






The Duke MBA Global Consulting Practicum

The Global Consulting Practicum (GCP) is a six-credit field study course for students enrolled in the Master of Business Administration (MBA) degree program at Duke University's Fuqua School of Business. The course provides students with hands-on exposure to the entrepreneurial pursuit of social impact in a developing economy. The majority of the course takes place at Fuqua with classroom sessions as well as extensive preparation, research and consultation with clients via e-mail and phone. Over Spring break, students participate in a two week, in-country field visit to gather information and work on projects intensively. The course concludes in the Spring 2 term with completion of the classroom sessions and development of final deliverables for each client.

GCP courses scheduled for the 2009-2010 academic year include:

	COUNTRY	FACULTY/STAFF
	Dangriga, Belize <i>In field: March 7-20</i>	Paul Bloom & Arlie Petters
	Jaipur, India <i>In field: March 7-20</i>	Pranab Majumder
	Johannesburg, South Africa <i>In field: March 7-20</i>	Matt Nash

Course Overview

In this field study course, students will have the opportunity to learn about, visit, and actively engage with social enterprises and businesses serving base-of-the-pyramid markets in a developing economy. Throughout the practicum, faculty and staff will work closely with the teams to provide coaching and subject matter expertise, monitor progress, and help to manage the relationship with the clients.

The purpose of the GCP is to provide students with hands-on exposure to the entrepreneurial pursuit of social impact in a developing economy. Students will gain:

- Increased ability to recognize and critically assess various forms of social enterprise and base-of-the-pyramid strategies as tools of poverty alleviation, economic development, and social impact;
- Greater understanding of the challenges of growing and sustaining a social enterprise, as well as special insights into enterprise development in a developing economy;
- Improved consulting skills, including project planning, issue analysis, formulation of strategic and tactical recommendations, and client relationship management.

While exploring these developing countries first hand, students will learn about local history, culture, economy, politics, social change, sustainable development, and entrepreneurship. As a result of this course, students will be better able to adapt and apply business skills and academic disciplines in the social sector, and will have increased skills for effective and thoughtful leadership in business and society throughout their careers.

This course is offered by the Center for the Advancement of Social Entrepreneurship (CASE) in collaboration with Fuqua's International Center and the Center for International Business Education and Research (CIBER).

My Global Consulting Practicum experience in Nicaragua is unforgettable in every way. GCP presented a rare opportunity to merge my passion for social work and entrepreneurship with the business skills developed at Fuqua, and create a positive social impact. It offered an extraordinary opportunity to make a meaningful difference, and enabled me to apply principles learned in core courses at Fuqua. I worked with a passionate team that was driven to succeed, all in a foreign language in a country I had never been to before. It is undoubtedly one of my highlights at Fuqua.
- Mousumi Sannigrahi (Fuqua '09)



Course Format

Classroom Sessions

Class sessions begin with two special sessions during late Fall Term 2 and continue weekly throughout Spring Terms 1 and 2. These classroom sessions will introduce students to the selected countries, explore key issues in the fields of social entrepreneurship and social impact management, and prepare students for their consultative project. Class sessions will consist of a combination of faculty-led discussion, team presentations, guest speakers, and videos.

Consulting Projects

In addition to these classroom sessions, students will begin to work in teams of 4-6 students (on average) on field study projects with several pre-selected “clients” – social enterprises and businesses serving base of pyramid markets. Each organization will have identified an issue of strategic importance which students will use as the basis of their project.

During Spring Term 1, each field study team will meet at least once per week, to refine the scope of their project, develop a list of research questions and a project plan, communicate with the host organization, and initiate data collection and analysis; at least two of these team meetings must include CASE staff or faculty. Before departing for the field, students will submit a project status report, a summary of initial findings, and a detailed work plan for the in-country portion of the field study. On an individual basis, students will be required to submit a written analysis of their client’s social impact theory and ecosystem, and a brief report on their research into promising practices in an aspect related to the project.

