

BA 4731- Social Entrepreneurship

Course Schedule

Tuesday and Thursday 10:40-12:15, In-person, Room G208

<b>Instructor:</b>	DR. FORREST WATSON
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<b>Office Hours:</b>	Mondays 14:15-15:40 or by appointment
<b>Course Web Page:</b>	Link to ODTUClass Course Page

**Course Description:**

Social Entrepreneurship is an emerging field that examines the practice of identifying, launching, and growing successful mission-driven for profit and nonprofit ventures. Such organizations strive to advance social change through innovative solutions. Social Entrepreneurship is a mindset—a way of looking creatively at problems and finding opportunities. It is about creating sustainable economic and social value that makes a difference in the communities we serve.

While definitions of social entrepreneurship vary, there is broad consensus about two components:

1. Involves the creativity, imagination, and innovation often associated with entrepreneurship; and
2. The outcomes are focused on addressing persistent social problems particularly among those who are marginalized or experiencing poverty.

The aim of the course is to provide both a theoretical foundation for social entrepreneurship and practical experience in designing a social venture. The academic reading and writing will help students understand the field's economic origins and the similarities and differences with business entrepreneurship. The practical exercises and social venture business plan completed in teams throughout the semester will facilitate the learning of the process of launching a viable and scalable social enterprise. The course is designed to seamlessly bridge between theory and practice of social entrepreneurship.

The course draws on a variety of disciplines, including marketing, management, and finance, to develop frameworks and techniques that are needed for social entrepreneurship. This course will help students develop understanding and skills related to identifying social opportunities, launching social ventures, and scaling for social impact. The goal is for students to have a socially relevant academic experience that inspires them to create economic and social value.

**Course Student Learning Objectives: (CSLO)**

On successful completion of this course, students should:

Course Specific Skills:

1. Have a working knowledge of the concepts, opportunities, and challenges of social entrepreneurship
2. Understand the role of social entrepreneurship in creating innovative responses to critical social needs
3. Demonstrate skills of system and design thinking for social innovation

4. Be able to write and present a social venture business plan

Personal Skills:

5. Strengthen oral and written communication skills
6. Improve ability to work collaboratively
7. Enhance critical thinking and ability to compare competing theories
8. Develop as a thoughtful and empowered consumer and citizen

**Learning and Teaching Methods:**

This course adopts ‘active learning’ and ‘experiential learning’ methods. This implies that: (1) learning is a shared responsibility between the professor and students, (2) learning is mutual – everyone engaged in this class (e.g., professor, students, guest speakers) will learn from each other, and (3) learning is experiential – that is, learning is enhanced through practicing the knowledge.

We share the responsibility to create an environment in which everyone engaged in the class can listen to and learn from one another. Everyone is expected to come ready to participate and contribute to the learning experience. Through guest speakers, case studies, lectures, and classroom dialogue, we will challenge each other to think creatively and strategically with a socially-conscious business mindset.

**Required Reading:**

Kickul and Lyons, *Understanding Social Entrepreneurship* (2012/2016)

Maximize Your Impact: A Guide for Social Entrepreneurs

<http://www.socialvalueuk.org/app/uploads/2017/10/MaximiseYourImpact.24.10.17.pdf>

Maximize Your Impact: Cases of Social Enterprises

<https://sev.ee/wp-content/uploads/2019/04/impact-management-examples.pdf>

**Suggested Reading:**

Elkington, John, *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World* (2008)

Holiday, Ryan, *Growth Hacker Marketing* (2014)

**Assessment and Grading:**

Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by this assessment	Feedback Method
Participation	20	During in-class discussions	1-8	Oral (in class)
Case Reports	20	Two case reports (with a partner)	1-8	Written
Quizzes	20	Two 30-minute quizzes	1-5, 7-8	Written (in class)
Social Opportunity and Social Venture Presentations	20	Two 15-minute group presentations	1-8	Oral (in class)
Social Venture Business Plan	20	15-20 page business plan	1-8	Written

## Participation

In order to get the most out of this class you need to attend class and meaningfully participate. I suggest that you think of our class sessions as regularly scheduled meetings you would have at a place of employment: you show up on time and are ready to participate. Attendance at each class session is expected. If you miss more than one class (regardless of the reason), you can expect this to have a negative effect on your class participation grade. The following are guidelines about the minimum attendance requirements to pass the course. My hope is that these are not even an issue.

