

## Social Entrepreneurship: Innovating Social Change

PGP II, PGP-ABM II

Slot 9 and 10, 1.25 units

### **Instructors:**

Prof. Ankur Sarin (asarin@iimahd.ernet.in)

Prof. M.S. Sriram (mssriram@gmail.com)

### **Academic Associate**

Aditi Thakur: 079-66324941 (aditit@iimahd.ernet.in)

### **Overview and Objectives**

Living in India, one does not need facts and figures to understand the monumental challenges faced in the process of development and feel hopeless about it.

“Social Entrepreneurship” has emerged as a rapidly growing sector housing much of the innovative thinking that has emerged over recent years to overcome these challenges. By seeking to merge the creation of societal value with more market like pursuits, it seeks to engage individuals who are interested in contributing to society but either wary of or intimidated by the traditional actors in the social space.

The specific objectives of the course are to help participants:

- Understand the need and role of social entrepreneurs in society
- Tensions in organizations working in this space
- Understanding models of social enterprises

### **Course Design**

The course is a full unit course and will have 25 sessions of 75 minutes each. The classroom sessions will be a mix of case discussion, instructor lectures, guest lectures and student presentations. In addition, participants would be required to spend time and energy outside the classroom.

**Memos:** The short assignments will consist of one or two page memos that are specifically meant for reflecting on either talk by external speakers or special topics.

### **Evaluation**

Classroom Participation: 10%

Memos/Assignments: 15%

Mid-Term Exam: 35%

Final Project: 40%

21/09/2015

(Hrs: 14:30-15:45)

Session: 1: Introduction to Social Entrepreneurship [AS]

Kivel, Paul. "Social Service or Social Change." In *The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex*, edited by Incite! Women of Color Against Violence. Cambridge, Mass: South End Press, 2007.

(<http://www.compact.org/wp-content/uploads/2010/03/Kivelsocialchange-1-1.pdf>)

Optional Reading:

Rory Ridley-Duff and Mike Bull- *Defining Social Enterprise*

21/09/2015

(Hrs: 16:05-17:20)

Session 2: SE: Solutions to problems?

Reading:

Hobbes, Michael. "Stop Trying to Save the World Big Ideas Are Destroying International Development." *New Republic*, November 17, 2014.

<http://www.newrepublic.com/article/120178/problem-international-development-and-plan-fix-it>.

22/09/2015

(Hrs: 14:30-15:45)

Session 3: On Becoming a Social Entrepreneur [AS]

Leveraging what?

Case: Teach for India [KEL813-PDF-ENG]

Optional Reading:

Rob Boddice- *Forgotten Antecedents: entrepreneurship, ideology and history*

22/09/2015

(Hrs: 16:05-17:20)

Session 4: Understanding Non-Profits [AS]

Dilemmas for a Social Enterprise

Case: Pallotta Team Works [HBS 9-302-089]

Optional Readings:

Werker, Eric, and Faisal Z Ahmed. 2008. "What Do Nongovernmental Organizations Do?" *Journal of Economic Perspectives* 22 (2) (March): 73–92. doi:10.1257/jep.22.2.73.

Peter Frumkin Chp 1: *The Idea of a Nonprofit and Voluntary Sector* in "On Being Nonprofit"

23/09/2015

(Hrs: 14:30-15:45)

Session 5: Addressing Market Failures [AS]

Cases: ApproTec [HBS 9-503-007] and Babajobs [IIM-A Case]

Optional Reading:

Ela Bhatt "We are Poor but so Many [pp.23-46]

23/09/2015 (Hrs: 16:05-17:20)

Session 6: Picking Outcomes

Case: The Robin Hood Foundation [HBS 310031]

24/09/2015 (Hrs: 14:30-15:45)

Session 7: Economic Theory of the Firm [MS]

Why for-profits just drift from purpose

Readings:

*Henry Hansmann, "Firm Ownership and Organizational Form," in The Handbook of Organizational Economics, ed. Robert Gibbons and John Roberts (Princeton University Press, 2008).*

24/09/2015 (Hrs: 16:05-17:20)

Session 8: Organising Communities – using the cooperative framework [MS]

Case discussion: Amul

Readings:

*Organizational Features of Cooperatives [Sriram – Soft Copy]*

28/09/2015 (Hrs: 14:30-15:45)

Session 9: Profits or Purpose: Cracking the Dilemma [Guest Speaker]

Case: Dastkar Andhra Marketing Association [IIM-A Case]

28/09/2015 (Hrs: 16:05-17:20)

Session 10: Profits or Purpose: Cracking the Dilemma [Guest Speaker]

Case: Fabindia [HBS 9-807-113]

29/09/2015 (Hrs: 14:30-15:45)

Session 11: Integrating with the State

Case: Mahila Samakhya (TBD)

29/09/2015 (Hrs: 16:05-17:20)

Session 12: Social Entrepreneurship in Social Movements

Case: Right to Information

30/09/2015 (Hrs: 14:30-15:45)

Session 13: How much should the “community” manage? Limits to scale

Understanding Co-operatives [MS]

Case: Backyard Coop, Neighbourhood Co-op, National Brand Poultry Business for Livelihood Security (TBD)

30/09/2015 (Hrs: 16:05-17:20)

Session 14: Creative Disruption through community involvement

Case Discussion: Desi

1/10/2015 (Hrs: 14:30-15:45)

Session 15: Defining a social enterprise: Win-Win?

Case: Narayana Hrudayalaya Heart Hospital: Cardiac Care for the Poor [HBS 9-505-078]

1/10/2015 (Hrs: 16:05-17:20)  
Session 16: *Why management could address a social problem, where are the limitations?*

Case: Aravind Eye Hospital [HBS 9-593-098]

07/10/2015 (Hrs: 14:30-15:45)  
Session 17: *Solution in search of a problem, where community cannot be involved: Just doing good.*

Case Discussion: BMVSS [MS]

07/10/2015 (Hrs: 16:05-17:20)  
Session 18: Hybrid solution-Social Business: Possibilities and Limitations  
Case: Grameen Danone Foods Ltd., a Social Business [HBS 511025-PDF-ENG]

08/10/2015 (Hrs: 14:30- 15:45)  
Session 19: Engaging with Disengaging with the State and Creative Disruption  
Case discussion: Pratham Books

08/10/2015 (Hrs: 16:05-17:20)  
Session 20: Third Sector Solution and two trajectories at scale: Microfinance and private sector, SHG Bank Linkage  
Case: Compartamos: Life after IPO [HBS 9-308-094]

09/10/2015  
Session 21: Guest Speaker

09/10/2015 (Hrs: 16:05-17:20)  
Session 22: Evaluating Social Enterprises  
Readings:  
Alnoor S Ebrahim and V. Kasturi Rangan, "The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance," *SSRN eLibrary* (2010), <http://ssrn.com/paper=1611810>.

Optional  
Bell-Rose, Stephanie "Using Performance Metrics to Measure Impacts", Chp 16 in *Generating and Sustaining Nonprofit Earned Income*. Edited by Sharon Oster et al. 2004

14/10/2015  
Session 23: *Project Presentations*

14/10/2015  
Session 24: *Project Presentations*

15/10/2015  
Session 25: *Conclusion*  
*What is a social enterprise?*