**International Entrepreneurship: Doing Business in Conflict Zones and Emerging Markets**

**Course Description:**

With the landscape of traditional developed markets becoming more and more crowded, entrepreneurs are looking to emerging markets and developing world to capture the type of gains that only come to early entrance facing head on the risks associated with conflict-affected fragile states. This course focuses on the threat, challenges and opportunities associated with business strategy policy and organizational management decision-making in conflict zones and emerging markets. We will address key issues in private sector development including how entrepreneurship can promote political stability, sustainability and be a self-catalyzing mechanism of expanding market access. We will also explore a number of cases that illustrate real world problem and challenges in developing and implementing new concepts. The challenges the multinational companies face in conflict zones are some of the most complex issues for businesses and governments. The course is concerned to place entrepreneurship within a broad security, political, economic and social nexus as it explores identification of opportunities, risk analysis and mitigation strategies, cross-cultural business transactions and negotiations, complex logistical issues, ethical dilemmas and social responsibility.

The overall objective of the International Entrepreneurship: Doing Business in Conflict Zones and Emerging Markets is to provide a strategy policy oriented practitioner’s approach executive educational experience in order to prepare students and professionals to be more effective contributors in the decision-making process of any company, non-government organization and government while doing business in conflict-affected and emerging markets. It will offer a unique opportunity for students to gain practical entrepreneurship experiences in conflict zones and developing world.

**Course Learning Objectives:**

International Entrepreneurship: Doing Business in Conflict Zones and Emerging Markets course comprises 16 class hours over 2 days. The course seeks to provide students with an informed understanding of an opportunities, challenges and threats of doing business in conflict-affected and emerging markets from a policy-oriented practitioner’s perspective. The courses is intended for students and professional with an interest in international business development and management, government contracting, foreign aid and social entrepreneurship who work or expect to work in government, military, international organizations, NGOs or international private sector firms. It is not necessary but some level of familiarity with either business management, economics or security is recommended. Upon completion of the course, students will be able to:

* Improve the student’s strategic decision-making ability for effectiveness, and impacts in the increasingly complex world;
* Introduce students to opportunities, issues and challenges facing entrepreneurs in conflict zones and emerging markets;
* Analyze the role of private sector entrepreneurship in post-conflict reconstruction and stability operations;
* Learn about social entrepreneurs and corporate responsibility and how these affect the “bottom of the pyramid” populations;
* Assess the potential for entrepreneurial ventures, develop business strategies and plans adapted to the opportunities and challenges in these unique markets;
* Discuss the importance of international entrepreneurship and the global security trends affecting the emergence of new opportunities in various countries;
* Better understanding of government and foreign aid contracting opportunities and process;
* Analyze the obstacles and challenges in international entrepreneurship and develop better risk mitigation strategies;

**Student Assessment**

**Course Outline**

**Day One**

**8:00 – 8:30 a.m. Program Registration and Breakfast**

**8:30 – 9:00 a.m. Welcome and Introductions**

**9:00 – 9:45 a.m. Understanding International Entrepreneurship within the context of Conflict Zones and Emerging Markets**

* Overview of the course;
* Brief history of the field: provide a basic conceptual framework of international entrepreneurship;
* Defining different types of entrepreneurship
  + Foreign Direct Investment (FDI)
  + Contracting (Government or International Donors)
  + Public Private Partnerships (PPP)
    - State Owned Enterprises (SOWs)
  + Nonprofit Sectors
* Defining Conflict-Affected Zones
  + http://www.ifc.org/wps/wcm/connect/corp\_ext\_content/ifc\_external\_corporate\_site/ifc+news/pressroom/creating-opportunity-in-fragile-and-conflict-affected-countries
* Defining Emerging Markets
  + What is an emerging market?
  + What are different perspectives for evaluating emerging market potential?
  + The Competitive Advantage in Emerging Markets
  + BRICs (Brazil, Russia, India, China)
  + Developing World
    - Frontier Markets
    - Transition Markets
    - Landlocked Countries
* Overview of the case studies