- **If you miss more than 8 classes in the semester, you will not pass the class.** This is equivalent to missing approximately 30% of the classes. I will be understanding for COVID concerns, but you need to let me know. I highly suggest you plan ahead so that you are not close to this limit when you have family emergencies or interviews that necessitate you missing classes at the end of the semester.
- If you enter after the class has begun and/or after attendance has been taken, you will receive half of an absence.
- If you will miss a class or will be late, please email me prior to missing class, and your absence/lateness will be reduced by half.
- Do not be on your phone in class. This will immediately impact your participation grade. If you are continually on your phone, I may reduce your attendance for the day by half.

Class participation will be evaluated according to the following categories:

- Outstanding Contributor: Contributions in class reflect exceptional preparation and original thinking. Ideas integrate relevant themes and are nearly always important. Comments spark deeper discussions. Attends all classes and through consistency and enthusiasm makes the class better for all.
- Good Contributor: Contributions in class reflect satisfactory preparation and involved thinking. Ideas are usually important, provide good insights, and sometimes offer a fruitful direction for the class. Comments are relevant. Attends almost all classes and is engaged in discussion.
- Adequate Contributor: Contributions in class reflect hasty preparation. Grasps the important ideas, but seldom goes beyond these. Comments are infrequent but relevant. Attends most classes and is not a distraction to other students.
- Unsatisfactory Contributor: Contributions in class reflect poor preparation. Ideas offered are seldom substantive and disconnected from the flow of the class. Contributions are confusing and distract from discussion. Misses many classes and/or distracts other students.
- Non-participant: Consistently misses class or attends and is tuned out. Hence, there is not adequate basis for evaluation.

## Case Reports

We will study several study cases of social ventures throughout the course. You are expected to read the cases before class and come prepared to discuss. Working with a partner, you will complete a case report for two of these cases. Each of these cases will be a maximum of three pages in length. Specific guidelines will be given for each case before they are due. You will upload these cases into Turn It In and bring a hard copy to class.

## Quizzes

There will be two 30-minute quizzes. These will assess your understanding of the readings and in-class discussions.

## Social Venture Business Plan:

This project will be completed by a group of **three to four students**. We will work together to form groups of students who want to work on the same social opportunity. The purpose of the project is to get experience in identifying a social venture opportunity and create a social venture business plan.

Project Presentations: Each group will have two presentations during the semester. Midway through the semester, teams will present their Social Venture Opportunities. The semester will conclude with the presentation of the Social Venture Business Plans. A question/ discussion session will follow each presentation. All teammates are expected to speak in a smooth and well-organized presentation. More details will be provided on the expectations.

Peer Evaluations: At the completion of the project, you will evaluate the performance of your teammates. You will receive a “group” grade; however, your individual grade may vary depending on the peer evaluations. It is critical that every teammate make a large contribution.

Policy on late submissions: A print copy of your Social Venture Business Plans is **due at the beginning of class on June 9th**. I expect you to work consistently throughout the semester and turn it in on time. Late projects will be penalized with a 3% deduction for the same day delivery, and an additional 5% for each day after.

## Additional Course Notes:

### TIPS FOR SUCCESS

- Attend every class prepared to participate.
- Pick a partner for the case studies and a team for the Social Venture Business Plan with whom you can work well and have a regular agreed upon time to meet.
- Work ahead on the Social Venture Business Plan. Set early deadlines as a team so that you can make sure everyone is on track.
- Let me know if you have questions or challenges well before deadlines and the end of the course.

### GET TO KNOW YOUR PROFESSOR

On Tuesday after class you have the opportunity to sign up for an optional lunch with your professor. These are not required and are offered on a first-come, first-served basis. If interested, you must sign up with a group of two to three students for one of the Tuesdays during the semester. Please let me know ahead of time if you will be unable to keep your time. I value the opportunity to get to know students personally in a more informal environment outside of the classroom.

### Course Policies:

**STUDENT DISABILITIES:** Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 210.7196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

**ACADEMIC DISHONESTY:** The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

**CHEATING:** All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

**PLAGIARISM:** The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

## **METU HONOR CODE**

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

The following table gives the tentative schedule for the semester. The lectures will stress the most important and/or most difficult material. The students are expected to read the assigned material before it is covered in class.

