

ENTR 3330 01: SOCIAL ENTREPRENEURSHIP

INSTRUCTOR:	STEPHANIE SHAPIRO
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COURSE SCHEDULE:	TUES 4:25-7:05 PM
LOCATION:	UNIVERSITY HALL 2001
OFFICE HOURS:	TUESDAY 4-4:25; 7:05-8PM (BY APPOINTMENT)
LINK TO COURSEPACK:	HTTPS://CB.HBSP.HARVARD.EDU/CBMP/ACCESS/32074256

“To make the structure of capitalism complete, we need to introduce another kind of business – one that recognizes the multidimensional nature of human beings. ... In order to do that, we need a new type of business... – a business that is totally dedicated to solving social and environmental problems.” – Muhammad Yunus.

COURSE DESCRIPTION

In this course, students are introduced to the field of social entrepreneurship - the process of using entrepreneurial mindset and business skills to create innovative approaches to societal problems. The course will explore various concepts and examples of social entrepreneurship (both not-for-profit and for-profit) through theoretical discussion and case studies. Moreover, students will utilize their creativity to explore their own solutions to the social problems of their choice.

COURSE OBJECTIVE

- Prepare students for a successful and rewarding (social) entrepreneurial career in the real world.
- Help students identify their passions and encourage them up to want to make a huge difference in the world.
- Familiarize with a wide range of social, environmental and other issues affecting the world.
- Examine the latest innovations and best practices in business models, legal forms, financing alternatives, and management strategies among for-profit and not-for-profit social ventures.
- To examine the challenges and rewards of entrepreneurship and management in creating and developing social purpose organizations.
- Create a challenging, fun and rewarding class.

COURSE CONTENT

The class covers some of the key components of social entrepreneurship, which will include:

- Understanding the meaning and concept of social entrepreneurship (What is it and what do social entrepreneurs do?) Also, history, background and recent trends in social entrepreneurship.
- Various objectives, legal formations, and business models of social entrepreneurship (E.g., for-profit or non-profit, various missions, direct or indirect impact, revenue models, etc).
- Identifying your passion and what drives you (Identifying the problems and social ills to care about – and how to use it to developing a vision of success and a sense of mission.)
- Recognizing opportunities and exploring innovative solutions Finding the right approach and business model to solve a problem.
- Managing, running and growing a social venture Includes a discussion of financing, hiring, marketing, environmental, giving and other critical strategies; as well as balancing financial and social/environmental objectives.
- Developing and presenting a proposal (or comparative analysis or business plan) for an innovative social venture

COURSE FORMAT

The class will consist of lectures, numerous case discussions, individual and group assignments, experiential exercises, videos, and guest speakers.

ASSIGNMENTS

The class will consist of near-weekly case assignments (2-page write-ups each), 3 (small) individual assignments; and 2 group assignments. Most of the case assignments are found in your reader, some are in the book (Values-centered Entrepreneurs), and some will be handouts.

Individual Assignment #1(Mini-Self Assessment) Please answer the following 3 questions on one (single, uno, ein) sheet of paper.

1. What causes do you care about? Pick a cause that you care deeply about. It can be the environment (e.g., global warming), human rights in China, racial relations in the U.S., poverty in Africa, HIV in India, health care in the U.S. etc. Why do you care about it?
2. What are your God-given (or natural) talents? What are you good at? What do you always enjoy doing?
3. Is there a match between your talents and the cause(s) you care about? What you would sacrifice (yes, sacrifice) to bring about a solution to your cause? Have you done something about it already?

Individual Assignment #2:

1. Pick a social entrepreneurship organization (not covered in class through the case assignments) that you admire and want to know a lot about and be prepared to present a PowerPoint presentation (no more than 10 slides) that describes the following info:

- History: How was it founded and by whom, etc?
- What social problems is it trying to solve?
- What is its mission?
- What are its strategies for making its social impact? What are they doing differently?
- What kind of social impact has it made? (how does the organization measure its social impact?)
- How does the organization operate (i.e., budget, financial resources, revenues)?
- How might they improve or scale their products/services in the future?

Individual Assignment #3: Self Assessment: Instructions to be given.

Class Consulting Project: I will bring in a guest speaker who is working on a real-life social enterprise problem or issue. You will break into small groups and each group member will choose a role. Your job is to thoroughly assess the issue and provide a logical, well thought out action plan with your recommendations on how to address the issue. I will provide you with guidelines on what you need to consider.

Group Proposal Project: The project is to be completed in self-selected, small groups (2-3; no more than 3 students per group). The project may take one of the following forms:

- A proposal (i.e., short business/feasibility plan) for a new social enterprise
- A critical assessment of an existing social enterprise with recommendations for improvement (must “work” with executives of that organization)
- Compare/Contrast sustainability practices for 2 or more organizations
- Other ideas by you

CLASS GUIDELINES

You are responsible for your own learning.

