



Social Enterprise Initiative

2017-18 Curriculum Electives

How can I be a leader who makes a difference in the world?
How can I be an effective business leader in the 21st century?
How can my MBA skills be applied to achieve impact?
How can businesses be effective in creating social value?

The Social Enterprise Initiative (SEI) applies innovative business practices and managerial disciplines to drive sustained, high-impact social change. Through an integrated approach to teaching, research, and activities at HBS, SEI engages with leaders in all sectors to generate and disseminate practicable resources, tools, and knowledge with the ultimate goal of bettering society. During the second year, students may choose from a range of Social Enterprise elective courses, enabling the integration of the frameworks and functional skills learned in the first year.

Many of these courses are cross-cutting and offered in conjunction with other functional units at the School. Our 2017-18 electives reflect HBS's focus on management, leadership, innovation, and field-based learning to offer students the opportunity to examine the application of management concepts in a multitude of complex environments and a framework to apply successful business models to address key social issues.

Additionally, these courses allow students to explore the variety of roles they may play at different stages in their careers, including starting and/or leading social enterprises, and applying business leadership to address society's challenges.

Brief overviews of our 2017-18 core offerings are provided on the following pages, along with a list of additional opportunities and resources.

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LEARN MORE
www.hbs.edu/socialenterprise

Course Listing

Business at the Base of the Pyramid

Professor V. Kasturi “Kash” Rangan (Fall)

Senior Lecturer Michael Chu (Spring)

Offered both in Fall Q1 & Q2 and Spring Q3 & Q4

The course provides an understanding of how business delivers goods and services to low-income segments that in most of the world constitute the majority of the market, in terms of population and expenditures, but nevertheless remain significantly underserved. This opens the opportunity for innovative, disruptive models to dramatically expand access while generating commercial returns. The course focuses on the key factors behind the business success and failure of such enterprises and the key drivers of profitability. In the process, it allows examining the extent to which social value is aligned (or not) with financial returns. The course is especially relevant for those interested in general management, emerging markets, lower-income segments in developed nations, and the interplay of business, government, and civil society. *The Q1, Q2 version of the course is offered in conjunction with Marketing, and the Q3, Q4 version with Finance.*

Entrepreneurship and Technology Innovations in Education

Senior Lecturer John J-H Kim

Spring Q3 & Q4

With prosperity and life outcomes closely linked to educational attainment levels, entrepreneurs and investors are stepping in to reimagine education. This course explores how entrepreneurs are applying business practices and technology innovations to transform classrooms and schools/colleges that can lead to higher performance. The course will provide an overview of current opportunities and challenges in the sector, emerging business models, and the unique role that government can play in creating opportunities or risks. The cases will provide an opportunity to take a deep look at how entrepreneurs are attempting to 1) remake public schools through charter schools; 2) individualize instruction by using personalized learning tools; 3) reach underserved students (K-12 and post-secondary) in the US and in developing countries; and 4) improve the effectiveness and efficiency of schools. ETIE takes a general management approach and is intended for a broad audience. The course will help students in preparing to create, lead, invest, or merely support education enterprises. Approximately half of the sessions will have visits from case protagonists. No prior experience in education is required.

Investing for Impact

Professor Shawn Cole, Senior Lecturer Vikram Gandhi

Spring Q3 & Q4

A rapidly growing share of assets around the globe are making investment choices targeting not just return, but also sustainability, values-alignment or impact. This so-called sustainable investing market has grown almost 25% since 2014, and now represents \$23 trillion in assets globally, including over 25% of all professionally managed assets. Many large asset managers (e.g., Goldman Sachs, Bain Capital, TPG, Blackrock, State Street) are establishing impact investment practices and products to meet the demands of capital owners, including pension funds, endowments, and family offices. Primarily through the lens of the investor, this course provides comprehensive coverage of the \$23 trillion investing for impact market: from negative screens and activist investing in public markets in North America and Europe, to venture capital in Asia and Africa and private equity in the US education market, as well as instruments involving the public sector, such as social impact bonds. Valuation, pricing, and structuring fundamentals will be reviewed in class. This course is geared to students interested in working in or with the investment industry and can be taken on a stand-alone basis or as a complement to Private Equity Finance, VC/PE, and Entrepreneurial Finance. *This course is offered in conjunction with Finance.*

Leading Social Enterprise

Professor Herman “Dutch” Leonard

Fall Q1 1.5 credits with *optional* Q2 1.5 credit additional project/paper

This course is about leadership and strategy for creating, developing, and scaling high-performing social enterprises – be they for-profit, non-profit, or hybrid organizations. The course examines how to: a) develop a value-creating mission; b) build a strategy that aligns a theory of social change with a sustainable business model that can provide the requisite resources; c) operationalize the strategy by building performance management systems that measure social returns for society and guide strategic decision-making; and, d) scale impact through multiple avenues including organic growth, collaboration, and policy advocacy. The course draws on cases from diverse industries – such as education, health, youth services, and poverty alleviation, and impact investing – as a basis for identifying more general leadership lessons. The course also includes conversations with social sector leaders at various stages of their careers on contemporary debates, innovations, and future directions. *LSE can be combined with a 1.5-credit Field Course in Q2 to create a 3.0 credit Fall course. Students electing this option participate in the 14-class Q1 module and complete a significant paper / project in Q2.*

