Introduction to Social Entrepreneurship
August 5 - September 29, 2012

(Offered through University of the Pacific's CPCE and the Global Center for Social Entrepreneurship)

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Course description

This eight-week online course is a general introduction to the developing field of social entrepreneurship.

The purpose of this course is to introduce students to the concept, theories and practice of social entrepreneurship around the world. Throughout the course, examples are given of real social entrepreneurs and social entrepreneurial organizations in order to give practical insight to complement the theory covered in the course.

Introduction

Globalization and rapidly increasing communications make us painfully aware of the intractable problems facing humanity and our planet today. Thankfully, we find that there are a growing number of talented, ambitious, and courageous individuals known as social entrepreneurs who are creating initiatives that are attempting to mitigate some of these problems on a scale - and with far more ambition - than ever seen before. They realize that we don't have time for incremental change - we need urgent and systemic change to solve global problems. These individuals and organizations are creating models of urgent, systemic change rather than more traditional incremental improvement, and are being advanced globally in what has come to be known as Social Entrepreneurship. In this course, we will get to know who these people are and what their organizations do, how they think and work, and why they represent more than just a ray of hope in today's world.

As an emerging discipline, social entrepreneurship is a new arena that requires academic and practitioner cooperation, as it lies at the intersection of the fields of entrepreneurship and social change. The course context and content will reflect this intersection.

The course will expose students to concepts, topics and definitions in this developing field, including theory regarding entrepreneurship, social entrepreneurship at the intersection of entrepreneurship and social change, definitions of social entrepreneur and social entrepreneurship, and the importance of sustainability and scaling to accomplish systems-changing social impact.

The online text is divided into four modules:

1. Introduction
    1.1. Course Description
    1.2. Why is Social Entrepreneurship Important?

2. Defining Social Entrepreneurship
    2.1. What Exactly is a Social Entrepreneur?
    2.2. Theories of Social Entrepreneurship
    2.3. How Social Entrepreneurs Deliver Solutions to Social Problems

2.4. Differentiating Social Entrepreneurial Organizations from other Social Mission Organizations

3. <u>Sustainability, Equilibrium Change and Scaling - Critical Elements of Social Entrepreneurship</u>
   3.1. Importance of Sustainability, Equilibrium Change and Scaling for Social Entrepreneurial Organizations
   3.2. Managing for High Impact
   3.3. Scaling Up Social Impact

4. <u>A Review of Social Outcomes and Impact Measurement</u>
   4.1. Measuring Outcomes and Impact of Social Initiatives

Course Learning Objectives

- Describe how social entrepreneurship lies at the intersection of the fields of entrepreneurship and social change
- Evaluate how scholars and practitioners are defining the role and characteristics of the social entrepreneur
- Identify different theories of social entrepreneurship
- Evaluate the characteristics of social entrepreneurial organizations
- Explain how social entrepreneurship delivers solutions where markets and governments fail
- Recognize the positioning of social entrepreneurship between civil society, the market, and government
- Determine the difference between social service providers, social activist organizations, and social entrepreneurial organizations
- Analyze a wide range of social entrepreneurial cases
- Understand the importance of scale and sustainability for the social entrepreneurial organization
- Assess organizational capacities necessary for taking social impact to scale
- Describe different outcome and impact assessment tools being implemented by social entrepreneurial organizations

Learning Materials

- Online Text – The online course content developed by social entrepreneur Martin Burt covers the main course topics and concepts. See outline of Course Content below for more details.
- Discussion Questions – At the end of each chapter students will find End-of-Chapter Questions to guide discussions on the main points of the chapter.
- Online Multiple Choice Quizzes follow each online chapter to help students focus on the main points, analyze points of view of scholars and practitioners, and demonstrate mastery of the material. (Multiple Choice Quizzes are found in the Tests and Quizzes section of the online course in Sakai.)
- Short papers – Short papers are assigned to give the student the opportunity to analyze and reflect on the main concepts being discussed both in the online text and in required readings.
- Videos – The online text includes embedded (and/or links to) videos that give students the opportunity to see practitioners in the field, thus linking theory with practice.
- Case Studies – Short case studies are discussed in the online text and a longer case study is presented in Appendix 2 of the online text as examples of real life challenges, opportunities, problems and risks faced by social entrepreneurs.
- Required Reading – Apart from the online text, students taking this course will need to read the books and articles listed below as a basis for the analysis of topics and questions that

will emerge during the course. (The Articles and Selected Readings will be available to students in the Resources section of the course website).

