

MIDDLE EAST TECHNICAL UNIVERSITY
FALL 2026-2027
DEPARTMENT OF BUSINESS ADMINISTRATION

Course: BA 4731– Social Entrepreneurship
Course Schedule: Mondays, 14.40-17.40

Instructor:	Duygu Vatan
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Office Hours:	by appointment
Course Web Page:	*

Course Description:

This course introduces social entrepreneurship as an approach to creating social value through sustainable and innovative enterprise models. Students explore the development of the field, the role of social entrepreneurship in responding to contemporary social and environmental challenges, and the ways social enterprises differ from conventional businesses, nonprofit organizations, and other hybrid models.

The course combines conceptual frameworks, academic literature, real-world cases, practitioner engagement, and studio-based learning. Students work with tools such as Theory of Change and Social Business Model Canvas to examine how social enterprises create impact, generate revenue, build partnerships, scale, govern their organizations, and remain accountable to their mission.

Throughout the course, students engage with examples from Türkiye and internationally, including guest speakers and ecosystem actors. The course concludes with a studio project in which students analyze an existing social enterprise and develop a reasoned proposal for how its model could be strengthened or reimaged.

Course Student Learning Objectives: (CSLOs)

Course Specific Skills

1. Understand the key concepts, development, and contemporary context of social entrepreneurship.
2. Distinguish social enterprises from conventional businesses, nonprofit organizations, and other hybrid models.
3. Analyze how social enterprises create social impact while developing viable business and revenue models.
4. Apply key frameworks such as Theory of Change and Social Business Model Canvas to real social enterprises.
5. Understand key dimensions of social enterprise practice and ecosystems, including finance, partnerships, growth, governance, accountability, and the role of ecosystem actors.
6. Critically assess social impact claims and the trade-offs involved in pursuing social and economic goals.
7. Analyze and reimagine an existing social enterprise using evidence, cases, and course frameworks.
8. Understand the social entrepreneurship ecosystem in Türkiye through direct engagement with social enterprises, practitioners, and ecosystem actors.

Discipline Specific Skills

9. Apply management and strategic thinking to organizations pursuing both social and economic value.
10. Evaluate organizational choices and trade-offs using academic concepts, cases, and real-world evidence.

Personal and Key Skills

11. Strengthen critical thinking, research, and analytical skills.
12. Improve oral and written communication skills.
13. Develop the ability to work collaboratively and give constructive feedback.
14. Engage professionally with social entrepreneurs, practitioners, and external stakeholders through case discussions, guest sessions, and the final studio showcase.
15. Engage thoughtfully with different perspectives on business, impact, and social change.

Learning and Teaching Methods:

The course combines lectures, guided discussions, case-based learning, guest speakers, and hands-on studio work. Conceptual frameworks and academic readings are introduced through lectures and applied to real social enterprise cases in class.

Students engage in Social Business Model Canvas, Theory of Change exercises, comparative case discussions, and short in-class assignments. Practitioner sessions and examples from Türkiye provide direct exposure to the social entrepreneurship ecosystem.

In the second half of the course, learning becomes more studio-based, with students applying course concepts to existing social enterprises through group work, peer feedback, and iterative analysis and redesign.

Required Reading:

- Dees, J. G. (2001). *The meaning of social entrepreneurship*.
- British Council. (2019). *The state of social enterprise in Turkey*.
- TSGA. (2020). *Türkiye social entrepreneurship ecosystem analysis*.
- Koç University Social Impact Forum, Mikado, & Social Value UK. (2017). *Social enterprise casebook*.
- Koç University Social Impact Forum, Mikado, & Social Value UK. (2017). *Maximise your impact: A social entrepreneur's guide*.
- Nesta. (2011). *Theory of change toolkit*.
- Metabolic. (2025). *Fertile ground: A mapping and analysis of the vibrant ecosystem of organisations across Europe working to transform our economic system*.
- Stanford Graduate School of Business. (2019). *Impact business model canvas*.
- Kimsey, M., Geradts, T., & Battilana, J. (2023). Walking the purpose-talk inside a large company: Sustainable product development as an instance of divergent change. *Strategy Science*, 8(2), 311–321. <https://doi.org/10.1287/stsc.2023.0197>
- EY. (2022). *Enough: A review of corporate sustainability*.
- The Dragonfly Collective. (2020). *16 social enterprise business model types*.

Suggested Reading & Viewing:

- Raworth, K. (2017). *Doughnut economics: Seven ways to think like a 21st-century economist*.

- Hickel, J. (2020). *Less is more: How degrowth will save the world*.
- Felber, C. (2010). *Change everything: Creating an economy for the common good*.
- Morgan, A. (Director). (2015). *The true cost* [Film]. Untold Creative.
- Bollaín, I. (Director). (2010). *También la lluvia [Even the rain]* [Film]. Morena Films.
- Dion, C., & Laurent, M. (Directors). (2015). *Demain [Tomorrow]* [Film]. Move Movie.