Public Entrepreneurship

Senior Lecturer Mitchell Weiss

Fall Q1 & Q2

The last few years have seen a wave of entrepreneurs start companies that sell to government or directly to citizens and growing interest in these companies by venture capital funds and other investors. Collaborating with them are Chief Innovation Officers, Chief Data Officers, Chiefs of Staff and other public leaders transforming government. And supporting these public entrepreneurs are the ecosystem partners training technologists to work in it and providing accelerator and incubator opportunities for startup-efforts. The course will help students evaluate and prepare for careers as startup founders/joiners in this space and as “extreme inventors” inside government. Public entrepreneurs borrow from the strategies of private entrepreneurship and adapt those practices into contexts with high levels of public engagement and scrutiny, unique political opportunities and risks, and diverse and often entrenched stakeholders. The course looks at these contexts and encourages students to see them as potential obstacles, but when addressed creatively, as potential *drivers of progress and value as well. This course is offered in conjunction with Entrepreneurial Management.*

Related courses

Building Sustainable Cities and Infrastructure

(Senior Lecturer John Macomber)

Creating Shared Value: Competitive Advantage through Social Impact

(Senior Lecturer Mark Kramer)

Immersion Field Course: Africa; Building Cities

(Senior Lecturer John Macomber)

Managing Change and Transformation

(Professor Rosabeth Moss Kanter)

Power and Influence

(Professor Julie Battilana)

Reimagining Capitalism

(Associate Professor George Serafeim)

The Role of Government in Market Economies

(Associate Professor Matthew Weinzierl)

See more on “Related courses” on the Social Enterprise Initiative website:

www.hbs.edu/socialenterprise

“Social Enterprise classes provide a unique and valuable learning perspective. You are forced to expand your thinking to encompass businesses that operate with a double bottom line, have remarkably diverse constituencies, and rarely have monetary incentive levers to pull. Regardless of whether or not you have an interest in working in the sector, the creativity encouraged through each case discussion is a really valuable complement to other elective courses.”

Check for updates on the EC Pre-registration tab.

Additional Field-based Learning Opportunities

- Many courses include **course papers**, allowing students to apply their learning to real-world experiences. There are opportunities to focus on an organization or set of social enterprise issues in courses that include papers, both within the Social Enterprise offerings and in other areas of the MBA program.
- **Independent Projects in Social Enterprise** complement the classroom-based courses by providing second-year MBA students working individually or in teams the opportunity to apply their skills to the real-world challenges facing social enterprises under faculty supervision, and report their recommendations at the end of the term. For more information, visit the MBA Program's Field-Based Learning site. For information on funding for Social Enterprise Independent Projects, please visit the [Grant Guidelines](#) site.
- Both first- and second-year students can enter the Social Enterprise Track of the **New Venture Competition (NVC)**, which may include nonprofit, for-profit, or hybrid model business plans. Qualifying project teams are eligible to receive grants for the reimbursement of eligible expenses. For more information, visit the [NVC](#) website.

DID YOU KNOW...

320+

Social Enterprise core electives have over 320 enrollments each year



Connect with EC students

Luca de Angelis (OG): Public Entrepreneurship

Xavier Azcue (OG): Business at the Base of the Pyramid;
Leading Social Enterprise

Chelsea Banks (OG): Entrepreneurship and Technology
Innovations in Education; Leading Social Enterprise;
Public Entrepreneurship

Sijh Diagne (OC): Business at the Base of the Pyramid

Sherri Geng (OH): Entrepreneurship and Technology
Innovations in Education; Leading Social Enterprise;
Public Entrepreneurship; undertaking a Social Enterprise
Independent Project

Evelyn Hoffman-Harland (OB): Business at the Base
of the Pyramid

Julia Kaplan (OB): Business at the Base of the Pyramid

Ananth Kasturiraman (OJ): Public Entrepreneurship;
undertaking a Social Enterprise Independent Project

Mike Lynch (OE): Leading Social Enterprise;
Public Entrepreneurship

TJ Moen (OH): Leading Social Enterprise

Sasha Pang (OJ): Public Entrepreneurship

Henry Tsai (OG): Public Entrepreneurship; undertaking
a Social Enterprise Independent Project

Jesse Whelan (OA): Entrepreneurship and Technology
Innovations in Education; undertaking a Social Enterprise
Independent Project

Tiffany Zhou (OJ): Public Entrepreneurship

“The Social Enterprise courses have both challenged my assumptions of how to be effective as a leader and confirmed my commitment to the social enterprise field throughout my future.”



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