

**THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT  
BRANDEIS UNIVERSITY**

HS242f  
Social Entrepreneurship  
Fall 2008

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Time and location TBD  
Office Hours: Please email to arrange

**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 Requirements:**

Class participation	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).

**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. This write-up does not count as one of your case write-ups. 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.

**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 follow 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.

**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 WebCT and Harvard Business Online.

**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

Class	Date	Topic	Readings
1		Course overview Basic frameworks Social entrepreneurship overview Defining a value proposition	Dees and Backman: Social Enterprise: Private Initiatives for the Common Good (HBS note #9-395-116) Sahlman: How to Write a Great Business Plan (HBR 97409)
2		Starting social ventures Business plan overview Translation to social entrepreneurship Student “elevator pitches”	Case: TBD Dees: Note on Starting a Nonprofit Venture (HBR 9-391-096) Other readings TBD
3		Starting social ventures Developing and refining a concept Student “elevator pitches”	Case: At the Creek LLC Western Michigan RAIN proposal (to be distributed) Stine, Mercil and Wurzer: The Current State of the Art in Rural Equity Markets: Leading Edge Institutions (download from link at: <a href="http://www.kansascityfed.org/PUBLICAT/equity/EQ99Stin.pdf">http://www.kansascityfed.org/PUBLICAT/equity/EQ99Stin.pdf</a> ) Carlson, Carole and Chakrabarti, Prabal: Venture Capital Investment in Secondary Cities – Opportunities for Impact, Federal Reserve Bank of Boston
4		Market assessment Competitive positioning	Case: Steppingstone Foundation Readings: TBD
5		Growing to scale Mission and focus Managing growth	Case: Expeditionary Learning Bradach: Going to Scale, <i>Stanford Social Innovation Review</i> , Spring 2003 Other readings TBD
6		Financing new social ventures Sources of funds and challenges Developing a financing plan	Case: New Profit (MCG006) Dolby and Dees: Sources of Financing for New Nonprofit Ventures (HBS 9-391-097) Others readings TBD
7		Developing an operating plan Operating structure Team development Board development	Case: The Bridgespan Group (HBS 9-301-011) The Balanced scorecard and Nonprofit Organizations (HBS Article Reprint No. BO211A) Other readings TBD
8		Social returns from for-profit initiatives	Case: Palotta Teamworks (HBS 302-089) Readings: Foster and Bradach: Should Nonprofits Seek Profits? (HBR R0502E) Dees: Enterprising Nonprofits (HBR 98105) Cause-related Marketing: More Buck than Bang? (Indiana

			University, order through HBS)
9		Trends in philanthropy Venture philanthropy	Case: Tiger Fund Other readings TBD
10		Business plan workshop Effective presentations	Review Sahlman: How to Write a Great Business Plan (HBR 97409)
11		Social return on investment	Case: TBD Guidelines for Social Return on Investment (CMR 287) Kramer: Measuring Innovation: Evaluation in the Field of Social Entrepreneurship (skim) Download from Foundation Strategy Group Website: <a href="http://www.foundationstrategy.com/documents/measuring%20Innovation.pdf">http://www.foundationstrategy.com/documents/measuring%20Innovation.pdf</a>
12		Team business plan presentations 1	None - team presentations to expert panel
13		Team business plan presentations 2	None - team presentations to expert panel