SOCIAL ENTREPRENEURSHIP
MGMT-GB.2128.30 -- 1.5 credits
Spring 2013
Instructor: Associate Adjunct Professor Margot Brandenburg
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Office Hours: Mondays 5-6pm by appointment
Prerequisite: None

Course Overview:
Social Enterprises (as defined by Wikipedia) are social mission-driven organizations which apply market-based strategies to achieve a social purpose. The movement, broadly defined, includes both non-profits that use business models to pursue their mission and for-profits whose primary purposes are social. Many commercial businesses would consider themselves to have social objectives, but social enterprises are distinctive because their social or environmental objectives are core to their business model.

This course focuses on trends, opportunities and challenges facing social entrepreneurs, both in the United States and around the world. In each session, we will combine a social enterprise case discussion with examination of a topic related to the broader ecosystem for social enterprises, such as impact investing, consumer engagement, etc. We will also hear from thought leaders and practitioners about their own experiences in the field. The course will conclude by asking you to combine the lessons and insights from each of the sessions into a pitch for your own social venture.

Course Objectives:
Upon completion of this course students will be able to:
1. Identify trends, best practices, opportunities and constraints in developing new social enterprises
2. Demonstrate use of tools and conceptual frameworks to support launching a new social enterprise or making funding decisions
3. Acquire new perspectives on the opportunities for leveraging your MBA or advanced degree to achieve social impact

Course Outline:
Note: The order of topics covered in each session may be changed depending on speaker availability of guest speakers.

April 8th: Overview and spectrum of social enterprises

After beginning with an overview of the class and the final project, this session will explore definitions of social enterprises and related concepts, as well as frameworks within which to organize them. The readings are designed to provide a crash course into the leading thinkers in social enterprise and its ‘adjacent fields.’ We will also
explore some of the most pressing debates in social enterprise, with students arguing different positions on the issues.

Readings:
- David Bornstein SSIR podcast “Globeshakers”, 2006 (http://www.ssireview.org/podcasts/entry/david_bornstein_- _how_to_change_the_world)
- Julie Battilana, Matthew Lee, John Walker, & Cheryl Dorsey, ”In Search of the Hybrid Deal” 2012 (SSIR)
- Phil Buchanan, ‘“What Capitalism Can’t Fix”, January 2013 (http://blogs.hbr.org/cs/2013/01/what_capitalism_cant_fix.html)

In addition, you will be assigned to read one of the following:
- Jed Emerson, Executive Summary of “The Blended Value Map: racking the Intersects and Opportunities of Economic, Social and Environmental Value Creation”, 2004 (Concept: Blended Value)

For the above reading to which you are assigned, please prepare a 2-4 four minute explanation of the relevant concept (i.e. Shared Value, etc.) and be prepared to explain:
  a. Its definition and how it relates to social enterprise (as defined by Wikipedia and expanded upon by Dees)
  b. Its basic framework or component parts
  c. What types of organizations/people it targets
  d. Major challenges it faces

April 15th: Social enterprises serving the BoP (Bottom of the Pyramid)

We will begin this session by discussing the case of d.Light, as a segue into the broad segment of social enterprises that provide goods and services to low-income or otherwise vulnerable customers. We will then review more recent innovations in product and service design. Guest speaker: Lillian Chege, Rockefeller Foundation or Will Byrne, Groundswell.

Reading:
- Case: d.Light
April 22\textsuperscript{nd}: Two topics: a) Social enterprises as engines of (targeted) job growth; and b) Supply chains as drivers of social enterprises

We will begin this session by discussing the case of Digital Divide Data, as a segue into the broad segment of social enterprises that provide targeted job growth. We will discuss the overlap and distinction between social enterprises and small and growing businesses. DDD provides a good transition to the topic of large supply chains and how they can be used to drive positive impact. Guest speaker: Brian Trelstad, formerly of Acumen Fund and now of Bridges Ventures US.

Readings:
- Case: Root Capital

April 29\textsuperscript{th}: B corporations as lens into two topics: a) social v. environmental benefits; and b) legal form

We will begin this session by discussing the case of B Lab, which includes a broad universe of social enterprises whose mission is to produce positive change in society, including both social and environmental. We will discuss whether environmental impacts provide easier “win wins” than social impacts. We will then discuss relevant legal forms for social enterprises. Guest speaker: Andrew Kassoy, B Lab.

Readings:
- Case: B Lab

May 6\textsuperscript{th}: Driving capital to social enterprises

In this session, we will shift gears and examine impact investing as an industry emerging to drive capital to social enterprises. We will review the industry’s evolution and growth since the term was coined in 2008, as well as the opportunities and challenges it currently faces. Guest speaker: Amit Bouri, Managing Director, Global Impact Investing Network (GIIN).

Readings:

May 13th: Final projects

Course Grading:

1. Reading summaries (30 points)
2. Class participation (30 points)
3. Final project (40 points)

Students will be graded on a combination of class participation, reading summaries and final project. You will be asked either to prepare written responses to questions about the readings or to prepare a general two-page review of the assigned reading material twice during the course, including questions they raise for discussion of the session topic. Students are expected to be actively engaged in classroom discussions around the readings and with guest speakers. Your participation grade will be based on the quality (not quantity) of your contributions to class discussion, and on the insights and original thinking that you bring to the discussion. The final project assignment will be to develop a pitch presentation for a social enterprise or specific field-building initiative.

Additional Information:

- Since this is only a six week course, attendance is mandatory. A written assignment may replace your participation grade for any one missed class and needs to be emailed to me prior to the start of the next class.
- No more than one excused absence is permitted; two or more absences will result in an incomplete for this course.
- The syllabus will be finalized pending the outcomes of a registered student survey, designed to surface relative interest in domestic v. emerging markets social enterprise activity.