

SOCIAL ENTREPRENEURSHIP

ENTP 4340.501

FALL 2016

Class Meeting: Tue., 7:00 – 9:45 PM, JSOM 2.802 Final Presentation: December 6, 2016 Office Hours: Mon./Wed., 8:00 a.m.-9:45 a.m.; Tue., 5:30 p.m.-6:45 p.m.	Robert G. Wright Office: JSOM 4.102 Email: wright.bob@gmail.com Phone: Office: (214) 695-3747
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COURSE DESCRIPTION

The defining feature of early America, according to Alexis de Tocqueville, was small groups of citizens banding together to do good works. Today, early in the 21st Century, we rely significantly and increasingly on social enterprises to provide significant social services. Social entrepreneurial ventures may take nonprofit, for-profit, or hybrid business forms. The course will develop theoretical and practical frameworks appropriate for understanding the processes and challenges of businesses operating in the social sector. Student teams will work with selected local social ventures – focusing on the issues and challenges of mission definition, service delivery, business practices, fund-raising, and governance – to address a defined initiative.

In this course, student teams will “adopt” one of several pre-selected Dallas-area social enterprises and apply business practices to build organizational capacity. Through a series of meetings with each venture leader, the teams will complete a written assessment and class presentation of the selected organization and an area critical to the nonprofit’s success.

Many of the skills learned and sharpened will be transported from and transferable to a traditional entrepreneurial business. Those who successfully complete this course will be better prepared for career opportunities that provide significant personal satisfaction and professional stability.

LEARNING OBJECTIVES

Upon successful completion of the course, students will be able to:

1. define and identify social entrepreneurship and examples of social entrepreneurs and their ventures
2. analyze and evaluate opportunities and constraints related to social ventures and present recommendations for effectiveness
3. identify, describe, and create a social value proposition for organizations
4. identify and analyze types of innovative structures and business models and their implications
5. identify and evaluate the use of income mechanisms in the social sector
6. analyze and evaluate social impact for a social venture and develop performance metrics for this purpose

REQUIRED COURSE MATERIALS

- **Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation.** ISBN-13: 978-0-233076-3 (2009) (available at the bookstore and online)
- **Electronic Readings:** As indicated in the syllabus

FORMATION OF GROUPS

This course is structured for teams of four to five students. Students will be provided an opportunity to form teams during the first session of the course. A list of the members of each group (with name, email and telephone contact information) should be turned in to the instructor by email at the end of class on [August 30, 2016](#).

LECTURE NOTES

The MS PowerPoint slides used in lectures and case discussions and other course-related materials will be posted on eLearning (<https://elearning.utdallas.edu/>) under course ID ENTP 4340.501. You should be able to access eLearning with your UTD ID and password. Call computer services at (972) 883-2911, if you need assistance.

COURSE REQUIREMENTS & GRADING:

The list of assigned readings is attached. Supplemental materials may be provided or posted electronically. Advance preparation and enthusiastic participation in class discussions are important parts of the learning experience in this course and will be evaluated.

The course has been designed to allow flexible management of your time. There will be no quizzes. Your grade will be based on your written assignments, oral presentations, and contributions to class discussions. These assignments, their due dates, page limits, and their relative weights in determining your final grade are summarized in the table below:

Written Assignment	Due Date	Team or Individual	Format	Paper Length	Weight
1. Project Plan	Sept. 20, 2016	Team and Individual	Paper/PowerPoint	2 pp answers to questions, 5-7 slides to support 15-minute presentation	10%
2. Progress Report #1 – Business Model	Sept. 27, 2016	Team and Individual	Paper/PowerPoint	5-7 slides to support 15-minute presentation	5%
3. First Test	Oct. 4, 2016	Individual	Multiple Choice		10%
4. Progress Report #2	Oct. 11, 2016	Team and Individual	Paper/PowerPoint	5-7 slides to support 15-minute presentation	5%
5. Progress Report #3	Oct. 18, 2016	Team and Individual	Paper/PowerPoint	2 pp answers to questions, 5-7 slides to support 15-minute presentation	5%
6. Progress Report #4 – Outcome Measure Analysis	Nov. 1, 2016	Team and Individual	Paper/PowerPoint	2 pp answers to questions, 5-7 slides to support 15-minute presentation.	5%
7. Second Test	Nov. 8, 2016	Individual	Multiple Choice		10%
8. Research Project presentation rehearsal	Nov. 29, 2015	Team and Individual	PowerPoint	FIRST DRAFT of final presentation - 20 slides to support each element of project results	10%
9. Final Project Results	Dec. 6, 2015	Team and Individual	Paper/PowerPoint	15-25 pp summary of project results, 20 slides to support each element of project results	30%
10. Class Participation		Individual			10%
Overall Course Grade					100%

