III Edition

MBA
Global Business and Sustainability
Social Entrepreneurship Track

Forging Africa's Future

A Unique Blend of Distance Learning, Class Lessons and Coaching

Nairobi, Kenya 3 June 2013 - September 2014
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Introduction

VISION: Forging Africa’s Future through Innovation and Social Entrepreneurship

MISSION: The MBA Global Business and Sustainability - Social Entrepreneurship Track prepares a new class of Kenyan entrepreneurs who will be able to combine economic success with social and environmental sustainability.

The MBA program will guide active and aspiring entrepreneurs to:
- transform a business idea into a business plan, and
- develop the business skills necessary to guide a new venture.

In addition it will:
- support in the scaling and growth of the new business after the completion of the degree, and
- link entrepreneurs up with an international network of potential partners and investors.

CORE VALUES:
- Environmental, Social and Economic Sustainability
- Passion for Social Transformation
- Creativity and Leadership
- Team Work and Collaboration

FORMULA:
A unique blend of distance learning, class lessons and coaching:
- 3 Intensive Weeks of full time classroom and networking sessions
- 5 Long Weekends of full time classroom
- 7 Distance Learning Sessions

WHERE AND WHEN:
- Tangaza University College, Langata South Road, P.O. Box 15055 - 00509, Nairobi, Kenya
- 3 June 2013 - September 2014
Message from the Director of Altis

The MBA Global Business and sustainability - Social Entrepreneurship track responds to one of Africa’s most pressing needs: the creation of a new breed of entrepreneurs.

The program combines the academic features of an MBA in Entrepreneurship with the tools and networking opportunities typical of a Social Business Accelerator. Its aim is to give potential entrepreneurs a chance to either start or grow a socially impactful business venture.

The program is taught using a blended formula, a portion in the classroom and a portion on-line, thus allowing the entrepreneur to pursue an MBA without having to leave his/her profession, job or business.

A highly qualified international faculty will transfer invaluable business knowledge and a team of local and international mentors will support the entrepreneurs in the start-up and growth of their business.

Moreover, the MBA graduation ceremony will be part of a conference on Social Entrepreneurship where students will be given the opportunity to present their completed business plans to a panel of international business people and members of the financial community.

Business relationships will be created, funding will be raised and ideas will be launched. Do you want to be part of it?

BECOME A SOCIAL ENTREPRENEUR, BE PART OF THE CHANGE!

Mario Molteni
Director of ALTIS
Mario Molteni  
Director ALTIS, Professor of Corporate Strategy,  
Università Cattolica del Sacro Cuore of Milan, Italy

Beatrice Edel Churu  
Deputy Principal Academic,  
Tangaza University College, Nairobi, Kenya

Fr. S. Peter, S.J.  
Director of Loyola Institute of Business Administration (LIBA), Chennai, India
Why the MBA Global Business and Sustainability - Social Entrepreneurship Track

- **Concrete business opportunity**: receive the preparation and contacts necessary to successfully launch a new and impactful business.
- **Degree from the Catholic University of Milan, Italy**: the MBA in Global Business and Sustainability - Social Entrepreneurship Track is awarded by the School of Economics of the Catholic University of Milan, Europe's largest private institution of higher learning.
- **International recognition and reputation**: the MBA is the first non-American program to receive the Ashoka Innovation Award from the Ashoka Foundation, the world's foremost organization for the promotion of social entrepreneurship.

![Ashoka Innovation Award](image1)

- **Innovative Formula**: the blending of classroom and online training allows the entrepreneur to attend the program while continuing their current job or business.
- **Mentorship**: contact and exposure to local and international business people will support the entrepreneur in the start-up and development of their business.
- **Locally based with international exposure**: the Program is held at the Tangaza University College in Nairobi and taught by both Kenyan and international lecturers.
From Business Idea to Business Plan

This MBA program is a “training camp” for active and aspiring social entrepreneurs. It will aid the entrepreneur to move from a concept to a complete and convincing Business Plan. Each course will directly respond to a concrete need that arises while implementing a start-up or scale-up strategy.

The process:

1. **The Business Idea.** As part of the application process each candidate will be asked to present the business idea they intend to develop throughout the course of the program.

2. **Structuring the Business Model.** Each business idea will be scrutinized in the opening week of intensive study. The entrepreneur will be aided in identifying the idea’s strengths and weaknesses and in structuring out of it a business model using the Canvas template: this work will provide the base upon which will be improving day by day.

3. **Building the Business Model I.** Entrepreneurs will start elaborating on their business models: each MBA course will be applied to developing a specific component of the business model.

4. **Business Model Review.** Business models will be challenged in the mid-term week of intensive study: strengths and weaknesses will be identified and the way forward paved.

