

AIT Prosper.Net Social Business and Social Enterprise Curriculum

Project Aim and Objectives – AIT Prosper.Net

Aim: To develop short courses and modules for degree programs on the development and management of social businesses and the development of social entrepreneurship skills in the context of poverty alleviation and pro-poor development

Objectives:

- To *build practical short courses* for credits for *degree* programmes and for people who are interested in setting up and managing social businesses
- To *identify the skills* needed to develop and manage social businesses and to build programs around the development of such skills
- To develop courses with strong *experiential learning* elements with the possibility of building some mentoring skills into the programme

This document outlines a curriculum for the social entrepreneurship course which could be used in its entirety or as separate sections or modules.

Background

Business as the engine of growth in our economies is driving economic development and helping people in developing and emerging economies out of poverty. Yet social innovations in business and different business models which focus on *more than profit* have the potential to create more value for society and make a bigger contribution to sustainable development.

20 years ago large financial institutions did not think 'doing business with the poor' made business sense. The work of Muhammad Yunus and the Grameen Bank and other institutions has proved this wrong. As a result, many Global financial institutions now have microfinance business units. Microfinance provides an inspiring example of how innovation and resources can be harnessed for society's benefit. Companies like Unilever have recognised that doing business 'at the base of the pyramid' (BoP) is an essential component for a globally oriented fast moving consumer goods company. There are growing examples of social innovation which can address society needs and potentially make business sense.

Around the world there are countless examples of people or groups of people who have established innovative organisations to serve a social purpose. However, the world has tended to frame itself in terms of government (serving and providing public goods) and the 'market' (serving private interests and business) and often socially oriented organisations are seen as marginal or on the side-lines of life or just the expression of someone or group of people's philanthropy.

Social entrepreneurs have helped to bridge this gap. While there are examples from large MNCs doing business at the BOP and developing interesting innovations, there is growing interest from people around the world to apply business acumen to social and environmental challenges. However, the absence of many other very large-scale successes in the field of social entrepreneurship aside from microfinance also raises serious questions about the potential and limits of social entrepreneurship as a vehicle to generate widespread, sustainable social change. Individual social entrepreneurs worldwide are struggling to achieve significant impact and create scalable business models.

Asia as a region is home to famous social innovators and social entrepreneurs and there are numerous examples of companies working for 'more than profit' and contributing to social development. At the same time, Prosper.Net has identified that there is a gap in terms of the integration of this as a topic in business schools. This curriculum aims to bridge this gap.

This course will explore: the nature of poverty and development and the role of the private sector; social entrepreneurship as a tool for change and addressing poverty; and social entrepreneurship strategies and impact. In doing so its purpose is to help to catalyse and encourage more social entrepreneurs and innovators to tackle our global development challenges.

Course Objectives: This course is designed for us to work together to:

1. Explore the nature of poverty and development and the role of the private sector in addressing this;
2. Investigate social entrepreneurship as a tool for achieving significant social change; and
3. Examine social entrepreneurship strategies and factors relating to an enabling environment and overall impact.

The materials will be developed for a course of 30 hours. This will be broken down into 3 separate sections. Based on the needs of Prosper.Net it is anticipated that this curriculum could be used in its entirety or as separate sections or modules and integrated into other courses.

Anticipated sections:

1. The nature of poverty and development and the role of the private sector (10.5 hours)
2. Social Entrepreneurship as a tool for change and addressing poverty (10.5 hours)
3. Social entrepreneurship strategies and impact (9 hours)

In the third part of the course, students will form teams and take steps to develop (and potentially launch) a social venture. As part of the assessment, students will need to submit an implementation plan and make a presentation on a social venture idea or a social innovation in an existing business to a panel of industry experts and funders. It is hoped that some of these ideas may transpire into viable initiatives that create positive social impact.

Student Evaluation for the whole course: Grades in this course will be determined as follows:

- 25%** on regular class participation (rated in part by classmates)
- 50%** on an individual course project (graded solely by the instructor)
- 25%** on at least one formal class presentation (rated in part by classmates)

Class Participation (25%): Everyone will be expected to attend class, to come prepared, and to participate actively in the discussion. Before class, students should have read the assigned readings, thought critically about the concepts they present and their application to the case or topic of the day, and be prepared to answer the assigned study questions. Debates can be powerful opportunities for learning. Students are encouraged to challenge the views of their classmates and the instructor.