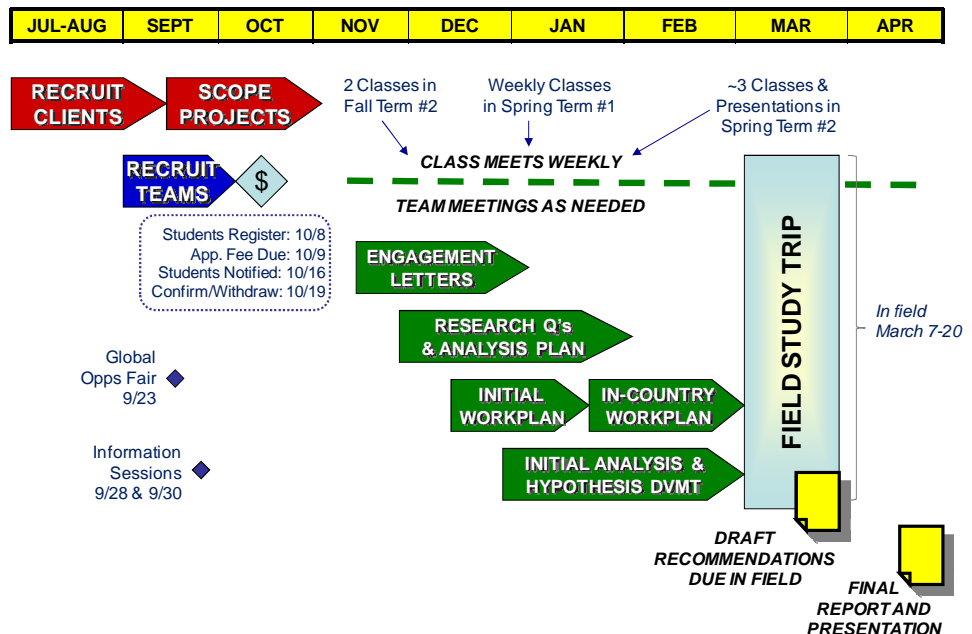
After a two-week in-country field visit, students will return to Fuqua for Spring Term 2 where classroom sessions will resume and teams will continue to meet to finalize their recommendations. Data gathered during the field visit will prove critical for revising initial hypotheses, refining recommendations and developing a final report for submission.

Students must attend all required activities (both at Fuqua and in-country) and complete all individual and team assignments in order to obtain full credit for the course.



2008 GCP Teams:
Nicaragua and South Africa

2010 Global Consulting Practicum Summary Timeline



I really enjoyed my experience working with Clinica del Pie. Although there were several late nights and our problem was not an easy problem to solve, it gave me an opportunity to apply the skills I had been learning in class into practice. Combining the cultural aspect with a tangible mission and project was exactly what I was looking for and I hope that this program will only continue to grow!

The GCP is unlike most other travel opportunities. There is a special connection that is made with a place and its people when you do more than just sightsee, but rather put in time, effort, intellect, and heart in making life for this place and its people better. By being a part of the GCP, I made this connection with South Africa; a connection which has lasted long after I left the physical boundaries of the country and long after completing the experience.

- Rina Shah (Fuqua '10)




In-country Fieldwork


The two-week in-country fieldwork will take place over Spring Break. For the majority of time in country, each team will meet with their client's staff and stakeholders, observe service delivery, gather data, and refine their analysis in collaboration with key staff members. At the end of their time on site, students will present the client organization with a draft of the team's documented findings.

Each trip will also include 2-3 group dinners where all teams will come together to share their working experiences and enjoy cultural events. Approximately 2 days of the trip will include travel to one or two major cities and/or outlying rural areas for sightseeing. We may visit selected social enterprises, businesses, development agencies, technical assistance providers, public agencies, and/or funders. Students may also attend a performance or other cultural event. All site visits and tours/cultural events will be mandatory.

Tentative summaries of the trip content for each country are listed below. Activities are subject to change, but are representative of the type of activities you can expect.

	Dangriga Belize	<i>In field: March 7-20</i>
Majority of time spent on client meetings, research and data collection and recommendations and materials preparation		
Tours of Dangriga to better understand Garunga culture and history		
Excursions to ziplining, cave-tubing and coastal islands for snorkeling		

	Johannesburg, South Africa	<i>In field: March 7-20</i>
Majority of time spent on client meetings, research and data collection and recommendations and materials preparation		
Tours of Soweto & Apartheid museum to understand city culture and history		
Overnight stay at game lodge for safari tours (2 nights)		

	Jaipur, India	<i>In field: March 7-20</i>
Majority of time spent on client meetings, research and data collection and recommendations and materials preparation		
City tour of Jaipur to better understand culture and history		
Overnight excursion and tour of the Taj Mahal & Agra		