5. **Building the Business Model II.** Entrepreneurs will complete their business model applying lessons learned at the mid-term intensive week and making the most of MBA courses.

6. **Business Plan Lab.** During the final intensive week of study each entrepreneur will participate in a Lab where they will defend their business models before peers, and professors, review the work carried out throughout the year and assemble a well-structured Business Plan.

7. **Business Plan Competition.** Upon the completion of the courses the entrepreneurs will present their completed business plans to a panel of international business people and members of the financial community.

**Field Action**

Throughout the course work customized field projects will be designed for each entrepreneur where they will test real life feasibility of their business model within the business community. Examples of this projects could be in depth market analysis, customers’ focus groups, an internship with a mentor from their business sector, or research for and dialogue with potential financial partners.

**The Business Coach**

An essential part of the program will be the work each entrepreneur does with the business coach. This invaluable person will provide each participant with:

- Individual support in the refinement of their business idea and in the definition and development of the Business Plan
- Scouting for potential partners, suppliers, customers, and so on.
- Introductions to business mentors with specific industry expertise
- The financial oversight and rigor to assure the creation of an economically sustainable business.
Program Structure

The duration of the program is 15 months. It is divided into:

- **Intensive Weeks:** three periods of full time classroom and networking sessions: beginning, midterm and at the conclusion of the program;
- **5 Long Weekends from Thursday to Sunday:** every four to eight weeks;
- **7 Distance Learning Sessions:** continuous.

COURSES

The MBA courses are divided into five educational areas:

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**Human Resources**

- Human Resources Management
- Leadership and Innovation

**Business Operations**

- Business Research Methods and Statistics
- Operations Management
- Project Management
- Business Law and International Trade

**BLENDED FORMULA**

The training methods for these courses consist of:

- classroom training by lecturers from ALTIS-Università Cattolica del Sacro Cuore, Tangaza University College, LIBA and other international Business Schools;
- blended courses taught in part online and completed in the classroom by lecturers from all partner institutions;
- distance learning courses offered by all partner institutions.

The distance learning portion of the program will be made available on Catholic University's e-learning platform.
MBA GBS SET - Program

- **Initial Intensive Week**
  - 3 Jun ‘13

- **Blended Courses**
  - Jun - Nov ‘13

- **Midterm Intensive Week**
  - Dec ‘13

- **Blended Courses**
  - Dec ‘13 - Jul ‘14

- **Final Intensive Week**
  - Jul ‘14

- **Graduation Ceremony**
  - Sept ‘14

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**Toward the Business Plan**

- Structuring the Business Model
- Building the Business Model I
- Business Model Review
- Building the Business Model II
- Business Plan Lab
- Business Plan Competition

**Coaching & Mentoring**

- Field Action

**Get out of the Building!**

- Field Action

**Responsible Management & Catholic Social Thought**

- Field Action

- Final Intensive Week
  - Jul ‘14

- Graduation Ceremony
  - Sept ‘14

**Blended Courses**

- Jun - Nov ‘13
- Dec ‘13 - Jul ‘14

**Midterm Intensive Week**

- Dec ‘13
Networking Events

During the course of the program a series of public events will be organised with potential partners, donors and investors.

Networking evenings: Networking evenings will be a crucial part of each Long Weekend and Intensive Week. These informal moments of sharing and learning with successful entrepreneurs and managers will inspire and guide the work of the MBA students and at the same time help them to establish potential business links and partnerships.

Bridge the Gap Conference: This conference takes place during the Midterm Intensive Week.

Past editions of this event have seen the participation of:
- Ashoka Foundation
- East African Social Entrepreneurship Network (EASEN)
- Dalberg Foundation
- Open Capital Fund
- Kenyan Social Investment Exchange (KSIX)

Business Plan Competition: The MBA will close with a two day event which will include the final Business Plan Competition. Judges in the past editions have included representatives from important organizations as:
- Grassroots Business Fund
- GroFin Fund
- InReturn Fund
- Ashoka Foundation
- E+L Foundation
- Enablis

Global Social Venture Competition: The opportunity to participate in the Global Social Venture Competition will be given to the entrepreneur judged to have compiled the most viable business plan.

This entrepreneur will be invited to Milan to take part in the regional competition with the possibility of winning a trip to California to participate in the final round at the Haas School of Business in Berkeley, California USA.
Career Prospects

- The **start-up of a new business**: launch a new business venture that addresses a pressing social or environmental need.

- The **start-up of a not-for-profit activity**: bring innovation and managerial efficiency to the creation of new not-for-profit activities.

- The **development of an existing business or not-for-profit**: receive the training, guidance and contacts aimed at achieving economic stability and growth.

