

GIM Social Impact Syllabus

Winter 2019

January 13

January 26/27

February 16/17

& April 7

Class will be held in Global Hub Room 2110

Professor Tasha Seitz

tasha.seitz@kellogg.northwestern.edu

Phone: 1-312-953-2842

Office hours by appointment

GIM Program Purpose and Objectives

GIM Purpose:

- For students to develop a foundation of knowledge about global sectors and economies through classroom learning and in-country immersion.

GIM Objectives:

- To gain a foundational understanding of the macroeconomic trends, politics, history and culture of a country or region outside the United States.
- To experience firsthand through meetings with government officials and company representatives the economic ecosystems, business practices, market dynamics, and future opportunities and challenges of a particular country or region.
- To understand the framework of a particular business topic or issue through the lens of a specific country or region, including any challenges, opportunities, and strategies used to address it, and then apply the framework to other countries and regions throughout the world.
- To develop the skills necessary to collaborate with peers on a project that analyzes and proposes solutions to a particular problem within a sector of industry, including the skills required to set up and conduct independent business meetings abroad.

Course Description and Objectives

Global Initiatives in Management (GIM) Social Impact is a course designed to provide students with a broad introduction to the unique opportunities and challenges of designing and analyzing business models – either for-profit or not-for-profit – that create positive societal or environmental impact. During the course, students will gain broad exposure to a variety of organizations that have deliberately designed their organization for social impact and will analyze how and where financial return is compatible with social impact.

In addition, students will have the opportunity to look in-depth at the social challenges and market opportunities in one country: South Africa. South Africa's economy has grown rapidly since the end of apartheid almost 25 years ago and is now the second largest economy on the African continent. Despite the rising middle class, however, South Africa remains one of the most unequal countries in the world. Unemployment rates are high at 25%, which is twice the regional average and four times the global average. All state-owned enterprises and private businesses with revenues over 10 million South African rand (approximately \$720K in US dollars) are subject to the Broad-Based Black Economic Empowerment Act, a government initiative aimed at increasing the economic participation of black South Africans.

Students will work in teams on research projects that analyze one business sector in depth. The class will travel to Johannesburg and Cape Town, South Africa, during spring break in March to conduct field research and interviews and meet leading social impact organizations.

Course objectives:

- In order to achieve a robust understanding of organizations operating in the sector, students will be exposed to a broad range of companies and NGOs applying business models to driving social impact
- Students will learn frameworks for analyzing an organization's potential for creating social impact and apply those frameworks to companies in class and during the in-country experience as a means to better understand and compare across companies and organizations
- Students will develop a deeper understanding of the cultural and business context in South Africa
- Students will exercise their skills in navigating and extending their personal and professional networks to establish meaningful in-country connections and meetings
- Students will reflect upon the reading, class discussions and guest speakers, and in-country meetings to extract key insights and apply these insights to their final projects and their personal and/or professional experiences moving forward

Attendance Policy

Due to the nature of the GIM program, attendance for all GIM classes is mandatory, as is participation in the 10-day field trip. Attendance on the first day of class is also mandatory. If a student misses more than one class throughout the term, one letter grade will be deducted from his or her final grade. Exceptions may be made by the faculty member in cases of extreme circumstances.

Role of the In-Country Advisor

Throughout your GIM trip, you will be accompanied by an in-country advisor, Debbie Kraus, Director of Global Study Programs at Kellogg. The in-country advisor is responsible for the integrity and quality of the in-country experience. Among other logistical roles during the trip, she will be assessing each student's level of participation during the plenary meetings and will be assigning 15% of the students' overall grade.

Kellogg Honor Code

The students of the Kellogg School of Management regard honesty and integrity as qualities essential to the practice and profession of management. The purpose of the Kellogg Honor Code is to promote these qualities so that each student can fully develop his or her individual potential. Upon admission, each student makes an agreement with his or her fellow students to abide by the Kellogg Honor Code. Students who violate the Kellogg Honor Code violate this agreement and must accept the sanction(s) imposed by the Kellogg community.

