

STM 143m
Entrepreneurship for Social Value Creation

John F. Kennedy School of Government
Harvard University
Fall Term 2005

Tuesday/Thursday 1:10-2:30pm
L-230

Syllabus

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Course Description

This course provides an introduction to social entrepreneurship. Using case examples of entrepreneurs, readings, and lecture-based development of theory, concepts, and frameworks, the course develops ways of understanding and analyzing entrepreneurial social action and the construction of new projects, organizations, and movements. What are the characteristics of successful entrepreneurs? What forms of analysis, data collection, and foresight would make them more likely to succeed? What forms of support communities, allies, and other characteristics of the social context in which entrepreneurs are inventing and building ideas, projects, and organizations are likely to be most helpful to them in idea generation and in sustaining the energy and commitment necessary to carry through on their dreams? How can an entrepreneur assess which form of organization is best suited to accomplishing a particular set of tasks and objectives?

This course meets one of the prerequisites for taking the spring “Social Entrepreneurship Collaboratory (SE Lab)” STM-144, in which students will undertake the development of a plan for a new social project, venture, organization, or movement. Students planning to take the SE Lab in the spring may also use this course as a vehicle for beginning the development of the project concept description that is required for entry into the spring course.

Course Requirements:

The most important requirement is class preparation and participation. If you expect to be absent, please let us know in advance.

Grading:

Grading will be based on class participation (50%) and on a final paper (50%), due Tuesday October 26 at noon. For the final paper, students can elect either (a) to produce a short case study and analysis of a social entrepreneur, showing the application of one or more ideas developed in the course; or (b) to produce a “concept design” for the project that they wish to pursue in the Spring Collaboratory (SE Lab). (Entry to the Collaboratory is contingent on submission of an acceptable project proposal, so choosing this option as the final assignment for STM-143m provides students with a way of working toward admission to the Spring course.)

The John F. Kennedy School of Government serves the public interest by preparing leaders for service to society and by scholarship and collaboration that contributes to the solution of public problems.

STM 143m Schedule

Week 1

Thursday
Sept. 15

Introduction to Social Entrepreneurship

What is the range of challenges faced by entrepreneurs?

Guest Speaker Eric Dawson, Co-founder and President, Peace Games

Case Peace Games: A Non-Profit's Journey from Birth to National Expansion (A)
(KSG Case # C16-05-1795.0) (Packet 1)

Peace Games (A) Epilogue and Peace Games (B) distributed following case discussion.
(Handout)

["Inspiring Future Social Entrepreneurs,"](#) Alan Khazei and Earl Phalen, Boston Globe,
July 5, 2004. (Available Online, Packet 2)

Week 2

Tuesday
Sept. 20

Introduction to Social Entrepreneurship, continued.

What is social entrepreneurship? Who are social entrepreneurs?

Reading ["The Meaning of 'Social Entrepreneurship.'" J. Gregory Dees, Center for Social Innovation, Stanford Graduate School of Business, Stanford University & Kauffman Center for Entrepreneurial Leadership, Ewing Marion Kauffman Foundation, 1998.](#)
(Available online, Packet 2)

"The Rise of the Social Entrepreneur", Leadbeater, Demos, London, 1997. pp. 12-21, 77-83.
(Packet 1)

How to Change the World: Social Entrepreneurs and the Power of New Ideas,
David Bornstein, Oxford University Press (2004), pp. 1-39. (Packet 1)
Relevant link: www.HowToChangeTheWorld.org

["New Ideas People."](#) Howard Husock. (A review of David Bornstein's How to Change the World: Social Entrepreneurs and the Power of New Ideas.) Philanthropy. The Philanthropy Roundtable). July/August 2004. (Available online, Packet 2)

Appendix 1: Definitions of a Social Entrepreneur (Stanford/Ashoka Case, Meehan 2001), "The Social Entrepreneurship Collaboratory: A University Incubator for a Rising Generation of Social Entrepreneurs", Gordon Bloom, Chapter 13 in Social Entrepreneurship: New Paradigms of Sustainable Social Change, Alex Nicholls ed.; Oxford University Press, 2005 (forthcoming). (Handout, 1 page)

"The Social Enterprise Spectrum" in "Enterprising Nonprofits", Harvard Business Review, J. Gregory Dees, January-February 1998, p. 9. (Handout, 1 page)

"What Makes Social Entrepreneurs Different?" in Enterprising Nonprofits, A Toolkit for Social Entrepreneurs, J. Gregory Dees, Jed Emerson, Peter Economy; New York: John Wiley & Sons, 2001, pp. 4-6. (Handout, 4 pages)

Thursday
Sept. 22

Invention

Where do we look for new ideas to produce better social outcomes? How do we build them?