50% Assignment:

1. Comparative assessment of two or more case studies representing distinctive entrepreneurial approaches to the same social problem (e.g., clean water, better schools, alternative energy, etc.);
2. Critical analysis of a specific type of social entrepreneurship / social business intervention (e.g., fair trade, eco-tourism, micro-insurance, etc.);

25% business plan / group project: This project will ask you to present a case of a particularly interesting venture at the base of the pyramid which creates both business and societal value. This could be a standalone social enterprise or a social innovation in an existing and more traditional business. Groups can either develop their own idea and a basic business plan or research an existing project and analyze its chances for success.

Part I: The nature of poverty and development and the role of the private sector

Estimated: 10.5 hours. 7 sessions of 1.5 hours

Asia is a region of great prosperity but also great poverty. According to some recent research by UN and ADB, the world economic crisis has pushed about 21 million people in *Asia-Pacific* countries into extreme *poverty* since the beginning of 2009. The global slump stalled progress to reach the region's anti-poverty targets for 2015. Without protection, people fall back into poverty with economic crises, health pandemics and natural disasters and cannot recover easily. More than 50 percent of people in urban and rural areas in the Asia-Pacific region live without basic sanitation and 50 percent of people in rural areas have no access to clean water. Before the downturn, the region was on schedule to meet development targets for halving the number of people living on less than the equivalent of USD 1.25 a day and rural people without access to clean water, as well as ensuring universal access of children to primary school and gender parity in secondary education.

Addressing poverty the domain of the non-profit sector or *social* entrepreneurs but can be a viable concept for profit oriented enterprises as well. Doing so requires identifying opportunities and aligning these with business strategies, mobilising appropriate resources and ensuring impact and addressing issues of scale and sustainability of results. Business as a source and driver of innovation can help to address some of our pressing challenges.

Objective: The purpose of this first part of the course is to look at business as a driver of economic growth, its social responsibilities and potential for innovation and how this can be aligned in a way that is good for business and can address poverty and contribute to community development at the same time.

The nature of poverty and development and the role of the private sector				
Session and Timing	Topic	Activity	Learning Outcomes	Potential assigned reading. For general see below
Session 2.1 1.5 hours	Development? What are we talking about? Millennium Development Goals (MDGs)	Lecture Group Work Discussion	Have students thinking about different concepts and perspectives on poverty and development	United Nations, <i>Millennium Development Goals Report and asia pacific briefing</i>
Session 2.2 1.5 hours	How can business engage with development issues?	Lecture Case studies in brief Group Work Discussion	Understanding of the role of the private sector and the different roles it can play in addressing development challenges	U.N. Commission on the Private Sector and Development, <i>Unleashing Entrepreneurship: Making Business Work for the Poor</i> , March 2004, Nelson, J. and D. Prescott (2003). <i>Business and the Millennium Development Goals: A Framework for Action</i> , IBLF
Session 2.3 1.5 hours	What about Partnerships? Looking at strengths and opportunities for partnerships. In depth discussion on <i>Leadernomic</i> Case Study	Lecture Group Work Discussion Case Study	Awareness on strengths and weaknesses of partnerships and the concept in addressing development challenges	Read Webb 2010 <i>Partnerships a the BoP</i> Partnerships document
Session 2.4 1.5 hours	Exploring different ways companies can form partnerships and	Lecture	Students will examine the strengths and weaknesses of	Self-study to examine different ways that companies invest in

	invest in communities	Group work and task	different approaches to corporate community investment	communities and create shared value. Porter, Michael E., and Mark R. Kramer, "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility", <i>Harvard Business Review</i> , February 2007
Session 2.5 1.5 hours	Forming effective partnerships Case Study: WaterHope	Lecture Case Study Discussion	Students will explore in depth a partnership approach to a social business aimed at the BoP and discuss issues around it	Waterhope Case Study
Session 2.6 1.5 hours	Measuring the impact of business on communities and appropriate tools	Lecture Discussion	Increased awareness on impact measurement and what this means for business in the context of development	Shared value ODI document
Session 2.7 1.5 hours	Partnerships and Value Chains Goat Milk Case Study	In depth case study		
Total 10.5 hours				

Suggested Background Reading

Amartya Sen, selections from *Development as Freedom*, Anchor Books, 1999: pp. 87-110 and pp. 142-145

Nelson, J. and D. Prescott (2003). Business and the Millennium Development Goals: A Framework for Action, IBLF (International Business Leaders Forum).

