



ENTR2206-01 (CRN10004); Fall Term 2010
Social Entrepreneurship
Professor Dennis R. Shaughnessy

Syllabus (v8.31)

Thank you for enrolling in this course. You have many choices in selecting courses each semester, and I appreciate your choosing this one.

This Syllabus provides students with general information about ENTR2206, “Social Entrepreneurship”. The companion document to this Syllabus is called the “Class Schedule”, which is posted in Blackboard/Course Materials. Students should read the Syllabus and the Class Schedule together, in order to fully understand the class content and its requirements.

Contact Information

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Registration Information

ENTR2206-01, CRN10004
Fall 2010 Semester (September 8 to December 8, 2010)
Monday and Wednesdays, 2:50pm to 4:30pm (100 minutes)
470 Dodge Hall/Boston Campus
HBS Course Link (for case studies): <http://cb.hbsp.harvard.edu/cb/access/6852272>

Summary of Course Requirements

Assignments: Group project, research paper, three case write-ups, three quizzes, *class attendance required*. No mid-term or final exam.

Required Books: Banker to the Poor, Power of Unreasonable People, Leaving Microsoft to Change the World, three HBS case studies.

Grading: 20% research paper, 20% group project; 30% case write-ups (10% each), 30% quizzes (10% each); attendance/participation grade adjuster.

Introduction

This course is called “Social Entrepreneurship”, now in its fifth year at NU. It’s taught twice each academic year. I’m also the founder and academic director of NU’s Social Enterprise Institute (SEI). The SEI is the university’s initiative to educate undergraduate students in the growing field of social entrepreneurship, both in the classroom and in the field. Our field work is both local (urban engagement programs in and around the city of Boston), and international (summer field study programs in South Africa and the Dominican Republic/Haiti).

There are no prerequisites for this class. It is open to both business and non-business majors. If you are a business major, this class currently counts as an elective in the “Innovation & Entrepreneurship” concentration (a new “Social Entrepreneurship” track within the I&E concentration is expected to be approved this semester), and if you are a finance major, it may count as one of your finance electives (check with your advisor). If you are an International Affairs major, this course may count towards your requirements (check with your academic advisor). The class may also count towards certain NU Core requirements, and a new interdisciplinary major in “Global Social Entrepreneurship” is under consideration this Fall within the university.

What is Social Entrepreneurship?

Social entrepreneurship is an emerging field of study that is gaining increasing attention in universities around the world. NU is not the first to teach social entrepreneurship, *but we are a recognized leader in how we teach it.*

Social entrepreneurs combine the knowledge and skills used in traditional business, with a passionate commitment to having a meaningful and sustainable *social* impact. Rather than the relentless and selfish pursuit of personal enrichment through profit, social entrepreneurs apply their passion and skill to enrich the lives of people who are poor, sick or disenfranchised. The best social entrepreneurs find creative ways to help the disadvantaged help themselves, by building innovative and sustainable new “social” enterprises that can be scaled to achieve significant social change. At NU, we are especially interested in what are known as “social businesses”, a sub-set of social entrepreneurship in which profit is used to further social impact.

During this class, we will study dozens of these social enterprises (about 60 in our current schedule, with more to be added after the semester starts), from around the world, in order to help you understand the field and to begin to define social entrepreneurship in your own way. We encourage you to take what you learn in this class *into the field*, and join us in our field study programs that allow you to learn directly from social entrepreneurs while touching the lives of the poor, the sick and the disadvantaged.

Our Approach to Teaching Social Entrepreneurship

This course, along with our other courses and programs, are based on a specific approach to teaching undergraduates. Here are the five principles that we follow.

1. Our approach to learning is *interdisciplinary, global and practical*.
2. We are fully committed to student success through active *engagement and service*.
3. We see *theory as a means to an end*--with the end being having a positive, meaningful and sustainable impact on disadvantaged people and communities.
4. We see the problems associated with poverty, especially in the developing world, as *opportunities for innovative solutions* to be developed by the best minds.
5. We *expect a great deal* from our students because the people we serve deserve it.