**9:45 – 10:15 a.m. International Principles and Guidelines for Doing Business in Conflict Zones and Emerging Markets**

**10:15 – 10:30 a.m. Break**

**10:30 – 11:15 a.m. Post-Conflict Reconstruction and Stability Operations**

* Focus on the role of private sector development
  + Essential Infrastructure and Services
  + “Clear, Hold and Build” Doctrine

**11:15 – 12:15 p.m. Taking Advantage of the Opportunities and Understanding the Risk**

* What industries do we expect opportunities in emerging markets?
* What are the unique challenges of emerging economies?
* What are the prospects for companies from the emerging markets? Should they pursue different strategies from the developed country multinationals?
* Political Cost Benefit Analysis (PCBA)

**12:15 – 1:15p.m.Lunch with Guest Speaker –**

**1:15 – 3:00 p.m. Government Contracting and Foreign Aid**

* Introduction to United States Government Contracting and Procurement Process;
  + Military
  + Civilian
* Understanding International Donor Agencies;
  + United Nations, World Bank, WTO, IMF, etc.

**3:00 – 3:15 p.m. Break**

**3:15 – 4:50 p.m.** **Social Entrepreneurship**

* Understanding Social Entrepreneurship
* Bottom of the Pyramid (BOP)
  + Combining social and business objectives
  + Role of Civil Society

**4:50 – 5:00 p.m. Review and Reflection**

This session seeks to review and discuss the main themes of Day One.

**5:00 p.m. Adjournment**

**Day Two**

**8:00 – 8:30 a.m. Breakfast and Networking**

**8:30 – 8:45 a.m. Review of Learning Outcomes from Day One 1**

**8:45 – 10:15 a.m. Corporate Governance and Corruption**

* Dealing with Government Policies and Regulations
* Increasing Competitiveness with Anti-Corruption Compliance Efforts: Foreign Corrupt Practices Act

**10:15 – 10:30 a.m. Break**

**10:30 – 12:00 a.m. Business Negotiations in Developing and Conflict Zones – *The Art of Conflict Negotiations* - Harmonization of the language of International Business Transactions**

**12:00 – 1:15 p.m. Lunch with Guest Speaker –**

* Dr. Joseph Catalino, Director of Defense Department Task Force of Business and Stability Operations (TFBSO)

**1:15 – 3:15 p.m. Provincial Reconstruction Teams (PRTs)**

* **Conflict Zone Stability Operations**

**3:15 – 3:30 p.m. Break**

**3:30 – 4:30 p.m. Application and Practice of Processes**

**4:30 – 5:00 p.m. Course Overview and Wrap-Up**

***One Minute International Entrepreneurship: Doing Business in Conflict Zones and Emerging Markets Elevator Pitch***

**5:00 p.m. Adjournment**

**5:00 – 5:45 p.m. Post-Program Networking with Colleagues and Faculty** *(optional)*

**Cross-Cultural Behavior and Negotiations**. (3) (Prereq: IBUS 310) Understanding of cross-cultural differences and their effects on individual behavior and business practices in organizations.

**424 — Exporting and Importing**. (3) (Prereq: IBUS 310) The conduct of international trade, including terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, support services, and trade facilitation.

**425 — Competitive Strategies in Developing Countries**. (3) (Prereq: IBUS 310) Strategies multinational companies use to compete in developing countries. Topics include management of political risk, impact of culture, and corporate responsibility and ethics.

**426 — Global Competitive Analysis**. (3) (Prereq: IBUS 310) The course examines how to leverage the competitive advantage of the firm to another country, access comparative advantages of another location, and link these two to create cross-country advantages.

**444 — Business in Africa**. (3) (Prereq: IBUS 310) Discussion of business environments and business practices in the countries of Africa.

**As globalisation evolves, the private sector is emerging as a critical actor in development. Businesses are the driving force for the economy and can help to promote sustainable economic growth and reduce poverty.**