) to pass the course. Failure to reach 50% on one of these parts will translate into failing the course. Final marks may also be lowered:
- in case of unjustified absences to class
- in case of free-riding issues identified through peer-to-peer evaluation (to be considered case by case)

Bibliography

All cases and readings needed will be provided by the professor via moodle. An additional list of recommended readings, videos and sites will be available on Moodle too.