FALL 2008
American University

SOCIAL ENTREPRENEURING

Mondays, 2:10-4:50 p.m.
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Office Hours: Tuesdays, 10:00 a.m. - noon & Wednesdays, 3:30 – 5:30 p.m.
&
After Class &
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OVERVIEW

Description
The last decade has seen an increase both in scholarly work related to the field of social entrepreneurship and in the number of social entrepreneurship organizations around the world. Social entrepreneurship itself directly matches the mission of American University with our emphasis on ideas into action and the distinctive strengths of our teaching & research on international and cross-cultural communication, conflict resolution, development, organization and politics and our tradition of linking multidisciplinary theory to ethical practice in order to make a difference in the world.

This class seeks to answer the following questions: What does social entrepreneurship entail and what literature exists to help understand this field? Who and what types of organizational structures are the players in this field now? What are the characteristics (including skill sets) of successful social entrepreneurs? What ethical issues/barriers/opportunities arise? Additionally, the class emphasizes new research on cross-cultural communication, alliances and partnerships/networks of organizations, and interorganizational/cross-national learning and innovation as this work applies to the field of social entrepreneurship.

Learning Outcomes
• Use of approaches and concepts for effectively examining social entrepreneurship research and practice as a multidisciplinary field, with a focus on emerging research on cross-cultural communication and on networks of organizations and interorganizational learning
• Analysis of the major players, their changing roles, and their impacts
• Conduct of powerful case analyses, podcasts, and case teamwork.
Methods of Instruction

Utilizing a range of cases, the class format combines discussion and teamwork. Case studies serve to illustrate and make concrete the breadth and depth of social entrepreneurship in comparative perspective. The casebook (available from the AU Campus store as HNRS 302.008 Coursepack) covers the work of social entrepreneurs in:

- Argentina
- Brazil
- Bangladesh
- Chile
- Denmark
- Egypt
- El Salvador
- Kenya
- Peru
- Additional cross-regional or global settings.

The social entrepreneurship cases selected include organizations and alliances working to make a difference in the fields of:

- Agriculture and development
- Children at Risk
- Citizens’ Rights
- Energy
- Housing
- Microfinance
- Poverty alleviation
- Relief and development
- Water and sanitation
- Wireless

In addition, class work requires the use of the internet and BLACKBOARD—facilitating learning, enhancing teamwork, and demonstrating cross-cultural communication strengths. There also are several of your professor’s podcasts posted on BLACKBOARD to provide extra guidance. Students complete podcasts themselves and post them on BLACKBOARD; these highlight the ability to formulate a compelling message about an exemplar social entrepreneur. (You may best access BLACKBOARD at www.american.edu/blackboard.)

Assessment Format

HNRS 302.008 provides assessment of research, writing, and cross-cultural communication skills through three written products (Opportunity/Need Niche Briefing, Case Study Literature Review, Final Case Study) and two verbal products (Podcast and Teamwork). The ability to communicate effectively and compellingly in conveying your message in writing, in teams, and through podcasts is vital for social entreprenueiring.

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CULTURE, COMMUNICATION & SOCIAL ENTREPRENEURSHIP AT A GLANCE

WHAT YOU WILL ACCOMPLISH... HOW... BY WHEN...
Identify an opportunity/need niche! Research an area of Passionate interest & Identify possible competitor Organizations/ A Gap to Fill! 9/8
Craft a thematic literature review Read & evaluate writings Related to your Opportunity/ Need Niche 10/27
Collaborate with class members Do case analyses in teams Weekly
Communicate creatively and compellingly & tell the story of an exemplar SE leader Design & Implement A Podcast 11/17
Do an environmental assessment Benchmark other & related Organizations & resources 12/8
Analyze & make recommendations Craft a case study, using Concepts from readings & class 12/8 For an SE organization or alliance Of your choice.

Grading

Weighting of Grades:
Class Participation/Teamwork 20%
Opportunity/Need Niche Briefing 5%
Case Study Literature Review 20%
Podcast 20%
Research Case Study 35%

Communication

Effective oral and written communications are essential for professional activities. Clear and concise writing is a required part of all materials submitted.

Academic Integrity Code Statement Overview

All students are governed by American University's Academic Integrity Code. The Academic Integrity Code details specific violations of ethical conduct that relate to academic integrity. By registering, you have acknowledged your
awareness of the Academic Integrity Code, and you are obliged to become familiar with your rights and responsibilities as defined by the code. All of your work (whether oral or written) in any and all classes is governed by the provisions of the Academic Integrity Code. Academic violations include but are not limited to: plagiarism, inappropriate collaboration, dishonesty in examinations whether in class or take-home, dishonesty in papers, work done for one course and submitted to another, deliberate falsification of data, interference with other students' work, and copyright violations. The adjudication process and possible penalties are listed in American University's Academic Integrity Code booklet, and is also available on the American University website. Being a member of this academic community entitles each of us to a wide degree of freedom and the pursuit of scholarly interests; with that freedom, however, comes a responsibility to uphold the high ethical standards of scholarly conduct.

