Management 298
Innovation for the developing world.

Time: Thursdays, 6:00 p.m. to 9:00 p.m
Note: May 1st and June 12th are likely to go late.

Location: One Capitol Mall – (OCM-1)

Instructor: Wilton Agatstein Executive-in-Residence
Phone: (916) 501-9555
Email: wagatstein@ucdavis.edu
Class Website: Accessible on smartsite. Assignments, class presentations, background papers, etc and the DEFINITIVE assignments are on smartsite.
Office hours: By appointment in Davis, OCM and EDH areas. Generally Thursdays 12 to 3.30 in Davis and 4 to 6PM in OCM.
Teaching Assistants: N/A

Course Overview

There are over 6 Billion people in the world. While MOST live in relative poverty, the opportunity for innovation to not only provide a useful service for these “bottom of the pyramid” individuals but also to provide a tremendous opportunity for world-wide companies as well as social enterprises is upon us.

Yes, it is recognized that we can do well by doing good and the opportunity is here for UC Davis MBA students to lead in this extremely timely opportunity. The key to success in this opportunity is to deliver real-world solutions that solve actual problems in the developing world.

Join Wilton Agatstein and five guest speakers who all have real-world very uplifting but sometimes extremely painful experiences in innovating for the developing world in a class to understand innovation.
in general, innovation for the developing world in particular as well as social business experiences.

This will be a VERY interactive class with a goal of developing the SKILLS, KNOWLEDGE and DESIRE to bring real-world innovative solutions to the developing world.

**Objectives**

- Provide students a basic understanding of innovation in high volume and complex models.
- Provide students basic tools of innovation.
- Expose students to a few of the issues and opportunities of the developing world.
- Create very interactive class where students delve in to the analysis and decision process of senior executives who have driven innovation in a variety of mature and emerging markets.
- Encourage students to freely converse, question and analyze the above topics.
- Provide an opportunity for Students to determine what areas they may want to pursue in the future.
- Walk away with an action plan for those who desire such a plan.

**Requirements**

This will be an interactive course with discussions and required readings. In addition to individual projects, students will be required to participate in class discussions. There are NO group projects. If you desire to sit quietly in the back of the class, this course is NOT for you.

Course requirements include:

**Reading**

**Assigned Reading**
Dealing with Darwin: Geoffrey A. Moore  
Fortune at the bottom of the pyramid: C.K Pralahad  
How to win friends and influence people: Dale Carnegie

Readings from textpack and websites

Optional Reading

A variety of optional reading will be provided.

Grading

• See smartsite for project list and grading.  
• Class Participation: Will Sway grade  
• NO Final Exam

Note: there is a NO LAPTOP and NO CELLPHONE RULE for the class. That is – NO laptops will be allowed to be open during class (even to take notes).

Note 2: This class will require access to a digital camera for specific projects and will require poster creation.

Tentative Schedule

April 3rd

• Introduction to innovation and opportunities in the developing world  
• Picking areas to innovate in.

• Required reading:
  o Dealing with Darwin Pages 1-12 and 61-71 (HB)  
  o Millennium development Goals
    ▪ Websites:  
      http://www.un.org/millenniumgoals/  
April 10th

- So, how can small companies out innovate large companies?
  - EG: Intel, Microsoft, CISCO, others.
  - How do you manage through transitions
- Required readings:
  - Fortune at the bottom of the Pyramid Chapters 1 and 2
  - Dealing with Darwin READ Chapters 8 & 9 (you can start skimming midway through 9). Skim chapters 10 and 11 (spend at most 10 minutes on 10 & 11)
  - Textpak:
    - Introduction: why good companies Fail to Thrive in Fast moving Markets. Excerpted from the innovator’s dilemma

April 17th: Assignment Due (see smartsite)

April 17th:

- High volume innovation (process, business, as particular focus)
- Required reading
  - Dealing with Darwin Pages READ chapter 5. Start skimming when you get to the CISCO section. Skim Chapter 6 (READ a company or two you find interesting).
  - Textpak:
    - Are you sure you have a strategy?
    - IKEA Invades America

Guest Speaker: Stuart C. Pann
Vice President, Sales and Marketing Group  General Manager, Customer Fulfillment, Planning and Logistics
http://www.intel.com/pressroom/kits/bios/pann.htm
April 24th:
- Complex innovation model — CISCO as example.
- Required reading
  - Dealing with Darwin Pages 100-109 HB plus other Cisco relevant pages of your interest.
  - TextPak
    - Finding Your Innovation Sweet Spot
- Guest Speaker: Jim Forster  Distinguished Engineer, CISCO
  - [http://www.inveneo.org/?q=Board](http://www.inveneo.org/?q=Board)

May 1st:  Assignment due. See smartsite

May 1st
- Project report-outs (individual project report outs)
- Required reading:
  - How to win friends and influence people
- Will be a VERY interactive and thought provoking student report-out session covering innovation basics.
- Note: Class is likely to go late this week.

May 8th and May 15th
- Fundamental skills of innovation.
  - May 8th: Guest Speaker: Herman D’Hooge: Innovation Strategist
  - May 15th: Guest Speaker:  Dr. Tony Salvador: Design Ethnographer
May 22nd and 29th: Specific innovation examples for the developing world.

May 22nd:
- Large company business Innovation in the developing world — specifically microfinance
- Pre-reading:
  - Fortune at the bottom of the pyramid – Chapters 4, 5 and sections “financing for the poor” & “homes for the poor”
  - Textpak
    - CEMEX: Transforming a Basic Industry Company
    - CEMEX: Rewarding the Egyptian Retailers
  - Websites:
    - http://www.microfinancegateway.com/section/faq#Q1
    - http://cgap.org/portal/site/portfolio/Feb2007/
- Guest Speaker Deborah Arnold – Retired VP VISA Emerging Markets. Advisor, Grameen Foundation
  - http://www.grameenfoundation.org/who_we_are/our_people/committees_and_councils/technology/ (Look near the bottom of the page)

- Class determine subject for June 5th

May 29th:
- Innovation in the developing world social enterprises and corporate social responsibility.
- Pre-reading:
  - Fortune at the bottom of the Pyramid Pages chapter 6 plus 2 areas from Part 2 that you find interesting.
Textpak
- Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility
- Disruptive Innovation for Social Change

June 5th: Final Assignment due. See smartsite. NOTE, the written assignment is due June 5th – even if you present on June 12th.

June 5th
- Topic TBD from class input.
- Final project report out – some presenters.

June 12th:
- Final project report outs TBD
- Note – the class is likely to go late this evening.