Class Honor Code

There is a special “Class Honor Code” posted in Blackboard, which sets forth simple rules of conduct for this class. If you are unable or unwilling to abide by this Honor Code, then you should withdraw from the class. I stress that you must conduct yourself in class in a respectful and diligent fashion, and this includes refraining from using your notebook or laptop for any purpose other than assigned in-class work.

Methodology

This is a discussion-driven class, for which attendance is absolutely required. Being on time is also a requirement. In addition to actively engaging in class discussion, you will also write short analytical papers, work with a partner on a longer research paper, and work within a group of three or four other students on a practical field project. It is essential to your success in class that you do all of the required reading, on time, and share your ideas in class on a regular basis.

Goals and Objectives

The goal of the class is to expose you to the field of social entrepreneurship, with a particular emphasis on understanding how social entrepreneurs effect change in poor communities in the developing world. Your exposure will come through extensive reading, active class participation, the preparation of analytical and research papers, and the design of a practical field project.

In addition to the goal described above, there are three objectives. The first objective is for you to learn about the leading social entrepreneurs and their enterprises by studying them up close and with a critical eye. The second objective is for you to learn to apply a very specific framework developed for this class to evaluate the performance of these enterprises. And the final objective is for you to experience the challenges of social entrepreneurship by designing (but not implementing) your own social enterprise or recommending changes to an existing social enterprise to improve its performance.

Class Requirements and Grading

The class requirements come in five categories. There are no mid-term or final exams.

1. Research Paper (20% of your grade)

You are required to work with one partner, to write a research paper. Your research should focus on applying the evaluation framework taught in class to a social enterprise that we have not discussed at any length in class. The paper should be 8-12 double spaced pages, and should be appropriately sourced and referenced and reflect additional concentrated reading in support of your paper's thesis. In order to receive a full A on your research paper, you will need to evidence that you have read one unassigned book on social entrepreneurship from a reading list posted on Blackboard.

The research paper is worth 20% of your class grade. You share this grade with your partner, regardless of the relative contribution of each of you to the paper.

2. Group Project (20% of your grade)

You are required to work in a group with three other students to develop a practical project, which culminates in a 15-20 minute PPT presentation to the class. You are also required to prepare a short (3-5 double-spaced pages) "enterprise plan" for your project, which focuses on the practical side of the project (i.e., not a research paper).

The project is also worth 20% of your class grade. You share this grade with each member of the group, unless special circumstances arise—meaning, grade enhancement for leaders who do more than their fair share of the work, and grade reduction for those who do not actively contribute to the group's work.

3. Case Write-Ups (10% each, for 30% of your grade)

You will be required to write "cases" for this class. A case write-up is a thesis-driven analytical paper that demonstrates your knowledge of the social enterprise and the related concepts. You will be shown how to structure and write a case, during the first or second class session. Each case will have a set of two or three questions for you to answer, as part of your case write-up. *These case questions will be posted in Blackboard/Case Materials.* You will also be required to apply the evaluation framework that you will learn in class, in writing your cases. Finally, you are required to incorporate the assigned reading into your case write-ups, to evidence completion of the reading.

The first two full cases will be written by you, individually. The third full case will be written with one partner. You will receive a letter grade for each of these three full case write-ups. Each "full" case write-up is worth 10% of your class grade, for a total of 30%. If you fail to receive full credit for each of the three "short" case write-ups, your aggregate grade for the full cases will be reduced by one full letter grade.

4. Reading Quizzes (10% each, for 30% of your grade)

You will take three in-class reading quizzes which cover the three assigned books. These quizzes will also incorporate the class material that coincides with the assigned reading, as a method of integrating reading and lecture/discussion. Students who are successful on these quizzes are both diligent readers and good class note takers!

Similar to the grading for the case write-ups, the quizzes are 10% each, for an aggregate grade contribution of 30%.