Books on Social Entrepreneurship (available at amazon.com and other online sources, as well as other major bookstores, in both used and new editions):

1. Bornstein, David (2007). *How to Change the World: Social Entrepreneurs and the Power of New Ideas*. New York, NY: Oxford University Press.

2. Elkington, John and Hartigan, Pamela (2008). *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*. Boston: Harvard Business Press.

Articles on Social Entrepreneurship and Scaling Social Impact (available in Resources section of online course website):

1. Dees, J. Gregory (2001). "The Meaning of Social Entrepreneurship," Center for the Advancement of Social Entrepreneurship Duke University, http://www.caseatduke.org/documents/dees_sedef.pdf

2. Dees, J. Gregory (2003). "Social Entrepreneurship is about Innovation and Impact, Not Income," http://www.caseatduke.org/articles/1004/corner.htm

3. Martin, Roger and Osberg, Sally (2007). "Social Entrepreneurship: The Case for Definition," *Stanford Social Innovation Review,* Spring 2007, http://www.ssireview.org/articles/entry/social_entrepreneurship_the_case_for_definition

4. Drayton, William (Winter 2006). "Everyone a Changemaker," *Innovations*, http://www.ashoka.org/files/innovations8.5x11FINAL_0.pdf

5. Novogratz, Jacqueline. "Scale and Replicability," Social Edge, http://www.socialedge.org/discussions/scale/scale-and-replicability

6. LaFrance Associates (2006). "Scaling Capacities: Support for Growing Impact,"
http://www.lulu.com/items/volume_28/446000/446331/1/print/Scaling_Capacities_Report_Final_content.pdf

7. Dees, J. Gregory, Battle Anderson, Beth, and Wei-Skillern, Jane (Spring 2004). "Scaling Social Impact," *Stanford Social Innovation Review*, p. 24-32.

Additional Suggested Reading:

For students wishing to explore (business) entrepreneurship theory more in-depth, the following readings are suggested:

Selected Readings on Entrepreneurship Theory:

1. Casson, M., Yeung, B. Basu, A. and Wadeson, N. ed. (2006). *The Oxford Handbook of Entrepreneurship,* Oxford: Oxford University Press, p. 1-56. (Available in Resources section of course website.)

2. Schumpeter, Joseph (1947). *Capitalism, Socialism, and Democracy*, New York: Harper, p. 81-86. (Available in Resources section of course website.

Optional Readings – Apart from the readings mentioned above, there is a selection of optional readings listed in the online text to help the student expand on his/her general understanding of the subject matter.

Student Responsibilities

1. Complete the online readings, books, and articles assigned, as well as end-of-chapter quizzes and short papers, and submit electronically to the professor before or on established due date.
2. Maintain the principles of the University Honor Code, which is intended to maintain and preserve the high standards of personal character and integrity vital in academic pursuits. The success of the Honor Code is made possible only with the acceptance and cooperation of every student. Each student is expected to maintain the principles of the Code.

    A violation of the Honor Code may occur in one of the following areas:
    - Giving or receiving information from another student during an examination.
    - Using unauthorized sources for answers during an examination.
    - Illegally obtained test questions before the test.
    - Any and all forms of plagiarism (plagiarism is the misrepresentation of another person's work as one's own).
    - The destruction and/or confiscation of school and/or personal property.

Assessment and Grading Policy

Students will be assessed in the following ways:

1. Responses to online end-of-chapter Multiple Choice Quizzes. Each of these assignments is weighted equally and their total constitutes 30% of the grade. (Multiple Choice Quizzes are found in the Tests and Quizzes section of the online course in Sakai.)
2. Short papers. Two short papers will be assigned during the course (Week 3 and Week 7) and are worth 30% of the grade. Short papers are assigned to give the student the opportunity to analyze and reflect on the main concepts being discussed both in the online text and required readings. Short papers should be long - or short - enough to treat the assigned topic with thoughtful reflection and critical analysis. They should be single-spaced and not exceed three pages.
3. Questions on Fundación Paraguay Case Study (Appendix 2). Constitutes 10% of course grade.
4. Final exam: This exam will cover the main concepts covered in each chapter of the course, and constitutes 30% of the grade. (Exam will be located in the Tests & Quizzes section of the online course in Sakai.)

