



**STRATHMORE INSTITUTE**  
**DIPLOMA IN BUSINESS CREATION & ENTREPRENEURSHIP**  
**END OF SEMESTER EXAMINATION – AL JAMEA**  
**DE 1207- FUNDAMENTALS OF SOCIAL ENTREPRENEURSHIP**

DATE: January 18<sup>th</sup>, 2023

Time: 2 Hours

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**Instructions**

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.
3. Do not write on the question paper.

Victoria Hale, then a researcher in a pharmaceutical company, observed the following dire statistics: about 90 percent of the planet's disease burden falls on the developing world, yet only 3 percent of the research and development expenditure of the pharmaceutical industry is directed toward those ailments. Hale decided to create a social venture to address this issue. Her ultimate goal is to bring much-needed medicine to those who are less likely to have the money to afford it. In 2000, Hale founded the OneWorld Health Institute to help tackle the discrepancy she had observed. OneWorld Health received 501(c)(3) tax-exempt status the following year to become the first non-profit pharmaceutical company in the United States. Hale knew from her work as a scientist in the pharmaceutical and biotechnology industries, and subsequently as an official at America's Food and Drug Administration, that numerous promising drug-development projects—particularly for diseases of the poor—are dropped for lack of funding. She reasoned there was a gap in the market for an organization that would identify such projects, get their owners to donate the intellectual property if they were still in patent, raise development funding, and convince researchers to contribute their expertise to the development process pro bono.

For Victoria Hale, the status quo was the lack of medicine for poor people, and the better alternative was giving poor people access to affordable medicine. Poor people who needed the medicine the most did not have access to it. This sense of perceived injustice led her to create the OneWorld Health Institute out of a moral imperative. Hale realized that appropriate institutions, such as the market and/or governments, did not meet this social need. The success of the OneWorld Health Institute has been recognized worldwide. In 2004, she received the Schwab Fellowship of the World Economic Forum, awarded by the Schwab Foundation for Social Entrepreneurship. In 2005, she received the Economist Innovation Award for Social and Economic Innovation, from The Economist magazine. In 2007, she was one of Glamour magazine's Women of the Year for her work developing and providing pharmaceutical care to the world's poor. The OneWorld Health Institute is now an affiliate of PATH, a global health organization which intends to transform global health through innovation.

## QUESTION 1

- a) How did environmental scanning help Victoria Hale start OneWorld Health Institute? ( 4 marks )
- b) Using PEST analysis show why Victoria Hale was convinced her idea was viable ( 8 marks)
- c) Using specific examples from the case above describe the social venture sustainability model of OneWorld Health Institute ( 6 marks)
- d) Create a mission statement for OneWorld Health Institute ( 4 marks )
- e) Using specific examples from the case above explain the concept of mission fit vs demand Fit ( 8 marks)

## QUESTION 2

- a) Identify the differences between commercial and social entrepreneurship. Are these differences compelling enough to separate the two disciplines? Explain. ( 5 marks)
- b) Using specific examples from the case above describe three SDGs addressed OneWorld Health Institute ( 6 marks )
- c) Explain the concept of benchmarking to Victoria Hale and why its important ( 4 marks )

## QUESTION 3

- a) Social entrepreneurship is sometimes referred to as the fourth Sector; explain why and list the other three sector (5 marks )
- b) Identify and explain two reasons why social entrepreneurship is becoming a global phenomenon.( 5 marks)
- c) Explain two factors that could motivate an individual in starting and running a social venture. ( 5 marks )

## QUESTION 4

- a) Describe the entrepreneurial mind-set and explain how it might affect the likelihood of an individual engaging in social entrepreneurship.( 5 marks )
- b) Identify and explain three individual characteristics of social entrepreneurs.( 6 marks )
- c) Explain the roles and importance of passion in starting and running a social venture ( 4 marks )

## QUESTION 5

- a) Explain how the pull and push approaches contribute to social entrepreneurial motivations. ( 6 marks)
- b) Describe three roles played by government in promoting social entrepreneurship (6 marks)
- c) List three metrics that can be used to measure and report the social impact (3 marks)