READING MATERIALS
Note: Students should complete and prepare the reading and case assignments for each session prior to each class meeting. (Grades of incomplete can only be considered upon receipt of medical certification; late submissions receive one letter grade lower per day past the specified due date.)

Required Books


Required Articles and Cases
See individual class session listings.

Recommended Books*
*Please select two of the below as Additional Required Reading.


**Representative Journals**

*Academy of Management Review*
*Administrative Science Quarterly*
*American Sociological Review*
*Communication Research*
*Development*
*Nonprofit Management and Leadership*
*The Information Society*
*Stanford Social Innovation Review*

**Selected Links**

- Skoll Centre for Social Entrepreneurship at Oxford University’s Said Business School: [http://www.sbs.ox.ac.uk/skoll/](http://www.sbs.ox.ac.uk/skoll/)
- Social Enterprise Initiative at Harvard University: [http://www.hbs.edu/socialenterprise/](http://www.hbs.edu/socialenterprise/)
- Center for the Advancement of Social Entrepreneurship at Duke University: [http://www.fuqua.duke.edu/centers/case/](http://www.fuqua.duke.edu/centers/case/)
- Research Initiative on Social Entrepreneurship at Columbia University: [http://www.riseproject.org/](http://www.riseproject.org/)
- Program on Social Enterprise at Yale University: [http://pse.som.yale.edu/](http://pse.som.yale.edu/)
- Partnership on Nonprofit Ventures at Yale University: [http://www.ventures.yale.edu/default.asp](http://www.ventures.yale.edu/default.asp)
• PBS Documentary on Social Entrepreneurship - “The New Heroes”: http://www.pbs.org/opb/thenewheroes/whatish/

• The Chronicle of Philanthropy, online newspaper: http://philanthropy.com/

• Changemakers: Open Source Social Solutions: http://www.changemakers.net/

• Kauffman Foundation: Entrepreneurship and Education: http://www.kauffman.org/


• Draper Richards Foundation: http://www.draperrichards.org/

• Ashoka Foundation: http://www.ashoka.org/

• The Schwab Foundation for Social Entrepreneurship: http://www.schwabfound.org/

• Roberts Enterprise Development Fund (REDF): http://www.redf.org/

• The Social Enterprise Alliance: http://www.se-alliance.org/

• Social Edge Online Community: http://www.socialedge.org/


• University Network for Social Entrepreneurship: http://www.universitynetwork.org/

• Canadian Centre for Social Entrepreneurship: http://www.bus.ualberta.ca/ccse/

• The Canadian Social Entrepreneurship Foundation: http://www.csef.ca/

• The Skoll Foundation: http://www.skollfoundation.org

• The Acumen Fund: http://www.acumenfund.org

• Echoing Green: http://www.echoinggreen.org

• Avina: http://www.avina.net

• Social Profit Network: http://www.socialprofitnetwork.org

• Social Venture Network: http://www.svn.org

• Global Reporting Initiative: http://www.globalreporting.org

• World Economic Forum Blog on Social Entrepreneurship: http://www.forumblog.org/blog/2007/01/social_entrepre.html

RESEARCH CASE STUDY INFORMATION

Proposal
Due: September 15, 2008
Length: One Page
Format:
- Preliminary Title
- Brief Description of Your Focal Social Entrepreneurial (SE) Organization/Alliance for the Case Study*
- Preliminary Bibliography (for the separate, related Literature Review due on October 27th.)
- Work Plan (the projected milestones for completion of the required final case study components)
*Must be an SE organization/alliance not previously profiled in print or on the web. Or, with the professor’s approval, you may design and analyze your own SE organization/alliance!

Final Research Case Study
Due: December 8, 2008
Length: 10 - 12 pages (excluding the one-half page single-spaced Executive Summary) Format:
- Executive Summary 10
- Environmental Assessment 30
- Analysis & Recommendations 40
- Writing/Communication Skills 10
- Creativity 10
Note: Any descriptions of the organization/alliance belong in an Appendix.

PODCAST
Due: November 16, 2008 by 11:59 p.m.
Length: 7-10 minutes
Format:
- Introduction: Attention Catcher and Introduction of your Social Entrepreneur (SE)
- Why your nominee should be selected as an HNRS 302.008 Exemplar SE—our SE STAR! (Be sure to highlight those specific characteristics that qualify your SE as an exemplar as well as any outcomes of the work of the SE. Consult the criteria used, as a minimum, in nominating SEs to be ASHOKA fellows.)
- Conclusion
- Remember creativity and professionalism in communicating your ideas in a compelling way to convince the audience such as a Selection Panel!
SCHEDULE OF CLASSES

Key Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
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<tr>
<td>25 August</td>
<td>First Class</td>
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<tr>
<td>8 September</td>
<td>Opportunity/Need Niche Narrative Due</td>
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<td>15 September</td>
<td>Case Study Proposal Due</td>
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<td>13 October</td>
<td>Nominee’s Name for Podcast Due</td>
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<td>27 October</td>
<td>Literature Review Due</td>
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<td>16 November</td>
<td>Podcast Due</td>
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<tr>
<td>8 December</td>
<td>Case Study Due</td>
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Sessions I and II:

25 August and 8 September

- Introductions
- Discussion of Syllabus and Seminar Requirements
- Social Entrepreneurship As A Field: Definitions of Social Entrepreneurship
- Approach to Case Study Analysis
- Teamwork: Grameen Phone and Sekem Initiative Cases

Required Reading

IQBAL QUADIR, GONOFOONE, & THE CREATION OF GRAMEEN PHONE CASE
THE SEKEM INITIATIVE CASE
Bornstein, Chapters 1 and 2.

