Detailed Syllabus and Reading List

Session 1
January 24
What is a social enterprise? And who is a social entrepreneur?
(Tony Sheldon)

The term “social enterprise” has been used to describe a variety of very different kinds of organizations, ranging from corporate social responsibility (CSR) initiatives of multi-national corporations to small, community-based organizations. What are the characteristics that make a social enterprise “social”? And what are the traits that make someone a social entrepreneur? We will consider several examples of purported social enterprises as well as a taxonomy of how to think more clearly about them.

Readings:

- 1_1 “The Meaning of Social Entrepreneurship,” J. Gregory Dees, 2001
- 1_2: “Base of the Pyramid' Holds Key to $5 Trillion Market” and “Base of the Pyramid: Sustainable Business from the Bottom up,” GreenBiz.com, 2007 & 2006

These readings provide a good grounding in some of the core issues in the emerging field of social entrepreneurship and “inclusive business.”

Projects:

We will review the overall timeframe and guidelines for working on the projects, including the Letter of Agreement outline (outline is posted on Canvas under Session 1). Each group will meet to begin mapping out a project scope and work plan.

Session 2
January 31
Group dynamics and team process
(Amy Wrzesniewski)

We’ve learned in GSE over the years that the single most crucial factor in determining the quality of both students’ experience and of the final work product is the underlying dynamics of the GSE student team. Building on the core courses, Managing Groups and Teams and Global Virtual Teams, we will explore issues of managing teams to maximize productivity, looking at both internal team dynamics and processes between the team and its partner/client.
Readings:

  - Introduction: “When Bad Things Happen to Good Teams” (pp. 1 – 17) and Chapter 3: “X-Team Principle 1: External Activity” (pp. 63 – 88)
- **2_3**: Amy W. Team Exercise
- **2_4**: *Fall GSE 2011 student interviews*, a video produced by the SOM case writing department: Video [Here](User name: SOMcase/Password: Caseview@SOM10)

The readings cover some basic guidelines on how best to structure and manage a project team. The video highlights some of the delights and frustrations of GSE. Please **complete the exercise in 2_3 on your own before class**.

Projects:

Begin preparing a draft Letter of Agreement, including a scope of work and list of deliverables, to discuss with your SE partner. Also begin preparing a brief presentation on your partner SE and project to present to the class on February 7. **Guidelines for both are posted on Canvas.**

Homework:

In preparation for the class discussion, **please do the exercise posted on Canvas (“2_3 Amy W team exercise”): prioritize the 9 issues described in the scenarios. Do this individually.**

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**Session 3**
**February 7**

**Framing a consulting engagement / Initial project presentations**
*(Bryce Hall, McKinsey & Co., GSE and SOM ’12)*

We will explore a framework for structuring and managing a consulting engagement. The framework has been developed over the past several years by SOM faculty, students and alumni.

During the second half of class, each team will give a ten minute presentation on its SE partner and project. (This will mean less time for team meetings during that time slot.)

Readings:

- **3_1** “MBAs Gone Wild,” James W. Shepard, Jr., Stanford Social Innovation Review, 2007
- **3_2** *The McKinsey Mind*, Ethan M. Rasiel and Paul N. Friga, McGraw-Hill, 2001. *(Read: Chapters 1 and 2, and skim the rest of the book):*

Projects:

Using the guidelines posted on Canvas, each team should develop a 10-minute presentation giving an overview of its SE partner and project. **Initial project presentations are due no later than 8 PM on Sunday, February 5 to Tony and the TAs.**
For a social enterprise to be successful in achieving its goals, it should have a clear picture of how the goods and services it offers contribute to changing the lives of its target clients. Such a “theory of change” should present a cogent and compelling argument about the links between what the organization does – and the human and financial resources invested – and the social outcomes it hopes to achieve. Such a theory becomes even more important when considering scaling operations to reach new clients and new markets.

Readings:

  - Scaling Up Social Innovation
  - Creating a Funding Environment for Scaling Up Social Impact
  - Scaling Up Inclusive Markets
  - Lessons in Scaling and Failing

The first three, brief readings weave together the linked ideas of articulating a theory of change, scaling operations, and gauging impact. The first Monitor report is a summary of a study that covers a lot of the current thinking on “making markets work for the poor” – a key element of the business model of many social enterprises; *think about whether your SE partner maps into any of the business models that are discussed*. The second, more recent Monitor report is on scaling “inclusive business models”; *think about insights gleaned here that may relate to your SE partner and project*. The excerpts from the SSIR reflect recent discussion on what is required to scale social innovations.

