

Peter W. Roberts
Goizueta Business School, Emory University
1300 Clifton Road, Atlanta, GA, 30322

404 727-8585 (phone)
404 727-6663 (fax)
peter_roberts@bus.emory.edu

Office Hours: TBA or by appointment

Introduction -- “The Piedmont Project”

In thinking about how to effectively teach my Social Enterprise class, which includes a section devoted to the environment and sustainability, I struggled to find a “balance” between communicating the importance of the topic and then offering specific and concrete “solutions” that are based on established thinking and research. In my opinion, these tensions arise because the space is so political; what it means to be an “appropriate” socially-minded organization is not clear. It is therefore difficult to offer specific solutions to problems when there is not consensus about what the problems really are.

The two days I spent in the Piedmont project are helping me to resolve this (apparent) tension and move forward on a more positive footing. As an educator, my role is to first engage students in the domain of environmental appreciation and stewardship. Given the obvious links to just about every aspect of individual and organizational life, I have confidence that students can be made aware of the possibility of considerable damage (and considerable gain) if the environment – and the goal of sustainability -- is made more central in our thinking about organizations and organizational effectiveness. Then, instead of seeking to offer a set of concrete solutions, the classroom can become a forum to discuss the various approaches and experiments that are being adopted by a range of organizations to help meet the multiple missions to which they are responsible. This kind of approach may not be the most efficient way to deliver known solutions. But then again, I learned that perhaps the role of the educator is to train the minds that will come up with these kinds of solutions in the future.

This approach is reflected in the following syllabus. The section entitled “Social Enterprise and the Environment” starts with a discussion of set of thought-provoking readings, including the introduction to “Natural Capitalism.” This is followed by a case that documents the challenges faced by a set of (for-profit and non-profit) organizations trying to collaborate in order to design sustainability into their products and operations. Here, students come to realize that it is not obvious how one might translate the goals outlined in Natural Capitalism into practice. The section closes with a panel presentation featuring several social entrepreneurs who are working clearly at the intersection of “commerce and sustainability.”

SOCIAL ENTERPRISE – BUS631 (BUS431)

Spring, 2009

COURSE DESCRIPTION

Social enterprises are mission-driven organizations that trade in goods or services for some defined social purpose. At times, the profits from a business are used to support a specific social goal. Other times, the organization itself accomplishes a defined social aim through its own operations. This class discusses the evolving role played by the social enterprise in the context of changes in both the private and government sectors. This is followed by an elaboration of specific organizational and management challenges faced by social enterprises. The third part of the course focuses, in turn, on different 'types' of social enterprises; e.g., large established social enterprises like Habitat for Humanity or C.A.R.E.; social entrepreneurship; global social enterprise; and organizations dedicated to environmental sustainability. The course concludes by discussing careers options in and associated with social enterprises.

EVALUATION

Class Participation	15%
Questions & Answers	25%
Book Review	15%
Internship	20%
Analysis and Write-up	25%

Class Participation (15) – The value of this course depends on student input, and on student-instructor interaction. As such, fifteen percent of the overall course grade is based on your contribution in class. Note that participation grades are assigned based on the overall quality of the input and not strictly on input quantity.

Questions and Answers (25) – In the first class, each student will (carefully) prepare a single question that he/she would most like answered during this course. These will be collected and then redistributed.

- Answers will be prepared during the course and written up in a maximum of 1000 words. All answers are to be submitted no later than **April 16**.
- Each response will be evaluated by the student who posed the question (maximum of 5 points) and by the professor (maximum of 15 points). Evaluations are based on the clarity and value added of the response.
- The top five responses will be presented in the last class (5 minutes each). Presenters will receive 5 additional points.

Book Review (15) – Each student will read one of the selected books written on a topic central to SE (a list of books will be posted on the class conference during the first week of the course). He/she will then submit a 500 word book review that summarizes the key takeaways and the problems/issues with the book. Reviews will be rated on substance and writing quality. Reviews are to be submitted before the end of class.

Internship (20) – Every student that enrolls in this course is required to contribute (i.e., volunteer) 20 hours over the semester to a social enterprise of her/his choosing. The form of this internship is flexible and will be determined in consultation with the professor.