Assessment and Grading:

Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm Exam	30%	Individual in-class exam covering Weeks 1–7, including conceptual questions, comparison, and short case analysis	1, 2, 3, 4, 6, 9, 10	Written feedback and class review
Social Enterprise Studio Project & Final Presentation	35%	Group-based analysis and reimagination of an existing social enterprise, developed throughout the studio and presented in the final showcase	3, 4, 5, 6, 7, 8, 9, 10, 11	Instructor, peer, and invited practitioner feedback
Individual Studio Memo	15%	Short individual analysis connecting the studio case with course concepts, evidence, and key trade-offs	3, 5, 6, 9, 10, 11	Written instructor feedback
Class & Studio Participation	20%	Participation in discussions, cases, in-class exercises, guest sessions, peer feedback, and studio work	1, 5, 8, 9, 10, 11	Ongoing verbal and formative feedback
Total	100%			

Course Policies:

ATTENDANCE AND PARTICIPATION: Attendance is mandatory. Because the course relies substantially on discussion, case-based learning, guest speakers, and studio work, regular attendance and active participation are considered essential components of the learning experience. Students who miss three or more class sessions without an approved and documented excuse may receive a failing grade for the course. Attendance during guest speaker sessions, studio sessions, and the final studio showcase is particularly important and will be considered mandatory unless an approved excuse is provided.

Attendance alone does not constitute participation. Participation includes preparation for class, contribution to discussions and case analyses, engagement with guest speakers, active involvement in studio work, and constructive peer feedback.

GENERATIVE AI: Generative AI tools may be used as supporting tools for brainstorming, research assistance, language editing, and the development of preliminary ideas unless otherwise specified for a particular assignment. However, students remain fully responsible for the accuracy, originality, analysis, argumentation, and referencing of all submitted work.

AI-generated content should not be presented as the student's own analysis or used as a substitute for engagement with assigned readings, cases, or primary sources. Students are expected to verify factual claims and references independently. Fabricated, unverifiable, or inaccurately cited sources will be treated as an academic integrity issue.

When generative AI has been used substantially in preparing an assignment, students should briefly disclose how it was used. The midterm examination must be completed without the use of generative AI or any other unauthorized external assistance.

GROUP WORK AND INDIVIDUAL CONTRIBUTION: The Social Enterprise Studio project is designed as collaborative work, and all group members are expected to contribute meaningfully throughout the process. Students are collectively responsible for the quality of the final group output and individually responsible for their own contribution.

Where there is clear evidence of substantially unequal participation, individual grades may be adjusted. The instructor may request peer feedback, individual clarification, or other evidence of contribution when necessary.

LATE WORK: Late submissions will be accepted only in cases of an approved and documented excuse. Students should inform the instructor as soon as reasonably possible and provide the relevant documentation. In the absence of an approved excuse, late work may not be accepted.

GUEST SPEAKERS, PRACTITIONER ENGAGEMENT, AND CONFIDENTIALITY: The course includes engagement with social entrepreneurs, practitioners, and other ecosystem actors. Students are expected to interact with guests professionally and respectfully and to arrive prepared for these sessions.

Some guests may share experiences, organizational information, or examples that are not intended for wider circulation. Students should respect any confidentiality requests made during class and should not publicly share sensitive information, quotations, slides, or case details without permission.

RECORDING: Audio, video, screen, or other forms of recording during class are not permitted. This applies particularly to guest speaker sessions, case discussions, and studio activities. Any exceptional recording required for an approved accommodation must be discussed with the instructor in advance.

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. Appendices are required only if they are assigned. The students are required to read the chapters and appendices before they are covered in class.

Tentative Course Schedule				
Month	Day	Topic	Reading/ Assignment	CSLO
September	28	Course Introduction: Business as Usual is Broken	In-class discussion EY. (2022). Enough: A Review of Corporate Sustainability.	1, 11

October	5	New Economic Models: Rethinking the Economy	Metabolic. New Economies Landscape Report. "The Necessity of an Economic Transition" Supporting: Jason Hickel, <i>Less Is More</i> , Introduction: <i>Welcome to the Anthropocene</i>	1, 11
October	12	What is Social Entrepreneurship?	J. Gregory Dees, "The Meaning of Social Entrepreneurship" <i>The State of Social Enterprise in Turkey + Türkiye Social Entrepreneurship Ecosystem Analysis</i>	1, 2, 8
October	19	Live Case: Inside a Social Enterprise	Guest social entrepreneur + case discussion	2, 3, 8
October	26	Understanding the Social Enterprise Model	Koç University Social Impact Forum, Mikado & Social Value UK. (2017). Social Enterprise Casebook. Koç University Social Impact Forum, Mikado & Social Value UK. (2017). Maximise Your Impact: A Social Entrepreneur's Guide.	2, 3, 4
November	2	Designing for Impact: Impact Modeling	Nesta, Theory of Change Toolkit + in-class exercise	3, 4
November	9	Business Models, Revenue & the Dual Mission	The Dragonfly Collective. 16 Social Enterprise Business Model Types. <i>Stanford Impact Business Model Canvas</i>	3, 4, 6
November	16	Midterm Exam	Weeks 1–7	1–6
November	23	Social Enterprise Studio I: Resources & Relationships	Selected cases/readings + applied studio exercise	3, 5, 6
November	30	Social Enterprise Studio II: Organization & Growth	Kimsey, M., Geradts, T. & Battilana, J. (2023). <i>Walking the Purpose-Talk Inside a Large Company: Sustainable Product Development as an Instance of Divergent Change</i> .	3, 5, 6

December	7	Social Enterprise Studio III: Mission, Power & Accountability	Selected case/paper + studio discussion	5, 6, 10
December	14	Social Enterprise Studio IV: Understanding the Enterprise	Group research + integrated social enterprise analysis	3, 4, 5, 7
December	21	Social Enterprise Studio V: Reimagining the Enterprise	Studio work + peer/instructor feedback	6, 7, 9, 10, 11
December	28	Social Enterprise Studio Showcase	Final group presentations + practitioner feedback	7, 8, 9, 10, 11