Social Entrepreneurship
MGT 4194
Spring 2014

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Office Hours: Monday, Tuesday, Wednesday from 11:00 AM – 12:00 Noon and 3:00 PM – 5:00 PM or by appointment. Please do not hesitate to e-mail or call, either to make an appointment or to leave a message. Students are welcome and encouraged to make appointments to discuss issues related to the class, as well as other matters of importance to them. I am available for consultation or conversation through direct e-mail.

Course Overview

Social enterprises are dedicated to creating social value by attracting private and public funds to address the challenges of society. They may take the form of a nonprofit, for profit or hybrid organization. These organizations apply business and market principles in their efforts to solve problems not addressed by the private sector and governments. One of the critical tasks of social enterprises is to grow and scale as the consequences of poverty, environmental issues, education, and human injustice are global and systemic. Innovations in the field of social enterprises include social capital markets, techniques to measure social impact, and organizational design.

Social Entrepreneurship is a concept that has gained momentum during the past few years. It is a process that applies innovative solutions to the world’s most pressing social problems. It has become an attractive alternative for students who wish to utilize their leadership and managerial skills to address the challenges of the world. According to Dees (2001) social entrepreneurship incorporates the following elements:

- A mission that seeks to create and sustain social value
- Designing processes for the organization to pursue opportunities to support that mission through innovation, adaptation, and learning
- Attracting the resources necessary to achieve the mission and sustain the organization while driving efficiency and leveraging existing resources to expand the scope of their service
- A clear focus on the needs of those being served

Learning Objectives

- Introduce students to the concept of social entrepreneurship
- Explore social enterprises that are addressing social issues
- Expose students to trends to understand shifts in the character of social entrepreneurship
- Expand their knowledge and understanding of how they may integrate social entrepreneurship into the professional and personal arenas of their lives
• Differentiate between business and social entrepreneurship
• Identify various methods to engage in social entrepreneurship and integrate social value into existing organizations
• Understand the basic skills necessary to succeed as a social entrepreneur
• Understand the factors that contribute to value creation and systemic social impact
• Articulate the need and justification for social entrepreneurship as a vital ingredient of society
• Understand how individuals may create (or contribute to) social value in their roles as:
  o Donor
  o Philanthropist
  o Investor
  o Citizen
  o Member of governing board of non-profit organization
  o Creator of social enterprise/social entrepreneur
  o Leader in for profit organization that is seeking to create/expand social value
  o Leader in non-profit organization

The professor views the students as an integral component of the learning environment and expects students to come to class prepared to discuss the assigned readings and cases. The field of social entrepreneurship is broad and expanding rapidly. As such, students will be expected to search for relevant stories and examples of social entrepreneurship in the media and other channels that are focused on the topics discussed in class. Evidence of this investigation can be demonstrated through active participation in class discussion, written assignments, and team projects.

Course Materials

Most of the reading articles and cases for this course will be available for purchase from the Harvard Business School Publishing (https://cb.hbsp.harvard.edu/cbmp/access/2340461). Additional materials may be handed out in class and will be available on T-Square or the professor will provide students with a link to the appropriate website.

Individual Assignments

1. Prepare analysis and response for the following cases:
   a. How to Change the World: Alan Wilson has several career options but only one ambition – to make a difference, Howard J. Stevenson, Harvard Business Review, January 2008. Guidelines will be provided.
   b. One Acre Fund: Outgrowing the Board, Anne Cohn Donnelly, Kellogg School of Management, 2010. Guidelines will be provided
2. Read one of the following books. Submit written paper describing the person, their organization and accomplishments outlined in the book. Prepare a poster or other suitable vehicle to share your insights about the book with other students during class. No more than 2 students may read the same book. Other books may be selected with approval of the professor. Additional guidelines will be provided.

f. Three Cups of Tea: One Man’s Mission to Fight Terrorism and Build Nations...One School at a Time, Greg Mortenson & David Oliver Relin, Viking, 2006.
3. **Read the following and be prepared to discuss in class:**

The following articles will be posted on T-Square or the instructor will provide a website for access:

- *If Pigs Had Wings: The Appeals and Limits of Venture Philanthropy*, Bruce Sievers, presented November 16, 2001 at the Center for Public and Nonprofit Leadership, Georgetown University
- *The Gospel of Wealth*, Andrew Carnegie
- *Social Enterprise Typology*, Kim Atler, 2007

The following articles are included in the course packet which may be purchased from Harvard Business School Publishing: https://cb.hbsp.harvard.edu/cbmp/access/23404611

- *One Acre Fund: Outgrowing the Board*, Anne Cohn Donnelly, Kellogg School of Management, 2010
- *Note on Starting a Nonprofit Venture*, J. Gregory Dees & Alice Oberfield, September 1992, Graduate School of Business, Stanford University


4. **Mid-term Exam** - based on class lectures, guest speakers, and the assigned readings. You will be able to bring your readings and class notes to the midterm.

5. **Final Exam** – comprehensive exam, essay or case study analysis

**Team Projects**

**Class Discussion:**
Students will form teams (no more than 5 members per team) that will explore thematic and organizational perspectives in social entrepreneurship. Teams will analyze and be prepared to discuss one or more of the assigned cases and articles.

**Presentation on Organization:**

Each team will select an organization that excels in creating social value. Teams are expected to share their insights and discoveries with the class through a class presentation. A written report on the organization will be provided for the instructor. The presentation is expected to engage the class in discussion and learning. A portion of the individual’s grade will be determined by written peer assessment by other members of their team.

Teams will inform the professor of its members and its selected organization prior to the spring break. The organization must be approved by the instructor. No two teams are allowed to present on the same organization. Additional guidelines will be provided.
Grading

It is difficult to measure a student’s performance in this type of class as learning requires preparation, participation, and engagement by all students. A portion of the grade for this course will be determined by the student’s demonstrated attention and engagement in the course and its activities. Peer evaluations, required to be submitted by team members, will be taken into consideration as a component of the individual’s grade for team projects and presentations.

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Individual Assignments/reading outlines</td>
<td>25%</td>
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<tr>
<td>Class Participation/Engagement*</td>
<td>20%</td>
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<tr>
<td>Midterm exam</td>
<td>20%</td>
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<tr>
<td>Team &amp; Group Projects</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>10%</td>
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EXTRA CREDIT

Participation in one or more of the following events:

- IMPACT Speaker's talks on topics related to social entrepreneurship (no credit if you are registered in MGT 4191 or 4192)
- Global Social Venture Competition
- Ideas 2 Serve

The amount of extra credit will be determined by the professor

* Class attendance and participation are integral to the class and are considered for grading purposes. Make-up assignments for excused or unexcused absences will be at the discretion of the professor.

Points will be deducted for class absences (excused and unexcused)

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<tbody>
<tr>
<td>1st absence - No deduction</td>
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<td>2nd absence - 1 point</td>
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<td>3rd absence - 1 point</td>
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<td>4th absence - 2 points</td>
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<td>5th absence - 2 points</td>
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<td>6th absence - 3 points</td>
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<td>All beyond 6th absence - 3 points each absence (max = 20 points)</td>
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Honor Code

You are expected to uphold the Georgia Institute of Technology Academic Honor code. You may find information on the Honor Code at: [http://deanofstudents.gatech.eduHonor/](http://deanofstudents.gatech.eduHonor/).

Students with Disabilities

To request classroom accommodations, students with disabilities should contact the ADAPTS office: Assistant Dean/Coordinator for Students with Disabilities, Smithgall Student Services Building, Suite 221 (404-894-2564).