Projects:

By the end of the week, the student/SE teams should have a draft letter of agreement covering: a detailed scope of work; key deliverables; a list of data and contact information needed from the SEs; and a timeline including key benchmarks for the rest of the project.

*Draft letter of agreement due to Tony and the TAs by 8 PM on Sunday, February 12.*
Impact assessment and social metrics

(Tony Sheldon)

“We measure what we value, and we value what we measure.”

For any social enterprise, the question of how to measure and assess the impact of its services is critical. Yet the field of social enterprise is bedeviled by the paucity, not to say absence, of rigorous and reliable data on the social side of the double bottom-line. Building on the discussions in Session 4, we will explore several questions: Is it possible to develop a set of metrics that could gauge the social outcomes of an enterprise in a manner comparable to how an accounting system monitors and reports on financial performance? What kinds of indicators would be included in such a system of metrics? Could they be universal across countries and industries, or would they need to be unique and idiosyncratic to each region and field?

We will examine different approaches to impact assessment. The “gold standard” of impact assessments is the academically rigorous approach employed by many scholars and policy makers: the randomized control trial (RCT). An RCT addresses “the fundamental evaluation question…: ‘How are the lives of the participants different relative to how they would have been had the program, product, service, or policy not been implemented?’” (from Reading 5_3 below). We will also explore other – less rigorous, but perhaps more practical – ways of developing metrics to gauge social outcomes.

Readings:


The SSIR reading reflects current thinking on best to approach the issue of data collection related to gauging social impact. “Measuring Impact” reflects recent work on developing a common approach and framework for impact assessment, from the vantage of “impact investors” (which we’ll explore further in Session 6).

The Karlan/Goldberg excerpts outline the argument for why randomized control trial (“RCTs”) are the best way to evaluate the effects of virtually any kind of social program, service or policy intervention. The Impact Reporting and Investment Standards (IRIS) initiative aims to “create a set of financial, operational and impact measures for enabling transparency of social and environmentally-oriented investments.” IRIS is one element of a series of linked initiatives that seek to develop a rigorous, coherent framework for tracking, rating and investing in all manner of social enterprises; we will explore the other, related initiatives – the Global Impact Investing Network (GIIN) and the Global Impact Investing Rating System (GIIRS) in Session 6.
Projects:

Based on feedback from Tony and the TAs, revise with your SE partner the letter of agreement. Revised letter of agreement due to Tony and the TAs by 8 PM on Sunday, February 19.

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Session 6
February 28
Recent trends in civil society in South Africa
*(Donald Gips, Former U.S. Ambassador to the Republic of South Africa-2/27)*

We will have an admittedly very limited exploration of civil society, and significant recent historical and cultural trends, in South Africa.

Readings:

- **Short-Changed?: South Africa Since Apartheid**, Colin Bundy, Ohio University Press, 2015 (winter break reading)

Projects:

Develop with your SE a detailed itinerary for your time together in Cape Town. Draft Cape Town itineraries are due to Tony & the TAs by 8PM on Monday 2/27.

If not yet completed, finalize with your SE partner the Letter of Agreement. Signed Letters of Agreement due to Tony and the TAs by 8 PM on Friday, March 3.

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Session 7
March 7
Financing Social Enterprises
*(Tony Sheldon)*

Access to capital has been a major constraint in the launch and expansion of many social enterprises. As SEs are seen as neither purely businesslike nor exclusively socially oriented, this “hybrid” form often has had difficulty tapping into both conventional capital markets and traditional philanthropic and government funding. A new brand of “impact investments” is emerging, defined as “the placement of capital with intent to generate positive social impact beyond financial return.” This “emerging asset class” is seen having the potential to attract capital in the amounts and types needed to transform the social enterprise sector into a vibrant, diversified, profitable, and “impactful” sphere with significant global reach.

We will explore a case study of Acumen, a pioneer in the impact investing field, that links the topics of social metrics and impact investing.
Readings:

- 6_2: Global Impact Investing Network, [www.globalimpactinvestingnetwork.org](http://www.globalimpactinvestingnetwork.org)

We will explore key issues around financing of social enterprises, and the crucial role of social metrics, through the HBS case on Acumen Fund. Explore the GIIN and GIIRS websites in depth – these linked initiatives (along with IRIS, which we explored in Session 5) are being looked to as the key to overcoming the obstacles to attracting significant amounts of capital to social enterprise investment.

Projects:

The detailed itinerary for your trip is due by 8 PM on Monday, March 6. Also, as this is the mid-point of the semester, each student needs to complete the *GSE Team Assessment* form, reflecting on the dynamics of the project teams; these are due by 8 PM on Friday, March 10.