Course Fees & Other Costs

- **Course Application Fee.** An application fee of \$300 is required upon registration. This fee is used to cover additional costs of the course which include guest speaker fees, receptions, printing costs, emergency binders, fax and mailing fees, as well as other administrative expenses. The GCP application fee does NOT cover trip cancellation insurance nor will it be applied to student travel fees.
- **Travel Fees.** Travel fees for each country are projected as follows:
 - **Belize (Dangriga)** – ranging from \$2,500 - \$2,800
 - **India (Jaipur)** – ranging from \$3,200 – \$3,500
 - **South Africa (Johannesburg)** – ranging from \$3,900 – \$4,200



- **Other Costs.** You will need to cover the cost of visa fees and expediting, immunizations, any required medications, and, if you are not covered by Duke medical insurance, the cost of travel medical insurance and evacuation. In addition, you will be expected to cover the cost of most lunches and dinners, and should bring additional money for incidentals. In total, these other costs may total up to \$500. Accordingly, this amount may be made available through financial aid.

GCP Client Organizations

All project descriptions are tentative and subject to change. Also, final selection of clients will be based on student interest and applications.

Belize

- **PRI** (www.pribelize.org). PRI is a non-profit institute located in Dangriga, Belize. The institute is focused on developing Belize's human capital in technology by tying it intimately with the needs of businesses and entrepreneurs. This is accomplished through a variety of initiatives including programs with local schools and partnerships with US based educational institutions and businesses to promote human capital development and job opportunities. PRI is offering two separate project opportunities for this year's GCP:
 1. **Capacity Building in Technology:** PRI is considering a technology-related social enterprise that would train high school and early college students to assemble/maintain computers and would then launch "Geek Squad" type businesses throughout Belize. Some assembled computers would be donated to local schools and others sent home with students. The long-term goal of the enterprise is to create the rapid availability of reliable computer repair and software services in Belize to support the needs of businesses, educational institutions, governmental entities, etc. *The GCP team may work with PRI to produce a business plan evaluating project feasibility and recommending options for financial sustainability and inventory control.*
 2. **Green Facility Feasibility Study:** PRI is considering moving to a new location and developing a state of the art green facility. This facility would showcase sustainable design and construction in Belize using local materials. In addition, PRI is considering a model that incorporates an educational space and eco-resort-style living accommodations for institute guests. PRI is also interested in considering ideas about how best to integrate the surrounding land and nearby river with the educational and living spaces. *The GCP team will conduct a feasibility assessment to understand the risks and benefits of developing this facility and create models for making the facility financially sustainable.*
- **Dangriga Mayor's Office and Town Council** (www.dangrigalive.com). Although Dangriga is known as the cultural capital of Belize, boasts a vibrant Garifuna population and is located on the beautiful Caribbean coast, it has not become a major tourist destination. The Dangriga Mayor's office and Town Council are considering a development project to create more tourism in Dangriga while remaining environmentally and culturally sustainable. This may include a "Garifuna tourist village" to attract tourism, educate visitors about Belizean and Garifuna history and culture, and produce revenue through local crafts and music. *The GCP team may conduct a feasibility assessment and develop a business plan addressing revenue and fundraising options; developing a marketing plan to brand and market Dangriga over other tourist destinations in Belize; and advise on a stakeholder engagement plan to engage the Garifuna people and gain their buy-in.*

India

- **Bodh Shiksha Samity** (www.bodh.org). In 1987, noted social entrepreneur and [Ashoka Fellow Yogendra Singh](#) founded Bodh Shiksha Samiti (Bodh) with the establishment of a community school (or bodhshala) in Jaipur, India. Today, Bodh is recognized as a pioneer in the field of education for the urban deprived, with growing expertise in the rural domain. Bodh seeks to evolve a community-based model that ensures universalization of equitable, quality education for disadvantaged children with stress on appropriate transformation of the mainstream education system. Based on its success to date, Bodh has plans for scaling their model and opening additional schools in areas with largely un-served populations. Last year's GCP team provided initial recommendations on fundraising strategies necessary to carry out expansion plans. *This year's GCP team may further explore fundraising strategies, creating a long-term fundraising and implementation plan.*
- **The Center for Microfinance** (www.cmfraj.org). CmF aims to widen, deepen and scale the microfinance movement and serve as a knowledge and support center for stakeholders operating in Rajasthan. CmF employs high quality professionals to provide a wide range of technical and other support services to local microfinance institutions and stakeholders in

This was really an excellent project, and we benefitted greatly from it. I was impressed with the caliber of the students, as well as their understanding of the developing country context. They were professional at all times, and added a lot of value. I would definitely do this again and recommend it to other projects.