- The **opening of a “social franchise”**: replicate successful international business models in your native country.
Tapsea: the MBA Alumni Association

TAPSEA, The ALTIS Alumni Association of Professional Social Entrepreneurs in Africa, has been launched during the first edition of the MBA Global Business and Sustainability - Social Entrepreneurship Track, as a proposal of our pioneer class students.

TAPSEA pay-off is: “Tapping the basket of business ideas”. Main objective of the Association is to facilitate the start-up and growth of the new firms promoted by TAPSEA members, by creating a stable and effective network among them.

As an MBA SE student, you will have the unique opportunity to join TAPSEA. By joining TAPSEA you will take advantage on the professional competencies and the constant support given by ALTIS, Tangaza College and their Partner institutions not only during your MBA experience, but also beyond it. Because our goal is not only to train you as entrepreneurs, but to concretely support you in the implementation of successful, sustainable social businesses in Africa!
Candidate Profile

- You have business experience or a strong business attitude;
- You have an impactful idea for a new business or are currently involved in the running of a small business;
- You are committed to your country’s sustainable development;
- You have a Bachelor Degree from an accredited institution;
- You are a Kenyan citizen or resident in Kenya;
- You are proficient in English and experienced in the use of PC and IT.
University Partners

ALTIS - UNIVERSITÀ CATTOLICA DEL SACRO CUORE (Milan, Italy)
Founded in 1921, Università Cattolica del Sacro Cuore (UCSC) is the largest private institution of higher learning in Europe. UCSC, with 42,000 students and 12 Faculties, is an academic community whose purpose is to contribute to the development of specialized studies, scientific research, and to the preparation of young adults for work and service in research and teaching, and careers in the public and private sectors. It achieves this goal by offering a superior academic education inspired by the basic principles of Christian Social Doctrine.

www.unicatt.it

ALTIS, Postgraduate School Business & Society of Università Cattolica del Sacro Cuore promotes innovation in business in order to simultaneously foster competitive advantage and meet the ever-growing social and environmental demands of stakeholders. ALTIS is characterized by openness towards the international business world and a desire to effectively serve the students and enterprises with whom it interacts.

From 2005 the postgraduate school has offered educational programs specifically for students from Sub-Saharan Africa with the Master in Development Management (2005 - 2006), and the full time MBA Global Business and Sustainability (2007 to 2013).

www.unicatt.it/altis
TANGAZA UNIVERSITY COLLEGE (Nairobi, Kenya)
Tangaza University College is a constituent college of the Catholic University of Eastern Africa. It is involved in projects of social transformation and in the development of leadership and management.

Tangaza University College's impactful involvement in the Nairobi community gives the MBA a unique positioning for the social entrepreneur.
www.tangaza.org

LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION - LIBA (Chennai, India)
LIBA is recognised as the most innovative Business School in Tamil Nadu and one of the best in India. The Hindustan Times (a popular Indian newspaper) ranks LIBA number 4 among private Indian Business Schools.

LIBA contributes highly qualified professors and a far-reaching network of research and business contacts to the MBA program.
www.liba.edu
Application Process

ADMISSION REQUIREMENTS
- A minimum three-year University degree recognized by the Italian System (see “Dichiarazione di Valore” on page 17)
- A business idea (start-up or already existing, profit or non-profit) with great social and environmental impact
- English Proficiency
- Computer literacy (at least Microsoft Office Package) and internet (including Skype)
- Regular computer access
- GMAT or GRE results

Students with an existing business or with significant work experience will receive added consideration in the selection process.

ADMISSION PROCESS
All candidates who wish to apply for the MBA must follow a two-step process:
1. A pre-selection phase, aimed at identifying eligible candidates
2. An administrative phase, aimed at completing the administrative and bureaucratic procedure.

FIRST STEP - PRE-SELECTION
Applicants are required to produce the following documents:
- Application Form (to be completed on-line at http://www.unicatt.it/immatricolazioni/master)
- Curriculum vitae et studiorum (Résumé)
- Business summary (2-3 pages) describing the characteristics of a new business or the development of an existing one. Business summaries should include:
  - Business idea or concept
  - Social mission
  - Target customers
  - Target market and size
  - Competitors and barriers to overcome
  - Competitive advantage
  - Estimated social/environmental/economic impact;
  - Essay entitled: Why my personal profile suits my business project.
- Letter of reference (minimum 1) either academic or professional.
- Transcript of grades and copy of Bachelor Degree Certificate.

WHERE
The above listed documents should be delivered in person at Tangaza University College, Nairobi (Kenya) and sent via e-mail to mabsem.altis@unicatt.it for the initial screening process.