Guest Faculty Howard Husock, Director Case Program, Harvard John F. Kennedy School of Government

Guest Speaker Jane Leu, Founder and Executive Director of Upwardly Global

Case Upwardly Global: Building a Model for Assisting Immigrant Professionals (KSG Case [in clearance draft]) (Packet 3)

Reading ["The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit."](#)
Guclu, Dees, Anderson, Center for the Advancement of Social Entrepreneurship, Duke University, 2002. (Available online, Packet 4)

["Logic Model Development Guide."](#) W.K. Kellogg Foundation, December 2001.
Note: Read Introduction & Chapter 1: pp. 1-10. Skim remaining chapters.
(Available online, Packet 4)

Week 3

**Tuesday
Sept. 27**

Strategies for financing social ventures

Where do we find funding for social-purpose ventures ... and what are the managerial consequences of relying on different sources?

Case IPODERAC (HBS Case # 9-399-016) (Packet 3)

Reading "Virtuous Capital: What Foundations Can Learn From Venture Capitalists", Christine W. Letts, William Ryan and Allen Grossman, Harvard Business Review, March-April 1997. (also in Harvard Business Review on Nonprofits, pp.91-109). (Packet 3)

["If Pigs Had Wings: The Appeals and Limits of Venture Philanthropy."](#) Bruce Sievers. Waldemar A. Nielson Issues in Philanthropy Seminar Series, Georgetown University, November 2001. (Available online, Packet 4)

**Thursday
Sept. 29**

Alignment and focus

How do we keep the disparate elements of a venture aligned and mutually-reinforcing?

Case Aravind Eye Hospital (HBS Case # 9-593-098) (Packet 3)

Reading "Lofty Missions, Down-to-Earth Plans" V. Kasturi Rangan, Harvard Business Review, March 2004. (<http://www.wdpm.net/00masterdocs/nonprofitsplanning.pdf>)

Week 4

**Tuesday
Oct. 4**

Building external support

What resources do we need from external sources ... and how do we arrange them?

Case High Road or Low? Transparency International and the Corruption Perceptions Index (KSG Case # C15-02-1658.0) (Packet 3)

Reading "On Creating Public Value: What Businesses (And Non-Profit Organizations) Might Learn from Government About Strategic Management." Mark Moore. Hauser Center for Nonprofit Organizations, John F. Kennedy School of Government, Harvard University, September 2003. (NOTE: Read Introduction (pp.1-5); skim sections I (pp. 5-17) and section II (17-31); read section III: The Strategic Triangle and Nonprofit Strategy (pp31-42) and section IV: Summary and Conclusions (pp. 42-45)) (Packet 3)

**Thursday
Oct. 6**

Strategic frameworks for social enterprises

How do we develop a coherent and cohesive overall strategy for social-purpose organizations?

Guest Speaker Billy Shore, Founder and Executive Director, Share Our Strength; Founder and Chair, Community Wealth Ventures

Special Guests Catherine B. and Wayne R. Reynolds.
Catherine B. Reynolds is Chairman and Chief Executive Officer, Catherine B. Reynolds Foundation (www.cbrf.org) and Chairman and CEO, Educap Inc. (www.loantolearn.com)
Wayne R. Reynolds is Chairman & CEO, Academy of Achievement: Academy's Awards Council (www.achievement.org)

Case Community Wealth Ventures (To be distributed on Tuesday)

Reading "A Short Note on Public Sector Strategy Building." Herman B. Leonard, John F. Kennedy School of Government, Harvard University, May 2002. (Packet 3)

"Social Enterprise: Private Initiatives for the Common Good." J. Gregory Dees, Harvard Business Review, November, 1994. (Packet 3)

Week 5

Tuesday

Oct. 11

Mission focus and growth

Should we maintain focus on the original mission as the organization grows ... and, if so, how do we do so?

Case

Beyond Cooperation: Gender, Activism, and Self-Help in Maharashtra (KSG Case [in clearance draft]) (Packet 3)
Epilogue distributed following case discussion. (Handout)

Reading

[“Zeroing in on Impact.”](#) Susan Colby, Nan Stone, Paul Carttar. Stanford Social Innovation Review, Fall 2004. (Available online, Packet 4)

Thursday

Oct. 13

Scaling through organic growth and collaboration

What are the challenges associated with increasing impact through increasing scale?

Guest Speaker

Darell Hammond, Co-founder and CEO, KaBOOM!

Case

KaBOOM! (HBS Case # 9-303-025) (Packet 3)

Reading

[“Scaling Social Impact.”](#) J. Gregory Dees, Beth Battle Anderson, and Jane Wei-Skillern. Stanford Social Innovation Review, Spring 2004, p. 24-32. (Available online, Packet 4)

“Understanding Strategic Collaborations” (pp.19-39), and “The Seven C’s: Questions for Partners” (pp. 186-188), James Austin in The Collaboration Challenge. (Packet 3)

Week 6

Tuesday

Oct. 18

Network strategies for scaling impact

What are the alternatives to increasing impact by simply growing larger?