The Kellogg Honor Code is administered by students and is based on the concept of self-government. The efficacy of such a student-administered honor code is dependent upon a high degree of dedication to the ideals of honesty, integrity and equal opportunity reflected by the code. The Kellogg Honor Code requires that each student act with integrity in all Kellogg activities and that each student hold his or her peers to the same standard. In agreeing to abide by the code, the Kellogg students also agree to report suspected violations. By not tolerating lapses in honesty and integrity, the Kellogg community affirms the importance of these values.

Course Materials

Course reading packet

Course Schedule and Assignments

Webinar	November 27, 2018 (5-6:00pm central via Bluejeans)
<i>Topics:</i>	Class expectations & travel logistics

Class #1	January 13, 2019 (1:00-2:30pm central in KGH2110; link available for remote participants)
<i>Topics:</i>	Class kick-off Class project discussion & project group formation
<i>Assignment:</i>	Complete pre-course survey by January 7 at 6pm central Prior to class: <ul style="list-style-type: none"> • Review syllabus and project overview • Watch: TED Talk by Ernesto Sirolli: Want to Help Someone? Shut Up and Listen!

Class #2	January 26, 2019 (1-6pm central in KGH2110)
<i>Topics:</i>	Introductions and Spectrum of Social Impact Impact, Sustainability & Scale Mapping Impact and Financial Returns
<i>Assignments:</i>	Submit two-page overview of an organization working in your sector of interest by January 25 at midnight Readings: <ul style="list-style-type: none"> • Social Enterprise Spectrum: Philanthropy to Commerce. Dees, J. Gregory. (course packet) • The Fortune at the Bottom of the Pyramid. Prahalad, Coimbatore Krishna Rao; Hart, Stuart L. • Measuring the Impact in Impact Investing. Executive Summary pp. 5-10. So, Ivy and Staskevicius, Alina. • Making Sense of the Many Kinds of Impact Investing. Trelstad, Brian in Harvard Business Review. • Sustainable Development Goals. pp. 1-21. United Nations Development Programme.

Class #3	January 27, 2019 (9:00-12:00pm central in KGH2110)
<i>Topics:</i>	Evaluating and Measuring Social Impact History of South Africa Impact Investing
<i>Speaker:</i>	Debbie Kraus, Kellogg Director of Global Study Programs & GIM Advisor
<i>Assignments:</i>	Readings: <ul style="list-style-type: none"> • The Best Available Charitable Option. Acumen Fund Metrics Team, January 2007. • Measuring the Impact in Impact Investing. Theory of Change and Logic Models, pp. 23-31. So, Ivy and Staskevicius, Alina. • The Landscape for Impact Investing in Southern Africa. pp. 3-9, 23-34. The Global Impact Investing Network and Open Capital Advisors, February 25, 2016. • NY Times: "South Africa Vows to End Corruption. Are Its New Leaders Part of the Problem?" Aug 4, 2018.

Group Check-In #1	Schedule 30-minute check-in time between February 5-14, 2018
<i>Topics:</i>	Project update and trip planning
<i>Assignments</i>	Select focus of project; bring list of contacts for networking and research and target list of meetings

Class #4	February 16, 2019 (1:00-6:00pm central in KGH2110)
<i>Topics:</i>	Eneza Education: Impact logic models One Acre Fund: Impact at scale
<i>Speaker:</i>	Toni Maraviglia, founder of Eneza Education Matthew Forti, Managing Director, One Acre Fund USA
<i>Assignments:</i>	Homework: case write up on Omidyar Network due at start of class Sector overview presentation due February 16 at midnight Impact Investing: <ul style="list-style-type: none"> • Background Note: Introduction to Investing for Impact (HBS 9-218-072) (course packet) • Financial Inclusion @ Omidyar Network (HBS 9-318-004) (course packet) • "The Trouble with Impact Investing: Part 1, Part 2 and Part 3." Starr, Kevin.