- Liz Zambonini (The Hope Factory, South Africa)

the microfinance sector. CmF is in the process of launching an urban microfinance pilot in Jaipur (in contrast to traditional microfinance programs which are located in rural areas, leveraging the family and rural community structure). *A potential project may be working with CmF to launch this pilot: defining best practices, developing an implementation and risk management plan and offering recommendations for implementing and assessing the pilot.* CmF is also interested in developing a partnership with Duke University on training and certifying microfinance organizations. *The GCP team may work with CmF to conduct a feasibility assessment and business plan for this partnership.*

- **Centre for Community Economics and Development Consultants Society** (www.cecoedecon.org). Cecoecon was founded by a small group of committed social workers to provide relief to the victims of devastating floods in Jaipur district in 1982. From a very modest beginning as a relief agency, the organization has since grown into a multi-dimensional agency that serves the Rajasthan region in many social sector fields, including poverty, child development, education, health, finance, women's empowerment, equity and human rights. Cecoecon conducts some of this work through satellite projects such as Jal Prahari, which was created to change the way in which natural resources, especially water, are used and managed. Jal Prahari carries out networking and advocacy work to ensure both the protection and augmentation of water resources in the state of Rajasthan. *The GCP team may work to develop Jal Prahari's strategy and programs to ensure success.*
- **Doosra Dashak** (www.doosradashak.org). Doosra Dashak, meaning the "second decade", is committed to the education and development of adolescents in the 11 - 20 age group and envisions a country of educated people - not only literate but also imbued with values of healthy living, democracy, non-violence, respect and equality and conservation of the environment. The main activities of Doosra Dashak include community and people's mobilization, education (including residential camps where youths are taught traditional topics as well as social awareness topics such as gender inequality, caste, human rights, etc), life skills training and programs to improve the quality of life and environment. *The Duke GCP team may work with Doosra Dashak on developing models to make existing programs more sustainable and identify ways to measure impact.*
- **I-India** (www.i-indiaonline.com). Established in 1993, I-India is an NGO "giving street children a future". Through a variety of programs, including residential homes, education and vocational training, medical care, nutrition, and a crisis helpline, I-India reaches over 3,000 street children daily. I-India's comprehensive programs assist children with their immediate challenges - homelessness, malnutrition and illness - while also developing their attitudes and skills so they can make a better future for themselves. One of these programs, Ladli (www.ladli.org), is a vocational training program providing emotional support and education - including specialized trainings in jewelry and handicraft making - for abused, orphaned and destitute children. Handicrafts and jewelry are then sold with proceeds going entirely to the children and funding the project. *The Duke GCP team may advise I-India on improving Ladli operations including marketing of their programs for increased reach and fundraising.*
- **Nidan** (www.dorabjitatrust.org/NGO_Profiles/nidan.aspx). Founded by Arbind Singh in 1995, Nidan works primarily with workers in the unorganized sectors like street vendors, construction workers, rag pickers and home based workers, etc., organizing them into co-operatives, helping them access legal rights, and placing them directly in charge of their work. Nidan offers the cooperatives benefits of services like insurance, legal aid, access to loans and savings to help build profitable businesses and 'people's organizations'. Nidan has launched a range of cooperatives, Self Help Groups, trade unions, and individual and community businesses which have positioned unorganized workers as legitimate competitors in the globalizing markets of India. Arbind Singh was named the Indian Social Entrepreneur of the Year in 2008 by the Nand & Jeet Khemka Foundation and the Schwab Foundation for Social Entrepreneurship. *Potential GCP projects are currently being identified and will likely evolve out of student initiative.*