You can expect me to be prepared and ready to work each class. I will expect you to be prepared and ready to work each class including being prepared to be called upon to discuss assignments and comment on assigned readings. You are responsible for all assignments, even if you are absent. If you cannot attend class, please email me to let me know.

Quality class participation is a significant part of the class learning process. Asking good and thought provoking questions is one way of quality participation. You should never hesitate to comment because you are concerned that you are wrong or unsure of your opinion. Many of the questions that will be posed in class will be based upon the readings, the cases and the pre-work.

PRELIMINARY GRADING SCHEME

Categories	Assignments	Allocation %
Individual Assignments	Assignment 1	5%
	Assignment 2	10%
	Assignment 3	5%
Case Write-ups		20%
Class Consulting Project	Assignment 4	20%
Participation		20%
Group Project	Assignment 5	20%
Total		100%

PRELIMINARY REQUIRED READINGS AND VIEWINGS

Required:

- Course Reader to be purchased at <https://cb.hbsp.harvard.edu/cbmp/access/32074256>. You will need to register for the site and look for it by my name or class number ENT 3330 Social Entrepreneurship. Do this ASAP. The first two articles and case are downloadable electronically.
- Values-Centered Entrepreneurship. How a New Brand of Entrepreneurs Build Profitably Companies and Make a Positive Contribution to Society, by Choi, D. Y. & Gray, E. R., Upcoming in 2010.

Articles in the Reader

- Handy, C. (2002). What's a Business For? *Harvard Business Review*. Dec 01.
- Porter, M., Kramer, M. (2006). Strategy and Society. *Harvard Business Review*.
- Christensen, C.M. (2010). How Will You Measure Your Life? *Harvard Business Review*.

Cases in the Reader

- Baron, D. P. (2008). **Kiva**. *Stanford Graduate School of Business*. P70-PDF-ENG Length: 4p.
- Sawhill, J.C. & Thorp, S. (2000). **Teach For America**. *Harvard Business School Case Study 300084-PDF-ENG*. Length: 33p.
- Mair, J. & Schoen, O. (2005). **New Model for the Pharmaceutical Industry: The Institute for OneWorld Health**. *Harvard Business School Case Study*. IES109-PDF-ENG. 33p.
- Mair, J. & Seelos, C. (2004). **Sekem: Liberating a Vision, an Artistic Approach to Entrepreneurship**, *Harvard Business School Case Study*. IES129-PDF-ENG. 21p.
- Rangan, V.K. & Lee, K. (2010). **Grameen Danone Foods Ltd., a Social Business**. *Harvard Business School*.
- Austin, J.E. (1998). **Newman's Own**. *Harvard Business School Case Study*. 399052-PDF-ENG. 18p.
- Arthaud-Day, M., Grigoriou, K., Rothaermel, F. (2013). **Better World Books (2012)**. *Harvard Business School Case Study*.
- Le Ber, M.J. & Bansal, T. (2008). **Google's Way. Don't Be Evil**. *Richard Ivey School of Business*. 907m67.
- Phillips, J.K. & Phillips, D. (2007). **Walking the Walk: Putting Social Responsibility into Action at the White Dog Café**, *Ivey School of Business*, 907M49-PDF-ENG. 10p.

Other Reading Assignments not in the Reader

- J. Gregory Dees (1998). The Meaning of Social Entrepreneurship. (Handout)
- Choi, D. Y. & Gray, E. R (2008). Socially Responsible Entrepreneurs: What Do They Do (to Create and Build Their Companies)? Business Horizons. (Handout)
- Prahalad, C.K. & Hammond, A. (2002). Serving the World's Poor Profitably. *Harvard Business Review* <https://hbr.org/2002/09/serving-the-worlds-poor-profitably> (online PDF)
- Choi, D. Y. & Kiesner, F. (2007). **Homeboy Industries: Incubator of Hope and Businesses**. Entrepreneurship Theory and Practice. Vol. 31, Iss. 5. (Handout)

- Grossman, E. & Choi, D. Y. (2010). **Novica: Arts and Crafts of Social Venturing**. *Case Research Journal*. Volume: 30 Issue: 4. (Handout)
- Butler, J., Henderson, S., Raiborn, C. (2011). Sustainability and the Balanced Scorecard. *Management Accounting Quarterly*, vol 12 no. 2. (Handout)
- Porter, M., Kramer, M. (2011). Creating Shared Value. *Harvard Business Review*. (Handout)

