OVERVIEW

This course is designed to provide a deep introduction to the challenges facing social entrepreneurs in the quest for a more just, tolerant, healthy, equitable, and educated world. Although the course will focus more deeply on organizational dynamics, its primary focus is on social change.

The course starts with the premise that social entrepreneurship is an audacious and important driver for solving the world’s toughest problems. However, social entrepreneurship is not the only tool for creating change. Students will be asked to consider four complimentary tools for change:

1. The social entrepreneurship that produces the new combinations of ideas that often hold great promise for solving public problems,
2. The social stewardship needed for faithful implementation and fine-tuning of new and old ideas alike,
3. The social exploring required for monitoring trend lines and tipping points, as well as for evaluating and improving promising ideas, and
4. The social advocacy needed for agitating the status quo and achieving sustainable breakthroughs.

The field of social change, if it can be called a field at all, has long focused on celebrating success, which is a perfectly understandable strategy for calling problem solvers to action. But the lack of a control group of less successful efforts has limited the pursuit of leverage points that either accelerate or block impact. As a result, the field has generated long lists of recommendations for success, some of which are no doubt important, and others that have no statistically significant relevance.

This course will search for rigorous recommendations regarding creating social change as leaders begin the difficult journey to impact. Students will explore these issues through the breakthrough framework discussed in my book, *Driving Social Change*. Readings will be tailored specifically to challenge the conventional wisdom about social entrepreneurship through readings, discussion, and a team-based project designed to produce a project plan for solving a specific problem such as hunger, disease, homelessness, inequality, and so forth.
Students will be divided into two-person teams to develop a plan for launching a social change venture. The teams will meet at breaks, lunch, and after class to answer the key questions raised at each stage of the process. Teams will present their findings as part of class discussions, and present their plans in the final sessions of the class.

**BOOKS**

Paul Bloom, *Scaling Your Social Venture: How to Become an Impact Entrepreneur*, Selected Chapters

Scott Shane, *Illusions of Entrepreneurship*

Paul Light, *Driving Social Change*

Paul Light, *The Search for Social Entrepreneurship*

**GRADES**

Final grades will be based on three class deliverables.

1. 10 percent for full participation, including attendance (unless excused in advance by the professor)

2. 40 percent for a final essay on social change to be developed in discussion with the class.

3. 50 percent for each team’s final project plan.

**READINGS, CASES, AND ASSIGNMENTS**

**TUESDAY**

Session One: Driving Social Change

Paul Light, *Driving Social Change*, Introduction

Session Two: Declaring Assumptions


Paul Light, *The Search for Social Entrepreneurship*, Chapter 1

Session Three: Testing Assumptions in the Real World

Paul Light, *The Search for Social Entrepreneurship*, 4-7

Session Four: Framing the Organizational Challenge

Paul Light, *The Four Pillars of High Performance*, 1-4

Paul Light, *The Search for Social Entrepreneurship*, 2

**WEDNESDAY**

Session Five: Who Drives Social Change?


Shane, *Illusions of Entrepreneurship*, Introduction, Entire

Session Six: The Breakthrough Spiral

Paul Light, *The Search for Social Entrepreneurship*, 3


Session Seven: STEP ONE: Committing to Change


Session Eight: STEP TWO: Imagining a New World/The Leader’s Job

Robert J. Lempert, Steven W. Popper, and Steven C. Bankes, *Shaping the Next 100 Years: New Methods for Quantitative, Long-Term Policy Analysis*, 1-3

Light, *Driving Social Change*, Chapter 2 (reread conclusion on defending the breakthroughs), 3
FRIDAY

Session Nine: STEP THREE: (1) Designing the Change

Copenhagen Consensus, *Guide to Giving 2010*

Paul Light, *The Search for Social Entrepreneurship*, 2

Session Ten: STEP THREE: (2) Testing the Plan

James Dewar, *Assumption Based Planning: A Planning Tool for Very Uncertain Times*

Session Eleven: STEP FOUR: Scaling Up and Creating Subsidy Revenues

Paul Bloom, *Scaling Your Social Venture: How to Become an Impact Entrepreneur*, Selected Chapters


Session Twelve: STEP FOUR: (3) Scaling Up Applied

CASE: The KIPP Schools: Implementing a Smart Growth Strategy

TUESDAY

Session Thirteen: STEP FIVE: Agitating the Status Quo


David Ronfeldt and John Arquilla, *Swarming and the Future of Conflict*, Summary, 2002, 1, 3-4

Session Fourteen: STEP SIX: Measuring Impact and Defending Success


Paul Light, “From Endeavor to Achievement and Back Again: Government’s Greatest Hits in Peril,” in Steven Conn, *To Promote the General Welfare: The*
Case for Big Government

Session Fifteen: Wrap Up, Team Paper Discussions