- Internships must be approved by the professor. After approval is secured, the group will prepare a brief one-paragraph “Statement of Understanding” that summarizes their commitment to their chosen organization and a brief one-paragraph “Organizational Description” that will be distributed to the rest of the class.
- The hours and tasks performed are to be documented and submitted to the professor before the end of class.

Internship Analysis and Write-up – Two Parts (10 + 15 = 20)

- Write a brief report describing and then summarizing the major issues facing your chosen organization. This should be organized around the following four categories (related to Units 6-9):
 - Unique issues facing this Social Enterprise
 - Issues related to financing and funding; attracting human capital; and growth and sustainability
- (In consultation with representatives from your chosen organization), select one of these issues and write a brief report offering specific ways to address the chosen issue.
- Part 1 is due at the mid-point of the class (i.e., on or before **February 24**). Part 2 is due on or before **April 9**.
- On April 16, each group¹ will make a 5-10 minute presentation to the class based on their description and analysis.

(Optional) Mid-Term Essay – BBA Only (5 points)

¹ Internships and Internship Analysis and Write-up may be completed in groups of 2-5 students each.

- In the **March 5** class, BBA students will have the option of writing an in-class mid-term essay. This essay will require students to read *Good to Great* and *The Social Sectors* by Jim Collins. At the start of class, students will receive the question and have 75 minutes to write a 1000 word (maximum) essay that addresses the assigned question. Students that take this mid-term should bring their notebook computers to class and will email their final essays to peter_roberts@bus.emory.edu before the end of class.

COURSE PLAN (see PREPARATION for specific instructions)

Many of the required readings and cases are available electronically at www.study.net or through **electronic reserves**. The rest will be posted on the **Course Conference**.

BUS 631: TTH 11:30-12:45; BUS 431: TTH 4:00-5:15 PM

Unit	Date:	Topic
1	Jan.15	Introduction
2	Jan.20	Social Enterprise Case
3	Jan.22	MLK Jr. Community Service Awards (4:00 in the auditorium)
4	Jan.27	Social Enterprise in the context of CSR
5	Jan.29	Extending the For-Profit Model – Social Return on Investment
6	Feb.3	Unique issues facing the Social Enterprise
7	Feb.5	Issues Facing the Social Enterprise -- financing and funding
8	Feb.10	Issues Facing the Social Enterprise -- attracting human capital
9	Feb.12	Issues Facing the Social Enterprise – growth and sustainability
10	Feb.17	Social Enterprise Speakers
11	Feb.19	Social Entrepreneurs
12	Feb.24	Social Entrepreneurship – From Vision to Organization (Deloitte)
<i>BBA(1)</i>	<i>Feb.26</i>	<i>Social Enterprise -- In the Context of the Public Sector</i>
<i>BBA(2)</i>	<i>Mar.3</i>	<i>TBD</i>
<i>BBA(3)</i>	<i>Mar.5</i>	<i>Optional Mid-Term</i>
13	Mar.17	Social Entrepreneurship Speakers
14	Mar.19	Global Social Enterprise
15	Mar.24	Global Social Enterprise Case (Mukti Khaire, HBS)
16	Mar.26	Global Social Enterprise Speakers

17	Mar.31	Social Enterprise and the Environment
18	Apr.2	Social Enterprise and the Environment Case
19	Apr.7	Social Enterprise and the Environment Speakers
20	Apr.9	MBA/BBA Careers and the Social Enterprise
21	Apr.14	For-Profit Organizations and Social Issues Panel Discussion
22	Apr.16	Internship Reports
23	Apr.21	Showcase Speaker
24	Apr.23	Wrap-Up
<i>BBA(4)</i>	<i>Apr.25</i>	<i>Class Debate</i>

PREPARATION

Unit 1 Introduction

- Social Enterprise Spectrum – Philanthropy to Commerce (study.net)
- The Future of Social Enterprise (conference)

Unit 2 Social Enterprise Case

- The Nonprofit Sector's \$100B Opportunity (study.net)
- The Limits of Social Enterprise & Seedco Case (conference)
- Discussion: "Bold Ideas and Unreasonable People"

Unit 3 MLK Jr. Community Service Awards (4:00 in the auditorium)

