

# GLOBAL NETWORK FOR ADVANCED MANAGEMENT



SÃO PAULO SCHOOL OF  
BUSINESS ADMINISTRATION

*Office of International  
Programs*

## SOCIAL ENTREPRENEURSHIP

Coordinator: Prof Edgard Barki

## **COURSE OBJECTIVES**

The concept of organisational hybridity refers to entities that integrate diverse institutional logics, combining characteristics from the state, market, and civil society. Social enterprises represent emblematic examples of such hybrid organisations, operating at the intersection of market-driven principles and social missions—where private initiative aligns with the goals of civil society—seeking to balance social impact with economic sustainability.

Globally, most social enterprises are founded by individuals from wealthier backgrounds aiming to address the challenges faced by low-income populations. Rarely are people at the base of the pyramid recognised as protagonists in solving their own problems; instead, they are frequently positioned as customers, producers, or passive beneficiaries.

This course examines the concepts, challenges, and opportunities associated with social enterprises in emerging markets, with a particular emphasis on the Brazilian context. It further adopts a critical, decolonial perspective on social entrepreneurship, highlighting bottom-up approaches to social transformation rooted in ancestral knowledge and communitarian logics.

## **LEARNING & TEACHING**

This course will employ a variety of learning approaches, including:

- Class discussions based on assigned pre-readings
- Guest lectures delivered by social entrepreneurs
- Field visits to favelas and low-income communities

## SESSIONS

### OCTOBER 13<sup>th</sup> (MONDAY)

#### LECTURE 1: BRAZILIAN CONTEXT (09:00 – 12:00)

This session provides an overview of the Brazilian economic context, focusing on the country's macroeconomic trends, business environment, and institutional landscape. Students will examine key economic indicators, the role of the state in the economy, and the challenges and opportunities faced by entrepreneurs operating in Brazil.

#### LECTURE 2: SOCIAL ENTREPRENEURSHIP IN BRAZIL (13:30 – 17:30)

This session will introduce the foundations of social entrepreneurship, tracing its global evolution and growing relevance in the age of purpose-driven business. Participants will gain an overview of the Brazilian ecosystem and begin to question who defines impact, whose voices are heard, and how social change is framed in different contexts.

#### Required Readings:

- Dees, J. G. (1998). The meaning of social entrepreneurship.
- Martin, R.L.; Osberg, S. (2007) Social Entrepreneurship: The Case for Definition. *Stanford SocialInnovation Review*. Spring 2007.

### OCTOBER 14<sup>th</sup> (TUESDAY)

#### BLACK ENTREPRENEURSHIP

This day will be dedicated to exploring the landscape of Black entrepreneurship in Brazil, with a focus on how race, identity, and structural barriers shape entrepreneurial journeys. Through a combination of field visits and guest talks, students will engage with entrepreneurs, activists, and community leaders who are building innovative ventures while confronting racial inequality and underrepresentation in the business world. The sessions aim to broaden students' understanding of entrepreneurship as a tool for social transformation and cultural affirmation within the Brazilian context.

#### Visit to Embaixada Preta (10:00 – 12:00)

Field Visit: Embaixada Preta – Innovation and Entrepreneurship from the Margins

This field visit offers students an opportunity to engage directly with a pioneering initiative based in São Paulo that fosters entrepreneurship, culture, and innovation within Black and peripheral communities. Hosted by the team at Embaixada Preta, the visit will explore how grassroots ventures navigate the local ecosystem, build networks of solidarity, and challenge dominant narratives around entrepreneurship and development.

## **Guest Talks: Voices from the Black Entrepreneurial Ecosystem (14:00 -17:30)**

In this session, students will hear from a diverse group of Black entrepreneurs, ecosystem builders, and thought leaders who are actively shaping the field of inclusive entrepreneurship in Brazil. The speakers will share their personal trajectories, business models, and reflections on navigating structural barriers such as racism, limited access to capital, and lack of representation. These conversations will highlight the power of community, cultural heritage, and resilience in driving entrepreneurial innovation and systemic change. The session is designed to foster dialogue and critical reflection on the intersections between race, economy, and opportunity.

### **OCTOBER 15<sup>th</sup> (WEDNESDAY)**

#### **FIELD VISIT (09:00 – 15:00)**

##### **Visit to Heliópolis, the largest favela in São Paulo.**

Once stigmatised for its poverty and informality, Heliópolis has become a vibrant urban territory marked by civic engagement, cultural vitality, and innovative grassroots initiatives. During this visit, participants will engage with UNAS, a long-standing community-based organisation that plays a key role in promoting education, rights advocacy, and local development from within the favela.

### **OCTOBER 16<sup>th</sup> (THURSDAY)**

#### **FIELD VISIT (08:30 – 16:00)**

##### **Visit to Jardim Ângela, a historically marginalized low-income neighbourhood in São Paulo.**

Once known as one of the most violent areas in the world, Jardim Ângela has become a symbol of community resilience and grassroots innovation. This visit will offer participants the opportunity to engage with local initiatives that are transforming the territory through culture, entrepreneurship, and collective action.

### **OCTOBER 17<sup>th</sup> (FRIDAY)**

#### **Guest lectures by leading voices in Brazil's impact ecosystem (09:00 – 12:00)**

Participants will engage with leading voices from Brazil's impact ecosystem. These guest lectures will offer diverse perspectives on how ventures with social and environmental missions are created, financed, and scaled within the Brazilian context. The sessions will provide valuable insights into the opportunities and challenges of advancing systemic change through entrepreneurship, while also highlighting the evolving role of impact-oriented organisations across sectors.

### **LECTURE 3: WRAP-UP SESSION (14:00 – 16:00)**

A collective reflection on the week's experiences, challenges, and insights. This closing session will foster open discussions and critical debates about the learning journey, encouraging participants to connect key takeaways with their personal and professional contexts.

#### **ATTENDANCE POLICY**

Attendance and full participation is essential to the experiential learning for intensive, international programs. All students must attend all required sessions which may include lectures and speaker sessions. Attendance will be taken at every session on every day of the program.

## ASSIGNMENTS

The final grade will be based on three components:

ASSIGNMENT	Weight
Reflective Daily Journal	30%
Class Participation	30%
Final Essay	40%

## FACULTY INFORMATION

**EDGARD BARKI:** Associate Professor of Social Entrepreneurship at FGV EAESP. Head of the Entrepreneurship Center at FGV EAESP. Member of Advisory Board of several social enterprises in Brazil. Professor Barki holds a PhD and a Master from Fundação Getulio Vargas and an MBA from University of São Paulo. Former Associate Dean of the Master in International Management FGV EAESP. His research interests are in the areas of social entrepreneurship and entrepreneurship in disadvantaged areas. Barki is the author of numerous articles and co-author of the books *“Negócios de impacto socioambiental no Brasil”* (Business with social and environmental impact in Brazil), *“Negócios com Impacto Social no Brasil”* (Business with social impact in Brazil), *“Varejo no Brasil”* (Retail in Brazil) and *“Varejo para Baixa Renda”* (Retailing for Low Income).