Nelson, J. (2008). Mobilising Business Action for the MDGs. 2008 MDGs at the midpoint: accelerating business-led growth and collective action B. A. f. Africa.

CSR and development? (to add)

U.N. Commission on the Private Sector and Development, *Unleashing Entrepreneurship: Making Business Work for the Poor*, March 2004, Chapter 2: Constraints on the Private Sector in Developing Countries (available at <http://www.undp.org/cpsd/documents/report/english/chapter2.pdf>)

William Easterly, selection from *The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good*, Penguin Press, 2006, pp. 3-22

United Nations, *Millennium Development Goals Report and asia pacific briefing*

Partnerships for change resources

"Opportunity International: Measurement and Mission," Harvard Business School, Case #307067

Henry Chesbrough, Shane Ahern, Megan Finn, & Stephane Guerraz, "Business Models for Technology in the Developing World: The Role of Non-Governmental Organizations," *California Management Review*, March 2006 (in your packet)

Ashley, C., Ellis, K., & Schramm, C. (2009). Approaches to assessing business impacts on development *Produced for the Meeting Series on 'Harnessing the power of the private sector for development' organised by the Department for International Development, UK: Overseas Development Institute.*

The Entrepreneurship Process in Base of the Pyramid Markets. By Justin W. Webb, Geoffrey M. Kistruck, R. Duane Ireland & David J. Ketchen, Jr. (October 2009) [Entrepreneurship Theory and Practice](#) Volume 34, Issue 3, Article first published online: 22 OCT 2009

Wheeler, D. and K. McKague (2002). The Role of Business in Development [World Bank Annual Bank Conference on Development Economics Towards Pro-Poor Policies, June 24th – 26th 2002](#) Oslo, Norway.

Kolk, A. and R. v. Tulder (2006). Poverty alleviation as business strategy? Evaluating commitments of frontrunner Multinational Corporations. **34**: 789.

ADB (2007). [Poverty Reduction in the New Asia and Pacific: Key Challenges of Inclusive Growth for the Asian Development Bank](#), Asian Development Bank

Part II: Entrepreneurship as a tool for change and addressing poverty

Estimated: 10.5 hours. 7 sessions of 1.5 hours

Objective: This is designed as **the second part** of a three part programme on social entrepreneurship for Prosper.Net. The objective is to investigate social entrepreneurship as a tool for achieving social change and explore with students the concept of a 'triple' bottom line for business. A wide variety of case studies will be used in this part of the curriculum.

