

**HNRS 120AW**  
**Entrepreneurship for Social Justice (E4SJ)**  
**Tuesdays 3:50-6:50 pm**  
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Entrepreneurship is emerging as a mechanism to accelerate global human development. In this upper-division honors course, students will analyze fundamental challenges in global human development and reasons for their persistence; evaluate a range of entrepreneurial models for addressing hunger, malnutrition, energy poverty, gender inequality, and illiteracy, among other problems afflicting the global poor; and create business plans for new enterprises focused on social justice.

In 1803, Jean-Baptiste Say defined an *entrepreneur* as someone who “shifts resources out of an area of lower production into an area of higher yield and production.” In this class, we will define a *social entrepreneur* as someone who uses entrepreneurial principles to achieve social justice.

Students will evaluate business and entrepreneurial concepts using cases studies, then design new enterprises based upon these concepts. E4SJ is open to all majors, and will integrate concepts from multiple disciplines. Students will have the opportunity to work in an interdisciplinary fashion as they craft their business plans and receive peer feedback. Students will learn the rhetorical styles of business, marketing, human development, and science.

While there are no formal pre-requisites, students will benefit from some familiarity with the United Nations Millennium Development Goals, traditional paradigms for economic development, and a basic understanding of business principles. Lower-division students who have taken HNRS 20 – Technology for Social Justice are well qualified for this course.

Two major writing assignments will comprise a total of 24-32 pages of original work and account for 75% of the course grade. These assignments require students to employ critical thinking skills appropriate to social entrepreneurship and to support their theses with well-integrated evidence. Class time will be devoted to instruction on writing coherent, purposeful business plans that communicate effectively to intended audiences. Students will have an opportunity to revise both assignments and to meet with the instructor during special office hours to improve their writing.

Over 50% of classroom time will be devoted to discussions and debates; 25% of the student evaluation will be allocated based on class participation informed by a variety of complex documents, business case studies, class guests, and other texts; reading is substantially heavier in the first half of the course.

## **E4SJ Learning Objectives**

**L01** Students will examine entrepreneurial principles and assess their application in social entrepreneurship and social justice.

**L02** Students will evaluate whether entrepreneurial concepts are effectively applied to achieve social justice; they will compare and contrast business model elements, and defend their analyses, displaying critical thinking and purposeful communication in their writing. Information literacy will be displayed through inclusion of independently identified, appropriate citations from a variety of sources.

**L03** Students will learn to differentiate contextual barriers to the sustainability and scaling of social enterprises and formulate strategies to address the barriers.

**L04** Students will generate business plans for new social enterprises, assemble *pro forma* leadership and execution teams, design products or services, and formulate business models for a sustainable social justice enterprise. The written business plans will display critical thinking in relationship to the complex problems of poverty and intellectually honest arguments that support the proposed business models.

**L05** Students will explain their approach to achieving social justice, defend the model, predict risks to success, and propose risk mitigation strategies.

### **Map of E4SJ Learning Objectives, Assignments, and Instruction to Advanced Writing Learning Objectives**

1.1 Read and write with a critical point of view that displays depth of thought and is mindful of the rhetorical situation of a specific discipline. (Critical Thinking, Complexity, Communication)

L01, L02, L03, L04

Assignment 1, Assignment 2

Instruction: Week 1, Week 3, Week 4, Week 5, Week 6, Week 8

1.2 Write essays that contain well-supported, arguable theses and that demonstrate personal engagement and clear purpose. (Critical Thinking, Complexity, Communication)

L02, L04

Assignment 1, Assignment 2

Instruction: Week 1, Week 3, Week 4, Week 5

- 1.3 Independently and deliberately locate, select, and appropriately use and cite evidence that is ample, credible, and smoothly integrated into an intellectually honest argument appropriate for a particular discipline. (Complexity, Communication; Meta-Goal: Information Literacy)

L02, L03, L04, L05

Assignment 1, Assignment 2

Instruction: Week 1, Week 7, Week 8

- 1.4 Consciously understand their writing processes as modes of learning and intentionally manipulate those processes in response to diverse learning tasks. (Critical Thinking, Complexity; Meta-Goal: Intentional Learning)

L03, L05

Assignment 2 – Reflective essay

Instruction: Week 1, Week 3, Week 6, Week 8

## **RESEARCH RESOURCES**

### **E4SJ HNRS 120 Cloud Reader Spring 2014**

The core readings for the course are contained in this cloud reader; you can download them as you wish.

*Please be sure that you can access it no later than the first day of class.*

<https://csts.box.com/s/2yy1vx3juxcik2f62zol>

### **Social enterprise case studies. CSTS Cloud Research Library**

Includes 127 business case studies organized by sector.

<https://csts.box.com/s/zafcv1cckrrxdfxo2hqq>

### **CSTS Cloud Research Library**

Contains numerous other resources for evaluating and creating business plans.

<https://csts.box.com/s/3debea7c5ae0a0543847>

### **GSBI Alumni**

Profiles of over 200 social enterprises with links to their websites.