Guest Faculty

Jane Wei-Skillern, Assistant Professor, Initiative on Social Enterprise, Harvard Business School

Case

Women’s World Banking: Catalytic Change Through Networks (HBS Case # 9-300-050) (Packet 3)

Reading “Structural Analysis of a Nonprofit Industry”, Sharon Oster, Chapter 3, pp. 29-46 in Strategic Management for Nonprofit Organizations: Theory and Cases. Oxford: Oxford University Press (1995). (Packet 3)

Please submit a **one page** reflection describing an important inspiration, insight, or new perspective revealed from class discussions, readings or guest speakers; and how this will shape your final assignment. Please be sure to include a brief description of your final assignment.

You must submit the Reflection Assignment to the Class Webpage by 12 noon on Tuesday October 18th.

Click on the Assignment Drop Box on the left hand column. You can either upload the document, or copy and paste your document. Please note that this reflection will serve as part of your participation grade

Thursday

Oct. 20

Network strategies for scaling impact, continued

What are the challenges of building/maintaining impact through a network of organizations?

Guest Faculty

Jane Wei-Skillern, Assistant Professor, Initiative on Social Enterprise, Harvard Business School

Case

Guide Dogs for the Blind Association (HBS Case # 9-303-006) (Packet 3)

Reading

[“Going to Scale.”](#) Jeff Bradach. Stanford Social Innovation Review, Spring 2003. (Available online, Packet 4)

Special Guest

Gordon Wheeler, CEO and Board President, Esalen Institute (esalen.org)

Week 7

Tuesday

Oct. 25

The Social Significance of Social Entrepreneurship

What is the distinctive role for social enterprise in social progress?

Guest Speaker

Chetna Sinha, Chairman of Board, Mann Deshi Sahakari Bank, India

Case

As background to Chetna Sinha's remarks, quickly review our case from Oct. 11th Beyond Cooperation: Gender, Activism, and Self-Help in Maharashtra (KSG Case [in clearance draft]) (Packet 3)

Reading

Social Entrepreneurship, Mass Mobilization, and Systems Change, Mark H. Moore, March 2005 (Draft prepared for the Skoll World Forum on Social Entrepreneurship, Said Business School, Oxford University)

Notes for Speech at Skoll Conference on Social Entrepreneurship, Mark H. Moore, Oxford, Spring 2005

Wednesday

Oct. 26

Noon

Final Assignment Due

3-5pp paper (single spaced/per person. Assignment described on following page)

- (1) Produce a concept design for the project you wish to pursue in the spring SE Lab, STM144 – Social Entrepreneurship Collaboratory, or in another context.
- (2) Produce a short case study and analysis of a social entrepreneur, showing the application of one or more ideas developed in the course.

Entrepreneurship for Social Value Creation STM-143m – Final Assignment

The final assignment is due (hard copy to the Hauser Center and electronic copy to the class Web site) by noon on October 26, 2005. You can choose one of the following two options:

- (1) Produce a concept design for the project you wish to pursue in the spring SE Lab, STM144 – Social Entrepreneurship Collaboratory, or in another context.
- (2) Produce a short case study and analysis of a social entrepreneur, showing the application of one or more ideas developed in the course.

Concept Design Assignment:

1. What is the problem your initiative or organization now addresses or will address?
2. If your organization already exists, what important change do you wish to affect or strategic issues do you want to address?
3. What is the mission and/or working name of the initiative?
4. How will your organization address this problem? What is its theory of change or logic model for creating change and social value? With what strategic partners might you work?
5. Drawing on readings and classroom discussion, address sources of support, opposition and legitimacy; potential challenges; etc.
6. You can present this information in a number of forms, such as:
 - a. A business plan “executive summary”- style.
 - b. A narrative describing your organization’s theories of value, capacity and support.
 - c. A logic model detailing inputs/resources, activities, outputs, outcomes and impact.
7. Concept design samples will be posted under “Online Materials” on the course Web site.
8. This assignment should be 3-5 single-spaced pages per person (4 person maximum).

For students applying to the Collaboratory: This assignment is designed to assist you in incorporating classroom concepts into your social entrepreneurship project idea. In the spirit of the spring Collaboratory, this assignment may be completed in teams. Collaboratory teams are typically between 2-4 people, and often reflect an interdisciplinary approach to global problem solving by connecting students from various graduate programs and schools. *Note: Completing this option does not guarantee you entrance to STM-144. Details of a separate application procedure for this course will follow via e-mail in early November. You will have the opportunity to revise proposals and reform teams as appropriate.*

Case Study Assignment:

1. Select a social entrepreneur or social entrepreneurship initiative you find particularly interesting.
2. Drawing on readings and classroom discussion, describe how that individual or organization applied one or more of the central concepts to the development of their social entrepreneurship initiative.
3. In your case, be sure to include:
 - a. Background information on the social entrepreneur or organization
 - b. A brief history of the social entrepreneur or organization
 - c. A central challenge or challenges faced by the entrepreneur and/or organization
 - d. A description of how that challenge was addressed
 - e. Any necessary appendices (financial statements, documents, etc.)
4. Refer to case studies used in the class for examples.
5. This assignment should be 3-5 single-spaced pages per person (2 person maximum).

STM 143m Selected Bibliography

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