A+	97 – 100	C+	77 – 79
A	93 – 96	C	73 – 76
A-	92 – 90	C-	70 – 72
B+	87 – 89	D+	67 – 69
B	83 – 86	D	63 – 66
B-	80 – 82	D-	60 – 62
		F	59 and below

COURSE CONTENT

Week 1: (August 5 – August 11)

Class Content: Students will review the purpose of the course, analyze course objectives and topic outline, review the learning materials to be utilized, and analyze why social entrepreneurship is important to society. Students will also explore definitions of "social entrepreneur" and analyze differences and similarities between business entrepreneurs and social entrepreneurs.

Assignments: Read through syllabus carefully to plan out course's work in order to turn in assignments in a timely manner.

>
> Online Text:
> 1. Introduction and Course Description
>   1.1 Course Description
>   1.2 Why is Social Entrepreneurship Important?
>   2.1 What Exactly is a Social Entrepreneur?
>
> Other Required Reading:
>
> 1. Chapters 1-10 of David Bornstein's *How to Change the World: Social Entrepreneurs and the Power of New Ideas* (2007).
>
> 2. Roger Martin and Sally Osberg's "Social Entrepreneurship: The Case for Definition" (2007).. (Located in Resources section of course website.)
>
> Videos:
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> View the following videos that are embedded in or linked to online text, Chapter 2.1:
> 1. "What is a Social Entrepreneur?", Schwab Foundation.
> 2. "Nothing More Powerful," interview of Bill Drayton.
> 3. Video on the work of Albina Ruiz and Ciudad Saludable.
> 4. "Key Traits of Social Entrepreneurs," interview of John Elkington.
>
> Assessment
>
> Chapter 2.1 Multiple Choice Quiz **due August 11.**

Week 2: (August 12 – August 18)

Class Content: Students will review traditional theories of (business) entrepreneurship, and analyze how they are reflected (or not) in the work of social entrepreneurs.

Assignments:

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> Online Text:
> Chapter 2.2: Theories of Social Entrepreneurship
>
> Other Required Reading:
>
> 1. Chapters 11 -21 of David Bornstein's *How to Change the World: Social Entrepreneurs and the Power of New Ideas* (2007).

2. J. Gregory Dees' "The Meaning of Social Entrepreneurship" (2001). (Located in Resources section of course website.)

3. J. Gregory Dees' "Social Entrepreneurship is about Innovation and Impact, Not Income" (2003). (Located in Resources section of course website.)

Videos: View the following video that is embedded in or linked to online text, Chapter 2.2: "Social Entrepreneurs: Pioneering Social Change."

Assessment:

Chapter 2.2 Multiple Choice Quiz **due August 18.**

Week 3: (August 19 – August 25)

Class Content: Students will review how social entrepreneurs address market failures to provide goods and services to the poor, analyze how the business world is seeing new opportunities in market failures, and review how social entrepreneurship taps into civil society-private-public partnerships to solve social problems. The organizational operational models that social entrepreneurs tend to use will also be reviewed.

Assignments:

Online Text:
2.3 How Social Entrepreneurs Deliver Solutions to Social Problems

Other Required Reading:

1. Read Introduction and Chapters 1-4 John Elkington and Pamela Hartigan's *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World* (2008).

2. William Drayton's "Everyone a Changemaker" (2006). (Located in Resources section of course website.)

Videos: View the following video and audio clips that are embedded in or linked to online text, Chapter 1.2:

1. Video featuring social entrepreneurs Victoria Hale, David Green, and Jim Fruchterman as they describe how market failures inspire their work.

2. Presentation of Roger Martin at the opening plenary 2009 Skoll World Forum on Social Entrepreneurship.

3. "The Objectives of Social Entrepreneurship," interview of social entrepreneur David Green (audio clip).

Assessments:

1. **First short paper due August 25**: Explain in your own words what social entrepreneurship is, and what it isn't. Use examples from the Bornstein and Elkington & Hartigan books, as well as the online course

text and required articles to support your arguments. Be sure to cite your sources carefully, using the guidelines from the University of Pacific Library found at the following link: http://libguides.lib.pacific.edu/content.php?pid=184668&sid=1551663. You will note that in addition to information on avoiding plagiarism, there are other links to more specific information on citing sources and on style manuals. For the purpose of this course, it does not matter which style manual you choose to use for your citations as long as you are consistent. Submit paper to: mburt@pacific.edu.