<http://www.scu.edu/socialbenefit/entrepreneurship/gsbi/library.cfm?id=>

### **Echoing Green Fellows**

<http://www.echoinggreen.org/fellows>

### **Skoll Foundation Social Entrepreneurs**

<http://www.skollfoundation.org/skoll-entrepreneurs/>

## **ASSIGNMENT 1. Comparative analysis of two social enterprises**

Select two or more social enterprises attempting to address the same human development need; compare and contrast their business models. Assess the competitive dynamics affecting each enterprise and its business model. Evaluate the ecosystems in which they operate and predict barriers to success. The essay should display critical thinking, contain well-supported theses, and cite evidence from the disciplines of entrepreneurship and social justice. The instructor will provide written feedback on the original assignment, which will be discussed among peers during class; the instructor will also provide written feedback on the revision.

### ***Specifications:***

- 2,000 words - 3,000 words (8 – 12 pages)
- Double spaced, 12 point font
- Submit electronically
- Due by midnight Tuesday of Week 5 (April 29)
- Revisions due by Tuesday of Week 7 (May 13)

## **ASSIGNMENT 2. Business plan for a social enterprise**

Develop an integrated business plan for a new social enterprise (interdisciplinary teams of 3 are acceptable). Defend the business model in an oral presentation and display an understanding of rhetorical differences in modes of presenting the business plan. The instructor will provide written feedback on the original and revised assignment; peers and external judges will offer oral responses during class.

### ***Specifications:***

- 4,000-5,000 words (16 – 20 pages)
- Double spaced, 12 point font
- Submit electronically
- Due by midnight Tuesday of Week 9 (May 27)
- 10 minute presentation Week 10 (June 3)
- Revisions due by Monday of Finals Week with 1 page reflective essay on choices on content, graphics, and images (June 9)

### **Evaluation**

25% Assignment 1

50% Assignment 2 (including reflective essay and oral presentation)

25% Class Participation (= present and contribute to discussion)

**Books** (should be in Bookstore, or purchase online; consider sharing GBP)

**(SEP)** The Social Entrepreneur's Playbook. Ian C. MacMillan & James D. Thompson.

**(GBP)** How to Write a Great Business Plan. Harvard University Press.

**(LYE)** Letters to a Young Entrepreneur. Ricardo Levy.

**Cloud Library:** please ensure you can access the folders. **QR** = quick read

**Supplemental Reading** sub-folders in the Cloud Library may be useful.

## **WEEK 1: Introduction and course overview (April 1)**

### ***Discussion and instruction topics***

Review syllabus and course assignments

Instruction: Effective writing related to entrepreneurship for social justice

Instruction: Discerning credible information sources in social entrepreneurship

What are the persistent problems of poverty on a global basis?

Why have other paradigms to eradicate poverty failed?

How do your personal goals align with the principles of entrepreneurship?

What does social justice mean to you?

**Guest Speaker: Amanda North, CEO Artisan Connect 5:15-6:50 (confirmed)**

## **WEEK 2: Entrepreneurial approaches to global human development (April 8)**

### ***Reading***

UN Millennium Declaration 55/2 (9 pages, Cloud Library)

UN MDG Report 2012 (72 pages, Cloud Library, QR)

SSIR Rethinking Global Development Goals 2012 (3 pages, Cloud Library)

Implications of Scarcity (2 pages, Cloud Library)

A Tale of Two Cultures, J. Bus Ethics 111: 321-334 (15 pages, Cloud Library)

SEP Introduction and Chapters 1-2 (20 pages, Book)

### ***Discussion topics***

How can human development challenges be addressed through entrepreneurship?

What factors would your enterprise address to serve the poor?

How would your new venture's solution differ from existing approaches?

How do you analyze the landscape for new ventures?

**Guest Instructor: Keith Warner (confirmed); Guest Speaker: Grace Colon, Biotech Investor & Entrepreneur 5:15-6:50 (confirmed)**

## **WEEK 3: Successful social enterprise & market dynamics (April 15)**

### ***Reading***

The Five Competitive Forces that Shape Strategy (19 pages, Cloud Reader)

Case: Aravind Eye Care System (17 pages, Cloud Library)

Infinite Vision: Chapters 1 & 12 (24 pages, Cloud Library)

Case: SKS Microfinance (12 pages, Cloud Library)

SEP Chapters 3-5 (24 pages, Book)

### ***Discussion and instruction topics***

Porter's Five Forces and their application to social enterprise

Aravind's critical success factors

Microfinance and its limitations

Instruction: writing strategies for Assignment 1 (comparative analysis)

## **WEEK 4: Business Model Analysis (April 22)**

### ***Reading***

Case: Mobile Banking for the Unbanked (27 pages, Cloud Library)

Case: Sarvajal – Water for All (28 pages, Cloud Library)

Case: eHealthPoint (19 pages, Cloud Library)

Business Model Canvas (72 pages, Cloud Library)

SEP Chapters 6-7 (30 pages, Book)