WHEN
The deadline for the submission of applications is April 26th, 2013.
ACCEPTANCE
Qualified candidates will be contacted for an interview and, once accepted, will be asked to send a written statement confirming their candidacy.

SECOND STEP - ADMINISTRATIVE ADMISSION PROCESS
Selected Applicants will be required to submit the following documents:

1. Certified transcripts of grades (original)
2. Two passport-size photos
3. Copy of passport
4. "Dichiarazione di Valore"

WHEN
Original copies of certified transcripts of grades, two passport-size photos, and an official identity card must be submitted by registered mail no later than May 15th, 2013 to ALTIS, Postgraduate School of Business & Society, Via San Vittore 18, Milan (Italy) P.O. Box: 20123.

* "Dichiarazione di Valore" is a certificate issued by the Italian Embassies (or Consulates) that authenticates a foreign degree certificate. To obtain the "Dichiarazione di Valore" the Applicant must apply to the Italian Embassy (or Consulate) of the country/region where the Applicant completed his/her university studies and provide them with a notarized translation of the diploma in the Italian language. In some countries, obtaining the “Dichiarazione di Valore” may take up to two months or longer. The Università Cattolica del Sacro Cuore’s Masters Division can assist the applicants in their effort to obtain the "Dichiarazione di Valore".

TUITION FEES AND SCHOLARSHIP POLICY
The tuition fee for the MBA is EUR 4,000.

A limited number of partial scholarships are available according to precise procedures to be communicated in due time.

For more information, please contact us at:

Tangaza University College
P O Box 15055 - 00509
Langata South Road
Nairobi (Kenya)
Contact Person:
Louisa Manwari
@: mbasem.altis@unicatt.it
Ph: +254 2679552/ 269546
Mobile: +254 788 463045/ 707 896849
MBA Sponsors

The MBA Program is sponsored by:

The Graduate Management Admission Council (GMAC) Management Education for Tomorrow (MET) Fund, through the “Ideas to Innovation” (i2i) Challenge.

On April 17, 2012, the MET Fund announced US$7.1 million in grants to 12 schools and organizations (among which ALTIS) that submitted the most creative implementation plans aimed at fostering Graduate Management Education through innovative approaches. (http://www.gmac.com)

The Italian Episcopal Conference (C.E.I.) Committee for Charitable Interventions in Favour of the Third World. The Committee has been specifically created by C.E.I. in order to facilitate the implementation of projects that:
- realise the solidarity and cooperation in favour of the populations of developing countries;
- promote a complete development of people and local communities, following the Church’s Social Doctrine. (http://www.chiesacattolica.it/cci2009/index.html)
MBA at a Glance

- **Opportunity**: Transform a business idea into a fully developed and field-tested business plan.

- **Degree**: MBA in Global Business and Sustainability - Social Entrepreneurship Track from the School of Economics of the Catholic University of the Sacred Heart, Milan, Italy.

- **Language**: English

- **Location of lectures**: Tangaza University College, Langata South Road, Nairobi, Kenya

- **Duration**: 3 June 2013 – September 2014

- **Formula**: A unique blend of Distance Learning, Class Lessons and Coaching

- **Faculty**: Europe, India, and Africa

**Admission requirements**

a. Application Form (to be completed on-line at http://www.unicatt.it/immatricolazioni/master);
b. Curriculum vitae et studiorum (Resume)
c. Business idea
d. At least 1 academic or professional reference letter
e. GMAT/GRE Test
f. Bachelor Degree Certificate
g. Transcripts

The above listed documents should be submitted in person at Tangaza University College Administrative office and on line via email: mbasem.altis@unicatt.it for the initial screening process.

**Application deadlines:**
First Step: April 26th, 2013
Second Step: May 15th, 2013 (Administrative deadline)

For further information please visit:
http://altis.unicatt.it/mba-set
http://tangaza.org/
Contact us:  
Università Cattolica del Sacro Cuore  
ALTIS Postgraduate School of Business & Society  
Via San Vittore 18  
Milan (Italy)

Altis is a member of the European Academy of Business in Society  

EFMD

EABIS  
European Academy  
of Business in Society

EFMD is a full member of the European Foundation for Management Development  

PRME

Principles for Responsible Management Education

PRME is signatory to the Principles for Responsible Management Education, an initiative of the UN Global Compact

The MBA Program is promoted and managed by ALTIS, Postgraduate School of Business and Society of the Università Cattolica del Sacro Cuore (Milan, Italy) and Tangaza College-Catholic University of Eastern Africa (Nairobi, Kenya), in collaboration with Loyola Institute of Business Administration (LIBA), Chennai, India.

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