NOTE: NO AU CLASSES MEET ON SEPTEMBER 1!

8 SEPTEMBER DUE DATE: FOR ONE PARAGRAPH DESCRIPTION OF YOUR OPPORTUNITY/NEED NICHE.

Sessions III and IV:

15 September and 22 September

- Discussion of Opportunity/Need Niches
- Characteristics of Entrepreneurs
- Vision, Values, Ethics
- Ideas and Action: Creation and Dissemination of Innovations
- Teamwork: The Acosama and Care Kenya Cases
HNRS 302.008H SOCIAL ENTREPRENEURING

Required Readings
THE ACOSAMA CASE
THE CARE KENYA CASE
Bornstein, Chapters 8 and 18.

SEPTEMBER 15 DUE DATE: FOR SEMINAR CASE STUDY PROPOSAL.

Sessions V and VI:
29 September and 6 October
• Discussion of Opportunity/Need Niches
• Environmental Assessments
• Identification of Resources
• Culture, communication and leadership
• Teamwork: The Fundacion Pro Vivienda Social and Banco BCI cases

Required Reading
THE FUNDACION PRO VIVIENDA SOCIAL: THE ENTREPRENEUR’S NETWORK AS A SOURCE OF RESOURCES CASE
THE BANCO BCI AND THE CORPORATION CREDITO AL MENOR CASE
Bornstein, Chapters 3 and 10.

Sessions VII and VIII:
13 October and 20 October
• Governance and Structure
• Alliance/Partnership Formation
• Interorganizational Learning
• Teamwork: The Specialisterne and Mercy Corps Cases

Required Reading
SPECIALISTERNE CASE
MERCY CORPS CASE
Bornstein, Chapters 11 and 14.

OCTOBER 13 DUE DATE: PROPOSAL FOR YOUR NOMINEE whom you will profile in your podcast FOR OUR SE STAR. Include name of proposed nominee and organization as well as one sentence about the nominee.

Sessions IX and X:
27 October and 3 November
• Podcast Training
• Growing and Evaluating Social Entrepreneuring Organizations/Alliances
• Measuring Impact
• Teamwork: The Women’s World Banking and IDEAAS & PSA Cases
Required Reading
WOMEN’S WORLD BANKING: CATALYTIC CHANGE THROUGH NETWORKS CASE
IDEAAS & PSA: REPLICATION IN THE AMAZON CASE
Bornstein, Chapters 5, 12 and 16.

OCTOBER 27 DUE DATE: FOR LITERATURE REVIEW RELATED TO YOUR CASE STUDY SE ORGANIZATION/ALLIANCE & OPPORTUNITY NICHE. LISTEN TO LEVINSON PODCAST ON ‘LINING UP LITERATURE REVIEWS: CRITICAL SUCCESS FACTORS’.

Session XI AND XII:
10 November and 17 November
- Making social change happen
- Innovations and impacts
- Sustaining the transformations: institutionalizing change!
- Philanthropy, social venture capital and the future
- Teamwork: The ACCION International and The Asociacion Civil Labor Cases

Required Reading
ACCION INTERNATIONAL
THE ASSOCIACION CIVIL LABOR CASE
Bruck, Connie. 2006. Millions for Millions. The New Yorker, 30 October, 65-70
Bornstein, Chapters 4, 20, 21 and 22..

NOTE: PODCAST DUE DATE: PLEASE POST ON BLACKBOARD UNDER DISCUSSION BOARD BY NOVEMBER 16 AT 11:59 P.M.

Session XIII:
24 November
PODCAST RANKING ASSIGNMENT

No in-class meeting. In lieu of in-class session, students will be randomly assigned approximately 10 podcasts to review to determine SE stars for Fall 2008! Rankings are due by email to my faculty assistant by Monday, December 1 at 11:59 p.m. Please type “Podcast Rankings” in the subject line and list the top three of the ten podcasts you review with the name of the SE nominated in each.

Session XIV:
1 December
Guest Lecture
SE and the Law
Session XV
8 December

- Class Case Studies Overview/Cross-case Comparisons…
- Emerging Issues
- Next Steps….

8 DECEMBER DUE DATE: FOR FINAL RESEARCH CASE STUDY.

PLEASE NOTE: STUDENTS ARE RESPONSIBLE FOR KEEPING COPIES OF ALL SUBMISSIONS TO THE PROFESSOR. IN ADDITION, THIS SYLLABUS IS SUBJECT TO CHANGE…

HAPPY WINTER HOLIDAYS AHEAD…