Entrepreneurship as a tool for change and addressing poverty				
Session and Timing	Topic	Activity	Learning outcomes	Potential assigned reading. For general see below
Session 1.1 1.5 hours	Introduction to key concepts of social entrepreneurship Examining a strategy: Microfinance case study Banking with the poor?	Lecture Discussion Case Study	Students will have understanding of the idea of social entrepreneurship and of how this was brought to life with challenge of microfinance	Martin, Roger L. and Sally Osberg, "Social Entrepreneurship: The Case For Definition", <i>Stanford Social Innovation Review</i> , Spring 2007, pp. 29-39 <i>Delhi Business Review X Vol. 10, No. 2 (July - December 2009)</i>
Session 1.2 1.5 hours	Poverty and the 'BoP' Introduction to the base/bottom of the pyramid as a business strategy and market based approaches Case study: micro-hydro, power and the BoP	Lecture / Discussion Case Study / Small group work	Students will have understanding of the 'base of the pyramid' as a business concept and have explored some of the issues around this	BOP Protocol Pralhad and Hart (selection tbc) Case study on micro-hydro
Session 1.3 1.5 hours	Case Study: One World Health – a new kind of business?	Case Study	A New Model for the Pharmaceutical Industry: The Institute for OneWorld Health - Teaching Note http://www.iesep.com/(um2yme55rwyhwx45hh5ywh45)/fichaProducto.aspx?sigla=DGT-49-E	OneWorld Health Case Study
Session 1.4 1.5 hours	Social Entrepreneurship and Social Innovation: Critical aspects in innovation and different types of intervention Karvaan Crafts and the Kashf Foundation	Lecture / Discussion Case Study	Examine how people get enterprises off the ground. Starting with a need / idea and working from there	Young Foundation Karvaan Crafts and the Kashf Foundation - Read case in class
Session 1.5 1.5 hours	The 'entrepreneur' in social entrepreneurship Bolaven Farms	Lecture / Discussion Case Study	Continuing from previous week and looking at the 'entrepreneur' in social entrepreneurship. Drivers and strategies. Ideally Bolaven Farms as guest speaker as well. Or	Bolaven Farms case study to read in class Yunnus, Muhammad. 2010. Building Social Business. The New Kind of Capitalism That Serves Humanity's Most Pressing Needs.

			video clip	
Session 1.6 1.5 hours	The 'social' aspect of enterprises? <ul style="list-style-type: none"> - What is CSR - Sustainable development - Stakeholder theory - Are all enterprises 'social'? 	Lecture / Discussion Small group work	Students will have basic understanding of definitional issues relating to 'Social Responsibility' and explore this in the context of enterprises and entrepreneurship	Porter and Kramer Samuelson, Judy. 2010. Big Business Matters. Social <i>intrapreneurship</i> is the answer for business's woes. Stanford Social Innovation Review. Autumn 2010. Austin, J., & Reficco, E. (2009). Corporate Social Entrepreneurship <i>Harvard Business School Working Paper 09-101</i> : Harvard Business
Session 1.7 1.5 hours	Social 'entrepreneurs or intrapreneurs' – managing and inspiring social innovation in large companies. Guest speaker:	Guest speaker Discussion Discuss Assignment	Motivational guest speaker from private sector on social 'intrapreneurship or entrepreneurship / Social business or social enterprise	
Total: 10.5 hours				

Suggested Background Reading

http://www.grameen-info.org/index.php?option=com_content&task=view&id=323&Itemid=275&limit=1&limitstart=6

Prahalad, C.K.: *The Fortune at the Bottom of the Pyramid. Eradicating Poverty Through Profits*, Upper Saddle River, NJ: Wharton School Publishing, 2005 (hardcover) or 2006 (paperback)

Simanis, E. and S. Hart (2008). [The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy](#), Cornell University

Davis, Susan. 2002. Social Entrepreneurship: towards an entrepreneurial culture for social and economic development. Askoka paper online. <http://www.ashoka.org/files/yespaper.pdf>

Bornstein: *How to Change the World: Social Entrepreneurs and the Power of New Ideas*

Yunus, Muhammad. 2010. *Building Social Business. The New Kind of Capitalism That Serves Humanity's Most Pressing Needs.*

Austin, J., & Reficco, E. (2009). Corporate Social Entrepreneurship *Harvard Business School Working Paper 09-101*: Harvard Business School

Roger L. Martin and Sally Osberg, "Social Entrepreneurship: The Case for Definition," *Stanford Social Innovation Review*, Spring 2007 (available at http://www.ssireview.org/images/articles/2007SP_feature_martinosberg.pdf)

Samuelson, Judy. 2010. Big Business Matters. Social *intrapreneurship* is the answer for business's woes. Stanford Social Innovation Review. Autumn 2010.

Dees, J. G., Anderson, B. B., Wei-Skillern, J. 2004. Scaling Social Impact. *Stanford Social Innovation Review* 2(Spring): 24-32

Mair, J., Seelos, C. and Borwankar, A. 2005. Social entrepreneurial initiatives within the sustainable development landscape. *Journal of Entrepreneurship Education*, 2(4): 431-52.