5. Preparation, Attendance and Participation (grade adjustment)

You are required to prepare for each class session by doing all assigned reading for that class session, as well as researching the social enterprises or social entrepreneurs identified for analysis for that session. The best way to do that research is to examine the websites of these enterprises, and to read articles and commentaries on these enterprises that you find by way of web (Google) key word search.

You also need to be prepared to answer the assigned discussion questions for that session, and I suggest that you write a paragraph for your own use that contains your answer (these paragraphs will only be collected if class discussions are below expectations). As for class absences, your absence may be excused if you are sick, or have an emergency. In order to have your absence excused, you need to advise me by email prior to the class of the reason or your absence.

Your grade for the course will be adjusted downward, or in some cases upward, by a half letter grade, a full letter grade, or more, based on your performance in this category. We typically have several students who receive downward adjustments in their grades based on absences, tardiness, and lack of participation.

Extra Credit

Consistent with CBA policy, there are no “extra credit” programs, except as provided later under the “Urban Engagement Program”.

Grading Approach

I report the grades that **you’ve earned**. Your grades on each assignment, and for the course, are not negotiable. You have multiple grade points during the term, affording you a generous opportunity to demonstrate what you have learned. Your final grade for the course will reflect your actual work and your contribution to collective learning in class, and you will need to excel in all aspects of performance in order to earn an A.

Assigned Cases from Harvard Business School

As previously explained, there are three assigned cases for the class. You of course need to read these cases in connection with the written assignments described earlier, and then answer the

case questions provided to you in the “Case Questions” document posted in Blackboard/Course Materials. The cases can only be purchased online, from a commercial website associated with Harvard Business School (HBS). In order to access and buy these cases (you may want to share the approximate \$12 cost with a partner), you need to go to the HBS site shown below.

<http://cb.hbsp.harvard.edu/cb/access/6852272>

The three cases that you are required to read for class are listed below.

1. Aravind Eye Hospital, Madurai, India: In Service for Sight
2. Banco Compartamos: Life After the IPO
3. Acumen Fund: Measurement in Impact Investing (A)

Assigned Books

There are three assigned books for the class. These books are not stocked in the NU Bookstore, so you need to buy the books online (Amazon, Overstock), where they are less expensive and many used copies are available. You should not have to pay more than \$40 combined for these books new, and about \$20 used. I’ve included links to the Amazon page that you can use to purchase the books.

1. *Banker to the Poor*, by Muhammad Yunus

http://www.amazon.com/Banker-Poor-Micro-Lending-Against-Poverty/dp/1586481983/ref=sr_1_1?ie=UTF8&s=books&qid=1262030368&sr=8-1

2. *The Power of Unreasonable People*, by Elkington and Hartigan

http://www.amazon.com/Power-Unreasonable-People-Entrepreneurs-Markets/dp/1422104060/ref=sr_1_1?ie=UTF8&s=books&qid=1262030428&sr=1-1

3. *Leaving Microsoft to Change the World*, by John Wood

http://www.amazon.com/Leaving-Microsoft-Change-World-Entrepreneurs/dp/0061121088/ref=sr_1_1?s=books&ie=UTF8&qid=1283515994&sr=1-1

You must incorporate the lessons and the learning from these three books in your written work, and your class participation, in order to receive full credit for completing the assigned reading.

Additional Resources

To help you prepare for class, and complete your assignments, there will be additional resources posted in the Course Materials section of Blackboard. These include:

1. A Social Enterprise Website List
2. A Reading (Book) List
3. A Guide to Writing Cases

4. How to Write a Research Paper
5. A Project Guide
6. A Summary of a Social Enterprise Evaluation Framework
7. HBS Case Questions

Urban Engagement Program

We are again planning to work with an organization called “Citizen Schools”, to teach social entrepreneurship to students from a challenged middle school in a Boston neighborhood. If you elect to participate in this program, which involves a two-hour commitment each week for about 12 weeks, then you will receive “supplemental credit” equal to an A grade for 20% of your class grade.

I look forward to a productive semester together.