South Africa

- **Africa Dream Trust** (www.africandreamtrust.co.za) The African Dream Trust (ADT) is a public benefit organization actively involved in creating wealth and restoring dignity in marginalized communities around South Africa. Through one of their key initiatives, the Bophelong Project in a township outside of Johannesburg, ADT has established a business center and is identifying and developing aspirant young entrepreneurs from the community. Once viable business plans have been developed, ADT assists the entrepreneurs to access start-up capital and start their business and then provides high level mentoring and business support to ensure the success of their business. *The GCP team may advise the entrepreneurs in marketing their businesses and assist ADT in developing a sustainability plan for the business center.*
- **Junior Achievement South Africa** (www.jasa.org.za). As a member of Junior Achievement Worldwide, one of the largest business education organizations in the world, Junior

Achievement South Africa (JASA) was established in 1979 to address the serious unemployment situation in the country, with particular reference to young people. Operational in all provinces in South Africa, JASA prepares young people for life after school by raising their awareness of economic issues, teaching them entrepreneurial and life skills, providing them with an understanding of the business world and enhancing their sense of personal responsibility through practical business experience. Independently audited by Deloitte, JASA has earned the reputation of a financially well managed organization which effectively utilizes resources to achieve far reaching impact on the lives of the youth of South Africa. *The Duke MBA team may work with JASA senior leadership to develop a strategy to increase the magnitude and sustainability of its social impact and explore potential revenue-generating opportunities.*

- **Khulisa Crime Prevention Initiative** (www.khulisaservices.co.za). Khulisa is a multi-award winning national non-profit organization that, over 11 years, has touched the lives of hundreds of thousands of South Africans. Khulisa programs address all phases of the crime/justice cycle: crime prevention programs in communities and schools; through diversion programs, Khulisa works to keep young people out of adult correctional facilities; for those incarcerated, Khulisa offers several rehabilitation programs; and working with families, communities and businesses Khulisa promotes reconciliation and reintegration. *The team may assess feasibility of scaling Khulisa programs to local and international levels and assist Khulisa in developing a 'franchise pack' for offices to be opened internationally; additional assistance to Khulisa's social enterprise division may be requested.*
- **Marang House** (www.marang.org.za). Many children in South African who suffer from life-threatening diseases do not have home environments that facilitate their recuperation and restoration to health. This lack of a suitable environment results in young children living permanently in government hospitals, which is not only unnecessary but also has a negative impact on their future health. Marang House is a successful non-profit organization caring for these ill children by providing them a stable home environment including a family setting, twenty-four hour medical care, regular monitoring and hospital visits, nutritious meals and lots of love. Last year's GCP team studied the feasibility of scaling the Marang House model to other locations around South Africa, to include an earned income venture in which the organization will establish and operate similar programs near major hospitals for fee, using the income to subsidize their core services for low income children. *This year's team may conduct market research to quantify the potential market for the Marang House model and develop a marketing strategy aimed at parents, doctors, and governments.*
- **Women's Development Bank Group** (www.wdb.co.za). The Women's Development Bank (WDB) Group's mission is to "strive to improve the livelihoods of South African women" because the economic empowerment of a woman has a far greater impact on the family and children. The three organizations comprising the WDB Group – the WDB Trust, WDB Micro Finance and WDB Investment Holdings – are interdependent and integrated in working towards promoting the economic empowerment and social upliftment of women in South Africa. *Potential GCP projects are currently being identified.*

For More Information

For more information, attend a **GCP Info Session** (information will be the same at both):

- Monday, September 28, 12:45-1:45pm (McClendon Auditorium)
- Wednesday, September 30, 2:00-3:00pm (Sauer Classroom)

Additional information about the GCP may be found at www.dukembagcp.org. If the answers to your questions are not answered online or at the information sessions, contact gcp@fuqua.duke.edu – questions will be routed to the appropriate staff or faculty member.

Registration

Registering for the GCP is a two-part process. Both parts must be completed by the designated deadlines in order for the process to be considered complete and for the student to be eligible for selection and enrollment in the GCP.

- 1) Complete the **online registration form** by **October 8th, 2009 at 9:00pm**. The link will be made available via e-mail as well as the CASE GCP (www.dukembagcp.org) website and the International Center (www.fuqua.duke.edu/internationalcenter/) website.
- 2) After completing the online form, submit the following to the International Center by **October 9th, 2009 at NOON**:
 - a. **Application fee** (\$300 payable to Duke University by check or money order)
 - b. A copy of your **passport**
 - c. Current **resume**