Drayton, W. (2002). The Citizen Sector: Becoming As Entrepreneurial And Competitive As Business. *California Management Review*, 44(3), 120-132.

Mair, J. and Martí, I. 2006. Social Entrepreneurship Research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1): 36-44.

Mair, J. and Martí, I. 2007. Entrepreneurship for social impact: Encouraging market access in rural Bangladesh. *Corporate Governance: An International Journal*, 7 (4): 493-501.

Seelos, C., Mair, J. (2005). Sustainable Development, Sustainable Profit, *EBF*, issue 20, winter 49-53

Porter, Michael E., and Mark R. Kramer, "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility", *Harvard Business Review*, February 2007

Part III: Social entrepreneurship: critical factors for impact

Estimated: 9 hours. 6 sessions of 1.5 hours

Social entrepreneurship strategies and impact				
Session and Timing	Topic	Activity	Learning Outcomes	Potential assigned reading. For general see below.
Session 3.1 1.5 hours	Exploring innovations Eye glass case	Case Study	Products vs. services? Are different businesses better suited?	Case study – to include link
Session 3.2 1.5 hours	Building entrepreneurship? Case Study: HP and HELP Factors to success?	Lecture / Discussion Case study / Group work	Students will explore what an enabling environment means for entrepreneurship and how this can be addressed and supported for context of social innovation	Case study Entrepreneurship background reading World bank reports on 'doing business'
Session 3.3 1.5 hours	Market information and research The poverty line and the poorest of the poor? Case Study: Elyvnn	Lecture / Discussion / Case Study Group Work	Students will look practically at the market for social innovation and understand where they can go for more information	WRI report and WRI databases
Session 3.4 1.5 hours	Developing a business plan and working on assignment Case Study: Wild Asia	Potentially a guest speaker here as well	Students will be introduced to business plan development. Working in teams, students will have an opportunity to develop a concept and mission for a new social enterprise. Students will identify who they intend to create value for, how they will make people aware of what they have to offer and how they will get their offering to their customers.	Developing a business plan resource
Session 3.5 1.5 hours	Assessing options and measuring impact?	Lecture and Discussion	Students will be introduced for measures and methods to analyse the costs and benefits of different social businesses and be able to consider these in the context of their own examples	Acumen materials Rockefeller foundation materials Other Impact Investing materials
Session 3.6 1.5 hours	Student presentations and peer review	Student presentations Potentially guest speaker	Students will have time to present to a panel of their peers and possibly external resource persons and discuss and get feedback on SWOT for proposals	
Total 9 hours				

Suggested Background Reading

Prahalad, C.K., *The Fortune at the Bottom of the Pyramid. Eradicating Poverty Through Profits*, pp. 73-98

Doing Business 2008 Report, Washington, DC, International Bank for Reconstruction and Development (excerpts)

Seelos, C., Mair, J. (2005). Social Entrepreneurship: Creating New Business Models to Serve the Poor, *Business Horizons*, 48, 241-246

Seelos, C., Mair, J. (2006). Hope for Sustainable Development. How Social Entrepreneurs Make it Happen. *IESE Working Paper*.

Chantal Laurie Below & Kimberly Dasher Tripp. 2010. Freeing the Social Entrepreneur. Stanford Social Innovation Review.

http://www.ssireview.org/images/articles/2010FA_Features_Below_Tripp_NoPic.pdf

Jonathan Rauch, "This is Not Charity," *The Atlantic*, October 2007, pp. 64-76 (available at <http://www.theatlantic.com/doc/200710/clinton-foundation>)

Bornstein, David, "Six qualities of successful social entrepreneurs", in: *How to Change the World. Social Entrepreneurs and the Power of New Ideas*, Oxford and New York: Oxford University Press, 2004, pp. 238-246

WorldBank (2002). Public Sector Roles in Strengthening Corporate Social Responsibility: A Baseline Study World Bank and IIED

Weber, M. (2007). Towards sustainable Entrepreneurship: a value creating perspective on corporate societal strategies Lehrstuhl für Umweltmanagement, Universität Lüneburg.

SustainAbility, IFC, et al. (200x). "Developing Value: The Business Case for Sustainability in Emerging Markets".