Unit 4 Social Enterprise in the Context of CSR

- Strategy & Society: The Link Between Competitive Advantage and CSR (study.net)
- The New Meaning of CSR (study.net)
- The Case Against CSR (conference)
- Discussion: "Why Educating 10,000 Women is Good for Goldman Sachs"

Unit 5 Extending the For-Profit Model – Social Return on Investment

- The Balanced Scorecard and Nonprofit Organizations (study.net)
- New Profit, Inc.: Governing the Nonprofit Enterprise (study.net)
- Discussion: "Philanthropist's Guide for Rainy Days"

Unit 6 Unique issues facing the Social Enterprise

- Zeroing in on Impact (e-reserves)
- Curbing Mission Creep (e-reserves)
- An Enterprising Failure Case (e-reserves)

Unit 7 Issues Facing the Social Enterprise -- financing and funding

- The Pitfalls of Profits (e-reserves)
- Non-profit capitalism: An initial public offering with a difference (conference)
- Securing Financial Capital (Bornstein et al.) (conference)
- Discussion: "A Better Way to Finance Social Enterprise"

Unit 8 Issues Facing the Social Enterprise -- attracting human capital

- Putting People First (e-reserves)
- The Nonprofit Sector's Leadership Deficit (conference)
- Guess Who's Socially Irresponsible (e-reserves)

Unit 9 Issues Facing the Social Enterprise – growth and sustainability

- Nonprofits: Ensuring that Bigger is Better (conference)
- The Networked Non-Profit (e-reserves)
- Peace Games: A Non-Profit's Journey from Birth to National Expansion (B) (study.net)
- Also browse <http://peacegames.org/About.shtml>

Unit 10 Social Enterprise Speakers

Unit 11 Social Entrepreneurs

- How to Change the World, Chapters 1, 8 (conference)
- Reshaping Social Entrepreneurship (Light) (e-reserves)
- Upwardly Global: Building a Model for Assisting Immigrant Professionals (study.net)
- Discussion: "Do You Need to Be Rich to Be a Social Entrepreneur?"

- Unit 12 Social Entrepreneurship – From Vision to Organization (Deloitte)**
 - TBD
- Unit 13 Social Entrepreneurship Speakers**
- Unit 14 Global Social Enterprise**
 - The End of Poverty, Chapter 1 (conference)
 - Discussion: “How can Rich Countries Best Promote Economic Development in the World’s Poorest Nations?”
- Unit 15 Global Social Enterprise Case (Mukti Khaire, HBS)**
 - FabIndia Overseas (conference)
- Unit 16 Global Social Enterprise Speakers**
- Unit 17 Social Enterprise and the Environment**
 - Natural Capitalism, Chapter 1 (conference)
 - The Tactics of Hope, Chapter 9 (conference)
 - Discussion: “Banking on Recycling”
- Unit 18 Social Enterprise and the Environment Case**
 - Power Partnership: The Creation of a Hybrid Electric Delivery Truck (study.net)
- Unit 19 Social Enterprise and the Environment Speakers**
- Unit 20 MBA/BBA Careers and the Social Enterprise**
 - The Millennials Invade the B-Schools (conference)
 - What Business Execs Don’t Know - but Should - About Nonprofits (e-reserves)
 - MBAs Gone Wild (Shepard) (e-reserves)
 - Discussion: “Closing the Management Gap in Public Service”
- Unit 21 For-Profit Organizations and Social Issues Panel Discussion**
- Unit 22 Internship Reports**
- Unit 23 Showcase Speaker**
- Unit 24 Wrap-Up**
 - Financialization of the Global Economy (e-reserves)
 - The Distinctive Challenge of Educating Social Entrepreneurs (e-reserves)

- BBA(1) Web 2.0 for Nonprofits (Deloitte)**
 - TBD
- BBA(2) The “Space” of the Social Enterprise -- in the context of the public enterprise**
 - *Social Entrepreneurship and Government (conference)*
 - *Creating a World Without Poverty (Yunus), Chapter 1 (conference)*
- BBA(3) Optional Mid-Term**
 - *Good to Great and the Social Sectors (purchase – Amazon.com)*
- BBA(4) Class Debate**
 - *Good to Great and the Social Sectors (purchase – Amazon.com)*