### ***Discussion and instruction topics***

Business Model Canvas

Comparative analysis of Sarvajal and eHealthPoint cases

Instruction: how to apply Sarvajal and eHealthPoint to Assignment 1

Mobile technology as a platform

Social enterprise business models

**Guest speaker: Sam Baker – Just Business/Not For Sale 5:15 -6:50 (confirmed)**

## **WEEK 5: Writing a business plan; governance (April 29)**

### ***Reading***

How to Write a Great Business Plan (64 pages, Book, QR)

The Governance of Social Enterprise (40 pages, Cloud Library)

Marketing for the BoP (59 pages, Cloud Library)

SB Plan Rationale (PowerPoint, Cloud Library)

SEP Chapters 8, 9 (22 pages, Book)

### ***Instruction and discussion topics***

What are the key elements of a well-defined business plan?

How do oral presentations vary in content and form from written plans?

What do investors look for in business plan pitches?

How can I construct a meaningful business plan for a social enterprise?

Identification of gaps in social enterprise business plans

**Guest speaker: Camille Samuels, Versant Ventures, 3:50-5:05 (confirmed)**

***NOTE: Assignment 1 due on Tuesday, April 29***

## **WEEK 6: Success metrics (May 6)**

### ***Reading***

SSIR: A GPS for Social Impact (3 pages, Cloud Library)

Koch & Desa Working paper (36 pages, Cloud Library)

SROI: An introduction (12 pages, Cloud Library)

Fundacion Paraguaya B & C (12 pages; Cloud Library; A - Supplemental Reading)

Data Driven: IRIS Data Report 2011 (32 pages, Cloud Library)  
Social Progress Index 2013, pages 5-38 (33 pages, Cloud Library)  
SEP Chapters 10, 11 (39 pages, Book)

***Discussion and instruction topics***

Peer responses to Assignment 1: content, form, effectiveness of communication  
Discussion of feedback on writing strategies for business communication  
How will your social enterprise measure impact?  
How does one distinguish between broad and deep impact?  
What is required for an intellectually honest assessment of social impact?

**Guest Speaker: Pamela Roussos, KPIs 3:50-5:05 (confirmed)**

**WEEK 7: Success factors in scaling social impact (May 13)**

***Reading:***

From Blueprint to Scale (68 pages, Cloud Library, QR)  
Scaling Up Framework (64 pages, Cloud Library, QR)  
Scaling Up Toolkit (70 pages, Cloud Library, QR)  
Desa and Koch 2014 (29 pages, Cloud Library)  
Mind the Gaps (5 pages, Cloud Library)  
SEP Chapters 12, 13 (28 pages, Book)  
Start LYE (106 pages total, Book)

***Discussion and instruction topics:***

What are the critical factors limiting scale of social enterprises?  
How would you propose to address these?  
Instruction: assessing credibility of information sources and evidence to support your theses (online workshop)  
What partnerships can you envision for your business plan to accelerate scaling?

**Guest speaker: Richard Kohl on scaling impact; seminar 4:00-5:30 followed by closed session with E4SJ students (confirmed)**

***NOTE: Revisions to Assignment 1 due on Tuesday, May 13***

**WEEK 8: Financing your enterprise and investment readiness (May 20)**

***Reading***

SEP Chapter 14 (20 pages, Book)  
Case: Acumen A&B (34 pages, Cloud Library, QR)  
Coordinating Impact Capital (52 pages, Cloud Library, QR)  
The Promise of Impact Investing (19 pages, Cloud Library)  
Continue LYE (Book)

***Discussion topics***

What is impact investing, and how does it differ from venture capital?  
What forms of impact capital are most appropriate for my venture?  
How do investors evaluate social enterprises for investment readiness?  
What new investment vehicles might work for my venture?  
Instruction: How VCs evaluate business plans in due diligence

**Guest speaker: Tom Sabel 3:50-5:05 (confirmed)**

**WEEK 9: Ecosystem considerations; Being an entrepreneur (May 27)**

***Reading***

ANDE Entrepreneurial Ecosystem Diagnostic Kit (32 pages, Cloud Library)  
Entrepreneurship Training for the Developing World. 2012. (2 pages, Cloud Library)  
Creating Mutual Value. 2009. Journal of Business Research (13 pages, Cloud Library)  
Case: Martin Burt (14 pages, Cloud Library)  
Finish LYE (Book)

***Discussion topics***

How do ecosystem factors influence the success or failure of social enterprises?  
What roles do or should corporations play in poverty eradication?  
What does it mean to be a social entrepreneur?  
How do social entrepreneurs effectively communicate with different audiences?

**Guest speaker: Ricardo Levy, 5:15- 6:45 (confirmed)**

***NOTE: Assignment 2 due on Tuesday, May 27***

**WEEK 10: Business Plan presentations (June 3)**

***No Reading***

8 minute presentations, 2 minutes of feedback

**Judges: Jeff Miller, Betsy Rafael (confirmed)**

***NOTE: Revisions to Assignment 2 and 1-page reflective essay due Monday, June 9***