Written feedback will be provided on each assignment.

Class Participation. Ten percent (10%) of your grade will be based on the quality of your preparation for and active participation in class discussions and exercises. From time to time, it may be necessary to miss a class due to illness or personal business. Please let Mr. Wright know in advance. Keep in mind that written assignments must be emailed by the due date, regardless. If participation becomes an issue, your grade will be impacted.

EXAMS

We will have two major exams during the semester. These exams will consist of multiple choice and essay questions. We will talk more about the exams before they are administered.

PEER EVALUATION

A peer evaluation process will be utilized to adjust individual grades on all group assignments (maximum range of +/- 20% of the group grade). The peer evaluation form (attached) will be completed individually and turned in on [December 10th](#). See example posted under Course Materials on WebCT.

GUIDELINES FOR WRITTEN ASSIGNMENTS

Due Dates. Written assignments will be due no later than 4:00 PM on the date assigned and should be submitted through eLearning. Consideration may be given for extenuating circumstances with prior notification. There is no late paper flexibility on team assignments.

Format. Your name (or the group identification and names of all group members), the course number, and the date should appear in a header at the beginning of each page of the document. The body of each written assignment should comply with the page-length guidelines specified for the assignment. The use of charts and exhibits is encouraged, to the extent that they help you make your points. Charts and exhibits should be numbered and appropriately referenced in the document. A list of references should be attached as required. Cover pages, charts or exhibits, and lists of references are not included in the page count. The manuscript should use 11- to 12-point type, be double-spaced, and prepared with 1" margins all around. Appropriate titles and section headings should be used. Number the pages and staple in the upper left corner. Binders and report covers are neither necessary nor desired.

Outline Form Response. Written assignments will be prepared as an outline-form response. I will expect a statement of the question or discussion point followed by a bulleted or numbered list of the key items in your response. These written assignments will not be graded, but will inform your discussion of the particular readings for that class.

Presentation Format. Use MS PowerPoint where indicated and MS Word or Excel in all other cases. Keep it simple (no videos, sound effects, etc.). Limit animation to that required for an effective presentation. Submit an electronic copy through eLearning no later than 4:00 PM on the due date.

Electronic Submissions. If you submit a paper by email, the file name should identify the course, assignment number, and the group ID. For example, "ENTP 4340_2_Group A.doc" would identify Group A's written assignment 2.

Effective written and oral communications are important in the business world. Students must "put their best foot forward" in classroom presentations and written assignments. Poor organization, convoluted sentence structures, mangled grammar, and misspelled words have no place in effective communications and will be considered in the evaluation of your work and ideas.

GRADE SCALE

A+>96.7%; 96.7%<A>93.3%; 93.3%<A->90%; 90.0%<B+>86.7%; 86.7%83.3%; 83.3%<B->80.0%; 80.0%<C+>76.7%; 76.7%<C>73.3%; 73.3%<C->70.0%; 70.0%<D+>67.3%; 67.3%<D>63.3%; 63.3%<D->60.0%; F<60.0%. Numerical grade will be rounded. 0.5 or higher will round up; 0.49 or lower will round down. So, 89.5 will round to 90, or A-, and 89.4 will round to 89, or B+.

