SOCIAL ENTRPRENEURSHIP IN A TIME OF URGENT THREATS

BEN GURION UNIVERSITY

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Dates: Tuesday, Wednesday, Friday, and Tuesday, 9:00-4:30

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, "Reshaping Social Entrepreneurship," *Stanford Social Innovation Review,* 2006

Sally Osberg and Robert Martin, "Social Entrepreneurship: The Case for Definition," *Stanford Social Innovation Review,* 2007

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?

Pino Audia and Christopher Rider, "A Garage and an Idea: What More Does an Entrepreneur Need?" *California Management Review*, 2005

Shane, *Illusions of Entrepreneurship*, Introduction, Entire

Session Six: The Breakthrough Spiral

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

Tom Lumpkin and David Gras, "Strategies in Social Entrepreneurship: A Longitudinal Paper," 2011

Session Seven: STEP ONE: Committing to Change

Frans deWaal, "Putting the Altruism Back into Altruism: The Evolution of Empathy," *Annual Review of Psychology*, 2008

Jasjit Singh and Lee Fleming, "Lone Inventors as Sources of Breakthroughs: Myth or Reality?" *Management Science*, 2011

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

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

Rockefeller Foundation, "Social Enterprise and Impact Investing: A Framework for Action"

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

Ford Foundation, *Asset Building for Social Change: Pathways to Large-Scale Impact*, 2006

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

Geoff Mulgan, "Measuring Social Value," *Stanford Social Innovation Review*, summer 2001

London Business School, "Measuring Social Impact: The Foundation of Social Return on Investment"

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