PRELIMINARY SCHEDULE

	Date	Topic	Assignments Due
1	Jan 13	<u>INTRODUCTION TO CLASS</u> Syllabus Administrative Matters/Expectations/Grading How to structure write-ups	None
2	Jan 20	<u>CONCEPTS of SOCIAL ENTREPRENEURSHIP</u> Review Values Centered Entrepreneurs key points Case Discussion: Kiva Discuss Individual Assignment 1 specs	Read: The Meaning of Social Entrepreneurship (Handout) Read: Values-Centered Entrepreneurs – Chapter 1 (Introduction) & Chapter 2 <u>Due: Case Write-Up – Kiva (CP)</u>
3	Jan 27	<u>FOR PROFIT SOCIAL VENTURING (SELLING DEVELOPING WORLD GOODS...)</u> Discussion of Fair Trade Case Discussion: NOVICA	Read: Values-Centered Entrepreneurs – Raise Capital with Mission in Mind <u>Due: Case Write-up: NOVICA (Handout)</u>
4	Feb 3	<u>FIXING EDUCATION, EDUCATIONAL JUSTICE, COMPETITIVENESS</u> Case Discussion: Teach For America Discuss Individual Assignment 2: What makes a good presentation	Find 2 articles on the web discussing the status of education in the United States. Bring 2 key points to share with class. <u>Due: Individual Assignment 1</u> <u>Due: Case Write-Up - Teach For America (CP)</u>
5	Feb 10	<u>MEDICINES FOR THE DEVELOPING WORLD</u> Discuss Debate Format Case Discussion: New Model for Pharmaceutical...One World Health	Read: What's a Business For? (CP) <u>Due: Case Write-up for New Model for Pharmaceutical...One World Health (CP)</u>
6	Feb 17	<u>INNER CITY VIOLENCE AND JOB OPPORTUNITIES</u> Case Discussion: Homeboy Industries Debate from What's a Business For? Article	Prep for What's a Business For? Debate <u>Due: Case Write Up: Homeboy Industries (Handout)</u>

7	Feb 24	<u>NONPROFIT BUSINESS PRACTICES</u> Discussion: 6 Practices of High-Impact Nonprofits Discuss Group Consulting Project	Due: <u>Individual Assignments 2 (email slides to me)</u>
8	March 3	<u>IMPROVING A COUNTRY & THE WORLD (1): Microfinance and beyond</u> Case Discussion: Grameen Danone Foods Ltd Student Presentation: Assignment 2 Overview for Group Consulting Project	Read: Serving the World's Poor, Profitably (Handout) Due: <u>Case Write-Up: Grameen Danone Foods Ltd (CP)</u>
9	Mar 10	<u>SUSTAINABILITY/TRIPLE BOTTOM LINE</u> Discussion of B Corporations Case Discussion: Better World Books	Read: Value-Centered Entrepreneurs: Promote Your Values & Minimize your social and environmental footprints. Read: The Sustainability Balanced Scorecard (Handout) Due: <u>Case Write-Up – Better World Books (CP)</u>
10	Mar 17	<u>BUILDING A BUSINESS TO GIVE AWAY ALL PROFITS</u> Case Discussion: Newman's Own Discussion of Business Models	Read: Values-Centered Entrepreneurs – Make Giving a Priority Read: Strategy and Society (CP) Due: <u>Case Write-up: Newman's Own (CP)</u>
11	March 24	<u>Topic: TBD</u> Group Presentations/Guest Judge	Due: <u>Group Consulting Project Presentations</u>
	March 31	No Class: Spring Break	
12	Apr 7	<u>INCREASING LOCAL COMMUNITY IMPACT/OPERATIONALIZING SOCIAL RESPONSIBILITY</u> Case Discussion: White Dog Cafe Discuss Group Proposal Project Specs	Read: Creating Shared Value (Handout) Due: <u>Case Write-Up White Dog Café (CP)</u>
13	April 14	<u>IMPROVING A COUNTRY & THE WORLD (2)</u> Case Discussion: Sekem Discuss Individual Assignment 3 or Alternative Interview Assignment	Read: Socially Responsible Entrepreneurs: What Do They Do (Handout) Read: Values-Centered Entrepreneurs – Maximize Profits Due <u>Case Write-up: Sekem (CP)</u>

14	Apr 21	<u>GROWING A SOCIAL ENTERPRISE & MEASURING PERFORMANCE</u> Case Discussion: Google's Way	Read: Value-Centered Entrepreneurs: Minimize your social and environmental footprints. <u>Due: Case Write-up: Google's Way (CP)</u>
15	Apr 28	<u>LEAVING A LEGACY</u> Case Discussion: Stonyfield Farm (inside the Values-Centered Book) Careers in Social Entrepreneurship	Read: Value-Centered Entrepreneurs: Stay with It for the Long Haul Read: How Will You Measure Your Life? (CP) <u>Due: Case Write-Up: Stonyfield Farm (Values-Centered Entrepreneurs)</u>
16	May 5	<u>GROUP PRESENTATIONS AND CLASS REFLECTION</u> Survey on Class	<u>Due: Final Group Project Presentations or Papers</u> <u>Due: Individual Assignment 3 (personal assessment or alternative assignment)</u>