Grading Policy – Grades will be based on team and individual work assignments (WA's), exams, peer evaluation, and your attendance and contributions to class discussions. Advance preparation and enthusiastic participation in class discussions is an important part of the learning experience in this course and will be evaluated. Each student is expected to have read all assigned materials prior to the start of class and be prepared to discuss the ideas, concepts, and issues they raise. If it is determined that students are not prepared for class, pop quizzes may be instituted and factored into the student's grade as part of class participation.

UNIVERSITY POLICIES

The information found at the following link comprises the University's policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies>.

LAPTOP/INTERNET-CONNECTED DEVICE

A mutually supportive learning environment depends on active attention and engagement. For this reason, no laptop (or Internet-connected device – e.g., an iPad or iPhone) use is allowed during classroom lectures, discussions and presentations. The value of legitimate use of laptops is far outweighed by the distraction that they create for your classmates and the overall learning environment.

DISCUSSION QUESTIONS FOR OUTSIDE READINGS

The following discussion questions are provided to help you complete a structured analysis focusing on the key points in each reading:

For Love or Lucre (Session 5)

1. Discuss the pros and cons of different structures for the following businesses: (a) a daycare center; (b) a bakery; and (c) a green grocery.
2. How do the different structures drive different motivations?
3. How do you build an organization to deliver results?
4. How would you measure those results?

Profits for Nonprofits (Session 9)

1. How does cause based marketing differ from corporate philanthropy?
2. What corporation might be a great partner for your nonprofit and why?

Creating Social Value (Session 10)

1. What is social value? How is it different from financial value?
2. What social value does your nonprofit create? What financial value?

Measuring Social Value (Session 10)

1. Why is measuring social value hard?
2. How does your nonprofit measure social value? How might it be improved by applying strategies that appear in this reading?

Calculated Impact (Session 10)

1. How do funder-side measurements of social value differ from nonprofit-side measurements?

Mission-Driven Governance (Session 12)

1. Discuss problems typically experienced in nonprofit governance?
2. What is “mission-driven governance”, and how does it differ from a more typical approach?
3. Which model do you prefer?

Increasing Civic Reach (Session 12)

1. List attributes you think are important in a nonprofit board member.
2. Where might your non-profit think about adding qualities?

The New Corporate Philanthropy (Session 13)

1. Why are corporations philanthropic if the goal is to maximize shareholder value?
2. What is cause marketing? What is policy marketing?

COURSE OUTLINE

SESSION DATE	SESSION TOPIC/PREPARATION	ASSIGNMENT
S01 8/23/16	<u>Course and Concentration Introduction</u> Lecture: <i>An Overview of the Course</i>	<u>No Written Assignment Due.</u>

S02 08/30/16	<u>Introduction of Partner Nonprofits and Identification of Projects, Team Formation</u>	<u>No Written Assignment Due.</u> Form teams and select area organization to adopt (from presentations). Arrange appointment with the Project Sponsor. Begin selection of an area to research in support of the selected the organization. A questionnaire handout will be provided in class to facilitate this effort.
S03 9/06/16	<u>What is Social Entrepreneurship?</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 1-39 Lecture: <i>Whence Social Entrepreneurship</i> Speaker: TBD	<u>No Written Assignment Due.</u>
S04 09/13/16	<u>Social Enterprise – Local Examples</u> Guest: TBD	<u>No Written Assignment Due.</u>
S05 9/20/16	<u>Developing the Social Enterprise Concept</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 41-49 Fruchterman: <i>For Love or Lucre</i> <u>Stanford Social Innovation Review Spring 2011</u> Lecture: <i>From Passion To Mission</i> (Wright)	<u>Written Assignment #1:</u> Team assignment for class presentation. Bring to class a presentation of your project plan, including objectives, resources, time chart for completion and critical issues faced. This project plan will be a focus for the rest of the course and be the basis for the final exam grade. <ul style="list-style-type: none"> 2 pp answers to questions 15-minute presentation (5-7 slides) of project plan
S06 9/27/16	<u>Business Models and Planning for the Social Enterprise</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 51-64 Lecture: <i>A Goal Without a Plan Is Just a Wish</i> (Wright)	<u>Written Assignment #2:</u> Team assignment for class presentation. Progress Report #1 – What is your organization’s business model? Who does it serve? How does it deliver its services? How are they paid for? Is there or is there an opportunity for business income in your organization? What is it? <ul style="list-style-type: none"> 15-minute presentation (5-7 slides)
S07 10/4/16	<u>Social Enterprise – A Local Example; First Test</u> Guest: TBD	<u>Written Assignment #3:</u> First Test