Month	Day	Topic	Reading/ Assignment	CSLO
March	8&10	Syllabus and Course Introduction What is Social Entrepreneurship?		1-2
<b>Identifying Social Opportunities</b>				
March	15	Defining Social Enterprise Impact Thinking Framework	<i>Understanding Social Enterprise</i> , "Defining Social Enterprise" Chapter 3 <i>Maximize Your Impact (pp. 16-23)</i>	1-8
March	17	Social Entrepreneurship Ecosystem Discussion with a Social Entrepreneur	Case 1	1-8
March	22	Exploring Social Venture Opportunities: Data Collection	<i>Understanding Social Entrepreneurship</i> , "Recognizing Social Opportunities" Chapter 3 <i>Maximize Your Impact (pp. 24-28)</i>	1-8
March	24	Mapping Social Problems	Case 2	1-8
March	29	Assessing Social Venture Opportunities	<b>Case Report 1 Due</b> (Case 3)	1-8
March	31	Problem Tree	<i>Maximize Your Impact (pp. 29-35)</i>	1-8
April	5	Stakeholders and Theory of Change	<i>Maximize Your Impact (pp. 36-59)</i>	1-8
April	7	Review for quiz and presentations		1-8
April	12	<b>Quiz 1</b>		1-5, 7-8
April	14	No class	Prepare for presentations	
April	19&21	<b>Presentations of the Social Venture Opportunities</b>	<b>Submit hard copy of slides</b>	1-8
<b>Launching Social Ventures for Social Impact</b>				
April	26	Developing the Social Venture Strategy and Plan: Preparation and Launch	<i>Understanding Social Entrep</i> , Chapter 4 <i>Maximize Your Impact (pp. 61-70)</i>	1-8
April	28	Venture Entry	Case 4	1-8
Ramazan	Bayrami			
May	10	Discussion with a Social Entrepreneur	<i>Maximize Your Impact (pp. 71-88)</i> Case 5	1-8
May	12		<b>Case Report 2 Due</b> (Case 6)	1-8

May	17	Funding Social Ventures	<i>Understanding Social Entrep</i> , Chapter 6	1-8
May	19			1-8
May	24	Organizational Structure of Social Ventures	Case 7	1-8
May	26	<b>Quiz 2</b>		1-5, 7-8
<b>Assessing and Growing Social Ventures for Social Impact</b>				
May	31	Scaling the Social Venture for Social Impact	<i>Understanding Social Entrep</i> , Chapter 8	1-8
June	2			
June	7	Measuring Social Impact	<i>Understanding Social Entrep</i> , Chapter 7 <i>Maximize Your Impact (pp. 90-105)</i>	1-8
June	9	The Future of Social Entrepreneurship and the Sustainable Enterprise	<i>Maximize Your Impact (pp. 107-125)</i> <b>Final Social Venture Business Plan Due</b>	1-8
June	14&16	<b>Social Venture Presentations</b>		1-8

## Social Venture Business Plan

The following outline will guide your planning. (The notes in parentheses are notes of suggestions and references to help guide your preparation and should be deleted from you final Outline)

- I. Executive Summary  
(Consider Impact Questions 1-4, MYIG)
- II. Problem & Opportunity
  - A. Importance and Scale of Problem (Reference data)
  - B. Root Causes of Problem (Problem Tree, MYIG p. 31)
  - C. Why is it solvable?
  - D. What other approaches have been tried and what are their results?
  - E. What would the world look like (your vision) if you solved it?
- III. Mission  
(Your statement of what you will achieve over the long term: Memorable, Manageable, Measurable, Motivational)
- IV. Theory of Change
  - A. Impact Goal
- V. Solution
  - A. Beneficiaries/Customers
  - B. How will you serve them?
  - C. Specific Activities (What specifically does your program look like?)
- VI. Organizational Structure/ Leadership: Team and Board (*USE*, Chapter 5)
- VII. Revenue Model/Funding (*USE*, Chapter 6)
  - A. Revenue mix (contributed and earned)
  - B. Start-Up Capital Needs (Cash, non-cash)

- C. Forecast (3-5 years, future sales, expenses, income, and capital expenditures, fixed and variable costs, unit costs)
- D. Funding Sources (Identify potential funders such as founders, grants, VC, Crowdfunding)
- E. Assessing risk, return, impact
- F. Financial feasibility
- G. Scaling Funding (capital to grow)
- VIII. Measurement and Evaluation  
(Consider Impact Questions 5-10, MYIG)
- IX. Messaging and Communication
- X. Market
  - A. Stakeholder Map (MYIG p. 41)
  - B. Building Alliances (Value Net USE, p. 218)
- XI. Risks
- XII. Scaling Strategy (USE, Chapter 8)
  - A. Scaling Capacities (USE, p. 205)
  - B. Growth Strategy

MYIG- *Maximize Your Impact: A Guide for Social Entrepreneurs*

USE- *Understanding Social Entrepreneurship*