

THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT
BRANDEIS UNIVERSITY

HS228a - Social Entrepreneurship
Fall 2008

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Course Description:

This course is intended to teach students the fundamentals of social entrepreneurship. It explores how entrepreneurship has become a driving force in the social enterprise sector, provides tools for developing and evaluating new ventures, and explores the blurring line between for-profit and non-profit social initiatives. The course also teaches hands-on social venture business plan development tools, from assessing markets to developing financial and operating plans.

We will use background readings as well as a series of cases that illustrate key concepts in social entrepreneurship. Class sessions will be a mix of interactive lectures and case discussions, and case preparation is required. For many of the cases we will have entrepreneurs from the organizations described in cases join us to discuss their ventures and participate in Q&A.

The highlight of the course is the opportunity to draw on skills and concepts discussed during the course to work in a 3 – 5 person team to develop a social venture business plan and present a summary during one of the final classes to an expert panel who will provide a critique.

Course Readings:

The course will use a mix of articles and cases, as well as some material developed uniquely for the course. All readings are available on Latte or Harvard Business Online. The link for HBS online if the link on the course platform is inoperative is <http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c24914>. Use of this link enables students to receive a discount of 50% on course material.

Course Requirements:

Performance in the course will be judged based upon the following:

Class participation/assignments	35%
Paper	25%
Team business plan	40%

Class Participation. Class participation grades reflect my assessment of your total contribution to the learning environment. This reflects not only the frequency of your contributions in class, but also their quality (ability to draw on course materials and your own experience productively,

ability to advance or sharpen in-class discussion and debate, willingness to take risky or unpopular points of view, use of logic, precision, and evidence in making arguments), and the professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all class members and their class contributions). It also reflects your participation in preparing case analysis, write-ups or examples for the class when assigned.

Attendance. You can not pass this course if you miss more than two classes. For an excused absence, you must write up the class questions and the case for the missed class. For an unexcused absence, you will get a zero for class participation for that class.

Paper. Students will choose a social entrepreneurship venture and prepare a 5 – 7 page critique of the venture using the frameworks discussed in class. The paper is due at the beginning of class 7. Additional guidance on the paper will be provided during class 2.

Business Plan. Students will be asked to form teams of 3 – 5 students to develop a business plan summary and presentation. Both will include traditional business plan components: executive summary, business model identification, market/need analysis, financing plan, operating plan and team/board; as well as a social impact analysis and measurement plan. Each student team will present a 15 – 20 page Power Point presentation to an expert panel at one of the two final classes, with a written summary of the business plan, and a financial plan to up to one week later. Plans will be evaluated based on feasibility of the business model, marketability, financial feasibility, social return on investment, fundability, management team, and performance benchmarks.

Provisions for Feedback:

Papers will be returned two weeks after they are submitted. Class participation grades will be given mid-semester, and at the end of the semester. Business plan presentation grades will be given one week after the business plan summary is submitted.

Academic Integrity:

Academic integrity is central to the mission of educational excellence at Brandeis University. Each student is expected to turn in work completed independently, except when assignments specifically authorize collaborative effort. It is not acceptable to use the words or ideas of another person - be it a world-class philosopher or your lab partner – without proper acknowledgement of that source. This means that you must use footnotes and quotation marks to indicate the sources of any phrases, sentences, paragraphs or ideas found in published volumes, on the internet, or created by another student. Violations of university policies on academic integrity, described in Section 3 of *Rights and Responsibilities*, may result in failure in the course or on the assignment, and could end in suspension from the University. If you are in doubt about the instructions for any assignment in this course, you must ask for clarification.

Notice: If you have a documented disability on record at Brandeis University and require accommodations, please bring it to the instructor's attention prior to the second meeting of the class. If you have any questions about this process, please contact the disabilities coordinator for The Heller School.

Course Schedule

<u>CLASS SESSION</u>	<u>DATE</u>	<u>TOPIC/ASSIGNMENT</u>
1	9/2	<p>Introduction to social entrepreneurship Basic frameworks Defining a value proposition</p> <p>Readings: Dees: Social Enterprise: Private Initiatives for the Common Good (HBS 395116) Sahlman: How to Write a Great Business Plan (HBR 97409) Rich and Gumpert: How to Write a Winning Business Plan (HBS 584X)</p>
2	9/9	<p>Starting new social ventures Business plan overview Student “elevator pitches” (additional information will be provided during class session 1)</p> <p>Readings: Dees: Note on Starting a Nonprofit Venture (HBR 9391-096) Other readings TBD</p>
3	9/16	<p>Starting new social ventures Case: New Profit (HBS MGH006) Student “elevator pitches”</p> <p>Readings: TBD</p>
4	9/23	<p>Market assessment Competitive positioning Case: Steppingstone Foundation</p> <p>Readings: review readings from class 1</p>
5	9/29	<p>Growing to scale Managing growth Case: MY TURN</p> <p>Reading: Bradach: Going to Scale, <i>Stanford Social Innovation Review</i>, Spring 2003 Foster and Fine: How Nonprofits Get Really Big, <i>Stanford Social Innovation Review</i>, Spring 2007</p>

<u>CLASS</u>	<u>SESSION</u>	<u>DATE</u>	<u>TOPIC/ASSIGNMENT</u>
	6	10/7	<p>Developing the Management Team and Board Marketing Case: TBD</p> <p>Readings: Grenier: Evolution and Revolution as Organizations Grow See link to additional readings on latte under class 6 Others TBD</p>
	7	10/28	<p>PAPER DUE Operating plans Case: The Bridgespan Group (HBS 9-301-011)</p> <p>Readings: The Balanced scorecard and Nonprofit Organizations (HBS Article Reprint No. B0211A)</p>
	8	11/4	<p>Measuring social returns for entrepreneurial ventures Case: Great Valley</p> <p>Readings: Guidelines for Social Return on Investment (CMR 287) Kramer: Measuring Innovation: Evaluation in the Field of Social Entrepreneurship (skim) - Download from latte</p>
	9	11/11	<p>Financing new social ventures Case: Roundabout Theatre A (HBS 302097)</p> <p>Reading: Dolby and Dees: Sources of Financing for New Nonprofit Ventures (HBS 9-391-097) Foster and Bradach: Should Nonprofits Seek Profits? (HBR R0502E) Dees: Enterprising Nonprofits (HBR 98105)</p>
	10	11/18	<p>Presentation workshop Guest presentation: Care.com</p> <p>Reading: Review Sahlman: How to Write a Great Business Plan (HBR 97409)</p>

<i><u>CLASS</u></i>	<i><u>SESSION</u></i>	<i><u>DATE</u></i>	<i><u>TOPIC/ASSIGNMENT</u></i>
	11	11/25	Business plan pitches Case: New Profit Inc. – Investing in Innovation New Profit – video link Venture philanthropy Readings: TBD
	12	12/2	Student business plan presentations
	13	12/9	Trends in philanthropy Student business plan presentations

*****This is a tentative course schedule and is subject to change *****