S08 10/11/16	<u>Money Matters: Grants and Donations, Earned Income and Government Subsidies</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 85-122 Lecture: <i>Money is usually attracted, not pursued.</i> (Wright)	<u>Written Assignment #4:</u> Team assignment for class presentation. Progress Report #2 <ul style="list-style-type: none"> 15-minute presentation (5-7 slides)
S09 10/18/16	<u>Marketing the Social Enterprise</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 123-149 Andreasen: <i>Profits for Nonprofits: Find a Corporate Partner</i> HBR 96601 Nov-Dec 1996 (eJournal) Lecture: <i>The Best Way To Predict The Future Is To Create It</i> Speakers: TBD	<u>Written Assignment #5:</u> Team assignment for class presentation. Progress Report #3 <ul style="list-style-type: none"> 2 pp answers to questions 15-minute presentation (5-7 slides)
S10 10/25/16	<u>Measuring Social Value</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 65-83 Auerswald: <i>Creating Social Value</i> Stanford Social Innovation Review Spring 2009 Mulgan: <i>Measuring Social Value</i> Stanford Social Innovation Review Spring 2009 Brest, Harvey & Low: <i>Calculated Impact</i> Stanford Social Innovation Review Winter 2009 Lecture: <i>Not Everything That Can Be Counted Counts and Not Everything That Counts Can Be Counted</i> Speakers: TBD	<u>Written Assignment #6:</u> Team assignment for class presentation. Progress Report #4 – Does your organization measure its outcomes? Are the measures quantitative, qualitative, or both? How effective are these measures? Do its funders behave according to the measures? Do you have any ideas for improving outcome measures? What are they? <ul style="list-style-type: none"> 2 pp answers to questions 15-minute presentation (5-7 slides)
S11 11/1/16	<u>Social Enterprise – A Local Example</u> Guest: TBD	<u>No Written Assignment Due.</u>
S12 11/8/16	<u>Governance</u> Readings: <ul style="list-style-type: none"> Fisman, Khurana & Martenson: <i>Mission-Driven Governance</i> Stanford Social Innovation Review Summer 2009 Vandeventer: <i>Increasing Civic Reach</i> Stanford Social Innovation Review Spring 2011 Lecture: <i>The Strategic Board: Creating and Keeping Involved</i> Speaker: TBD	<u>Written Assignment #7.</u> Second Test
S13 11/15/16	<u>Collaborating Across Boundaries; Mission Accomplishment; Second Test</u> Readings: <ul style="list-style-type: none"> Brooks: <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i>: 151-173 Smith: <i>The New Corporate Philanthropy</i> HBR 94309 May-June 1994 (eJournal) Lecture: <i>Coming together is a beginning; keeping together is progress; working together is success.</i> Speakers: TBD	<ul style="list-style-type: none"> <u>No Written Assignment Due.</u>
S14 11/22/16	<u>FALL BREAK</u>	

<p>S15 11/29/16</p>	<p><u>PRACTICE PRESENTATION</u></p>	<p><u>Written Assignment #8:</u> Team assignment for final class presentation. Present overview of selected organization, results of project, and recommendations for future actions. 20 slides to support each element of project results</p>
<p>S16 12/6/16</p>	<p><u>FINAL PRESENTATION</u> Lecture: <i>Putting It All Together</i> (Wright) Final Exam: <i>Post to eLearning no later than noon on December 6, 2015 (to allow distribution to invited guests).</i> Guests: <i>Executive Directors, board members, and invited staff form your selected social enterprises. Don't be surprised to find other dignitaries present as well.</i></p>	<p><u>Final Written Assignment #9:</u> Team assignment for final class presentation. Present overview of selected organization, results of project, and recommendations for future actions. 20 slides to support each element of project results</p>