2. Chapter 2.3 Multiple Choice Quiz **due August 25**.

Week 4: (August 26 – September 1)

Class Content: Students will learn how to differentiate social entrepreneurial organizations from other social mission organizations, and analyze the relationship between social enterprises and social entrepreneurial organizations.

Assignments:

Online Text:
Chapter 2.4: Differentiating Social Entrepreneurial Organizations from
        other Social Mission Organizations

Other Required Reading:

1. Read Chapters 5 - 7, plus Conclusion and Appendix of John Elkington and Pamela Hartigan's *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World* (2008).

Video:

View the video about Fundación Paraguaya's self-sufficient agricultural school that is embedded in Chapter 2.4.

Assessments:

1. Chapter 2.4 Multiple Choice Quiz **due September 1.**

2. Questions on Case Study of Fundación Paraguaya (Appendix 2). Submit answers electronically via mburt@pacific.edu. **Due September 1.**

Week 5: (September 2 – September 8)

Class Content: Students will analyze the importance of sustainability, "equilibrium change," and scaling for social entrepreneurial organizations.

Assignments:

Online Text:
Chapter 3.1: Importance of Sustainability, Equilibrium Change and
        Scaling for Social Entrepreneurial Organizations

Other Required Reading:

Jacqueline Novogratz's "Scale and Replicability." (Located in Resources section of course website.)

Assessment:

Chapter 3.1 Multiple Choice Quiz **due September 8.**

Week 6: (September 9 – September 15)

Class Content: Students will review best practices of high impact social mission organizations, and conduct a field interview to evaluate the nature of action and outcomes sought of a social mission organization in their town or region.

Assignments:

Online Text:
Chapter 3.2: Managing for High Impact

Assessment:

Chapter 3.2 Multiple Choice Quiz **due September 15.**

Week 7: (September 16 – September 22)

Class Content: Students will review some critical issues to be considered by social entrepreneurial organizations before taking their social impact to scale. They will also review organizational capabilities necessary to successfully scale up social impact, and analyze two successful cases of social innovation taken to scale.

Assignments:
Online Text:
Chapter 3.3: Scaling Up Social Impact

Other Required Reading:

1. LaFrance Associates' "Scaling Capacities: Support for Growing Impact" (2006). (Located in Resources section of course website.)

2. J. Gregory Dees, Beth Battle Anderson, and Jane Wei-skillern's "Scaling Social Impact" (2004). (Located in Resources section of course website.)

Videos:

View the following videos that are embedded in or linked to online text:
1. "Uganda: A Little Goes A Long Way."
2. Video on the work of Rodrigo Baggio and CDI.

Assessments:

1. **Second short paper due September 22**: Describe the significance of scaling for a social entrepreneurial organization. Use examples from the Bornstein and Elkington & Hartigan books, as well as online text and assigned articles to support your arguments. Be sure to cite your sources carefully, using the guidelines from the University of Pacific

Library found at the following link:
http://libguides.lib.pacific.edu/content.php?pid=184668&sid=1551663.
You will note that in addition to information on avoiding plagiarism,
there are other links to more specific information on citing sources and
on style manuals. For the purpose of this course, it does not matter
which style manual you choose to use for your citations as long as you
are consistent. Submit paper to: mburt@pacific.edu.

2. Chapter 3.3 Multiple Choice Quiz **due September 22**.

Week 8 (September 23 – September 29)

Class Content: Students will review the definitions of social initiative outcomes and impact,
analyze why measuring of outcomes and impact is so important for social entrepreneurial
organizations, evaluate special challenges which social mission organizations face in measuring
social performance, and review methods and approaches being used to measure social
outcomes.

Assignments:

Online Text:
Chapter 4.1: Measuring Outcomes and Impact of Social Initiatives

Assessments:

1. Chapter 4.1 Multiple Choice Questions **due September 28.**

2. **Final Exam due September 29.** (The final exam will be located in
the Tests and Quizzes section of course website and can be taken any
time between September 26 and September 29). The exam will cover
all the main concepts covered in the course and will consist of a
combination of multiple choice and essay questions. Final exam is
worth 30% of course grade.