Also posted on Canvas under Session 7 is the template for the brief project presentations you will make in Cape Town at the final in-country convening on March 17.

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March 12-17
South Africa

Students will need to be in Cape Town by the evening of Sunday, March 12. Meetings and field work with the SEs will take place Monday 3/13 through Friday 3/17. All GSE teams will gather for a convening with our SE colleagues and other invited guests on Friday, March 17, during which each project team will give a short presentation. Departure flights can be scheduled for any time after 8:00 PM on the night of Friday the 17th.

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Session 8
March 28
Projects Intensive Session

Homework:

Following the trip, we ask for detailed feedback from each team member (the *GSE Team Feedback* form). These are due by Friday 3/31 at 8 PM. Tony and the TAs will consolidate the feedback to present to each student.

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Session 9
April 4
Social enterprise case study SELCO Solar Lighting
(Tony Sheldon)
SELCO is a solar energy company based in Bangalore, India. Founded by Harish Hande in 1995, SELCO currently reaches about 200,000 households in Karnataka and Gujarat states.

Readings:

- “SELCO 2009: Determining a path forward,” SOM “raw” case on SELCO, [http://nexus.som.yale.edu/design-selco/](http://nexus.som.yale.edu/design-selco/)

The SOM on-line case study was the first in a series of cases on the role of design in social innovation and social enterprise, funded by the Rockefeller Foundation and developed jointly with the Winterhouse Institute. Specific guidelines for which aspects of the case to focus on will be posted on Canvas.

Projects:

- Modified project scope and timeline (if needed) due by Monday 4/3 at 8pm.

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**Session 10**  
**April 11 Case Study: TBD**  
*(TBD)*

Readings:

- (TBD)

Projects:

- Continued work on projects; ongoing feedback from TAs and Tony. The “master template” should be well underway by now and getting “populated.” Tony will let each team know when he would like to review their draft deliverables.

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**Session 11**  
**April 18**  
**Innovation and Change Management**  
*(Tony Sheldon)*

We will explore some of the issues relevant to developing innovations of lasting value and to bringing about change in the organizations we work in.

Readings:

- (TBD)

Projects:

- Continued work on projects; ongoing feedback from TAs and Tony. The “master template” should be well underway by now and getting “populated.” Tony will let each team know when he would like to review their draft deliverables.
Session 12
April 25
Presentations by SI Lab 5/3 teams / Projects intensive session

We will have a guest critic, as well as Tony and the TAs, to offer feedback on the presentations. Tony the TAs and will meet with teams to review progress.

Projects:
For those teams presenting in SI Lab on May 3: drafts of their 4/25 class presentations are due by Sunday 4/23 at 8 PM; drafts of their SI Lab presentations are due by Friday 4/28 at noon.

All teams: Finalizing presentations, reports and other deliverables.

Session 13
May 2
Class presentations by SI Lab 5/10 teams / Projects intensive session

SI Lab on Wednesday 5/3, 11:45 – 12:45: Attendance is mandatory for all GSE students.

We will have a guest critic, as well as Tony and the TAs, to offer feedback on the presentations. Tony the TAs and will meet with teams to review progress.

Projects:
For those teams presenting in SI Lab on May 10: drafts of their 5/2 class presentations are due by Sunday 4/30 at 8 PM; drafts of their SI Lab presentations are due by Friday 5/5 at noon.

All teams: Finalizing presentations, reports and other deliverables. Team Assessment #2 due.

Week of May 7
Team meetings to review final presentations and reports

SI Lab on Wednesday 5/10, 11:45 – 12:45: Attendance is mandatory for all GSE student

Tony and the TAs will be available to meet with the project teams to review final reports and presentations. Final presentations, reports, spreadsheet models, etc. are due by Friday 5/12 at 8 PM.
Selected Social Enterprise-related Web Sites

Ashoka
www.ashoka.org

Acumen Fund
www.acumenfund.org

www.businessweek.com/smallbiz/special_reports/20090403social_entrepreneurs.htm

Center for the Advancement of Social Entrepreneurship, Fuqua School, Duke University
www.caseatduke.org

Endeavor
www.endeavor.org

Fast Company / Monitor Group Social Capitalist Awards

GreenBiz.com
www.greenbiz.com

www.whatmatters.mckinseydigital.com

Next Billion
www.nextbillion.net

Skoll Foundation
www.skollfoundation.org

Social Edge
www.socialedge.org/

Social Enterprise Alliance
www.se-alliance.org

Schwab Foundation
www.schwabfound.org

Social Enterprise Toolbelt
http://www.setoolbelt.org/

Stanford Social Innovation Review
http://www.ssireview.org/