	<p>Scaling Impact:</p> <ul style="list-style-type: none"> • Go Big or Go Home. Starr, Kevin. • Innovation and Scaling for Impact: How Effective Social Enterprises Do It. Seelos, Christian and Mair, Johanna. <p>One Acre Fund</p> <ul style="list-style-type: none"> • Video: Putting Smallholder Farmers First in the Fight to End Hunger • One Acre at a Time. Binns, Corey. • One Acre Fund 2017 Annual Report. pp. i-ii, 1-9.
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Class #5	February 17, 2019 (9:00-12:00pm central in KGH2110)
<i>Topics:</i>	Student sector presentations Impact management
<i>Assignments:</i>	Impact Measurement & Management: <ul style="list-style-type: none"> • Background Note: Managing and Measuring Impact. (HBS 9-218-115) (course packet) • Acumen: Managing Towards Impact (HBS 9-218-086) (course packet)

Group Check-In #2	Schedule 10-minute check in time Feb 25 or Mar 5, 2019 (5:00-6:30pm central)
<i>Topics:</i>	Trip preparation & project check-in
<i>Assignments:</i>	Submit in-country plan by March 16 at midnight

In-Country Field Research March 20 –28
In-country team check-ins on March 26/27

Class #6	April 7, 2018 (1:00-3:30pm central)
<i>Topics:</i>	Trip debrief & wrap up
<i>Assignments:</i>	Submit group paper and personal reflection paper by April 7 before class

In-Country Academics

Students are reminded that GIM is first and foremost an academic program. 15% of your overall grade will be based on your participation in the plenary meetings and engagement in other activities as assessed by the in-country advisor. In order to achieve a high grade, students are expected to not only attend all plenary meetings, but to be actively engaged during the meetings and other learning opportunities in country.

Assessment

Team Project	45%
Sector Overview Presentation (February 17)	10%
In-Country Research Plan	10%
Final paper	15%
Peer Evaluation	10%
Individual Assignments	25%
Homework	10%
Reflection paper	15%
Participation	30%
In-Class Participation (attendance, discussion, engagement)	15%
In-Country Participation (plenary meetings; determined by GIM advisor)	15%

GIM Research Projects

The core of the GIM Social Impact class is an independent research project. The students begin secondary research on their topic during the winter quarter, incorporating perspectives from the class readings and speakers. While in-country, students will spend considerable time speaking with resident experts and potential customers, gathering local data from the field. *Students must conduct interviews for their projects in every city that they visit throughout the trip.*

Group Project Deliverables (45% of grade)

- **Background Research and Sector Overview Presentation (10%)** – Before departing for the in-country portion of the class, the team must research their sector of interest and prepare a 10-minute presentation to the class.
- **In-Country Plan (10%)** – This is a detailed matrix of five or more investigative research meetings arranged in country. The best plans will include day/time/location of meeting; name/description of organization; name/title/bio of interviewee; agenda and interview guide for each meeting.
- **Final Paper (15%)** – Teams will write a final report on one organization they met with while in-country that they think has the best opportunity to create impact at scale. Papers should be 10-15 pages long (not including appendices).
- **Peer Evaluation (10%)** – Each member within the project group will assess every other member's contributions to the project, including their own, with a confidential peer review form that takes into account each member's intellectual contribution, initiative and organization, workload contribution and overall contribution. Additionally, the class will assess the contributions of each team to their overall learning and experience of the course.

Individual Final Paper (15% of grade)

- In addition to the group project, each student will turn in a 3-5 page personal reflection paper after the trip, due at the final class. Grades will be based upon:
 - The level of synthesis between class and in-country learning
 - Engaging, insightful and relevant thinking
 - Applicability of insights to professional interests
 - Overall quality and organization of writing