

Social Enterprise Initiative



2011-12 Curriculum Electives

How can I be a leader who makes a difference in the world?
How can my business skills be applied to achieve social impact?
How can businesses be effective global citizens?

The Social Enterprise Initiative (SEI) aims to inspire, educate, and support current and emerging leaders to apply management skills to create social value. Through an integrated approach to social-enterprise related 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.

Students may take any combination of courses and also may cross-register for courses in other graduate programs. The 2011-12 Social Enterprise electives reflect HBS's focus on management, leadership, innovation, and field-based learning offer students the opportunity to examine the application of management concepts in a multitude of complex social sector environments.

Additionally, these courses allow students to explore the variety of roles they may play in the social sector at different stages in their career, including managing social enterprises, governing social enterprises, and applying business leadership in a multi-stakeholder environment.

Brief overviews of the 2011-12 Social Enterprise core offerings are provided on the following pages, along with a listing of related course offerings and additional resources.

LEARN MORE



Join us for a brown-bag lunch discussion with faculty on SE electives.

April 14, 12:00 - 1:00 pm, Aldrich 107

Fall Term

Business and the Environment

Assistant Professor Michael Toffel

Managers in many industries around the world are facing growing environmental challenges, which can also provide significant opportunities to gain competitive advantage by differentiating products and reducing costs and risks in operations and supply chains. Managers also have to make long term investments, and entrepreneurs require start-up capital, while facing substantial uncertainties regarding regulations especially in the realm of global climate change. Meanwhile, managers are also facing growing demands for increased transparency and accountability from consumers, B2B buyers, investors, and activists. This course explores these issues through leading-edge examples of how the best firms in the world are rising to these challenges. The course addresses strategic approaches to global climate change, new products and business models that address environmental issues, environmentally sustainable operations and supply chains, and profiting from environmental regulation.

Business at the Base of the Pyramid

Senior Lecturer Michael Chu, Associate Professor Shawn Cole, or Professor V. Kasturi “Kash” Rangan

The course seeks to provide an understanding of how business approaches can address low income segments, often the largest components of emerging markets (both in terms of population as well as total expenditure) but nevertheless severely underserved. The course material explores the factors behind the commercial viability of such markets and examines the impact of business models on the social and economic development of the societies involved, i.e. the creation of financial returns and the generation or destruction of social value. It views low-income populations as both consumers of goods and services (from healthcare, water and financial products to toiletries and electronics) and as economic agents in value chains (such as in agriculture and the dairy industry). The course is composed of three major modules: Basic Needs; Business Inputs (employment, technology, finance); and Consumption, Products & Services. The cases cover Africa, Asia and Latin America as well as US-based global initiatives.

Influencing Social Change

Professor Kathleen L. McGinn

Influencing Social Change is a course on influence—how you influence others and how others influence you. We'll consider influence at the individual level, the community level and the institutional level. It's also a course on social change, on how to use your influence to address today's most pressing social issues. You'll identify the problem you want to tackle. The course provides the opportunity to frame your analysis of that problem based on what social science has revealed about successful and unsuccessful influence attempts, and effective and ineffective approaches to social change. The end product from the course will be your own integrated approach to influencing social change in a specific setting, involving people embedded in relationships and communities, surrounded by social, economic and political institutions. The 28 sessions in the course will be roughly half classroom sessions and half field sessions.

Leading and Governing High Performing Nonprofit Organizations

Professor Allen Grossman

A large number of HBS graduates will engage in the nonprofit sector during their lifetimes. Leading and Governing High Performing Nonprofit Organizations (LGN) is designed to help students become highly effective nonprofit professional managers and/or board members. This course will offer an in-depth exploration of how to create, build and sustain high performing nonprofit organizations. Many for-profit leadership and management skills can be successfully adapted to nonprofit organizations; however, because the differences between the sectors are often greater than their similarities, the process can be daunting. Moreover, many for-profit concepts and frameworks do not transfer; therefore, new approaches must be developed for the complex nonprofit operating environment. LGN will identify, analyze and integrate the concepts and frameworks that nonprofit organizations need for outstanding performance.

Social Entrepreneurship in the Business

Sector: Half-course

Associate Professor Christopher Marquis

This course examines social entrepreneurs and their companies, providing compelling examples that doing well and doing good can be inextricably linked by using the levers of business to achieve profit and social impact. We will explore a range of cases, from small start-up organizations dealing with growth issues to more established firms that have successfully scaled their operations while maintaining a commitment to social mission. A major focus of the course will be on the challenges associated with connecting social initiatives and missions with bottom-line benefits. How can the goals of a company be articulated in and driven by the corporate mission? How can leaders establish a mission that is big enough to attract employees, customers and partners but specific enough to be achievable? Students will also wrestle with questions on the implementation and execution of social entrepreneurship. *Note that a 3-credit version of this course is offered as a Field Course.*

Social Entrepreneurship in the Business

Sector: Field Course

Associate Professor Christopher Marquis

The classroom component of Social Entrepreneurship in the Business Sector is a case-based half course (early term) that examines the new business models being created by social entrepreneurs; the field study component asks students to apply these practices in a field-based project. Working in teams with two or more members during the second half of the term, students will complete a field-based project that leverages tools and concepts covered in the first half of the course. During the first half of the course, the instructor will introduce a range of potential organizations and projects that the students can work on. Students can also work on a project of their own choosing with instructor approval.

“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.”

...this is Social Enterprise.



Check for updates on the EC Pre-registration tab.

Winter Term

Acting in Time: Leadership and Management in the Face of Large-Scale Risks

Professor Herman B. “Dutch” Leonard

This is a leadership capstone course designed for anyone who, over the course of his or her career, will lead an organization that faces large-scale risks – like earthquakes, storms, terror incidents, and product liability or other brand reputation crises – as a supplier, as a responder, or as a potential or actual victim (and, hopefully, as a survivor). This course examines the leadership and strategy issues faced by leaders in various kinds of situations, circumstances, and roles. It will cover principles and concepts of emergency management; will examine best organizational processes and practices; and will go beyond looking “into the moment” of crisis, taking a much broader risk management perspective to include prevention and preparation before an event takes place and recovery after an event in addition to actions taken during an event. The course will examine leadership in the face of risk in governmental and nonprofit response organizations as well as in private sector firms.

Building Green Businesses: Field Course

Professor Lee Fleming, Professor Rebecca Henderson, Professor Joseph Lassiter, Lecturer John Macomber, Professor Forest Reinhardt

Building Green Businesses is a field study seminar in which students formulate business plans for enterprises that will serve customers’ needs while protecting or enhancing the natural environment. Working with mentors from the cleantech, renewable energy, and related industries, along with a team of professors from Entrepreneurial Management, BGIE, Finance, Strategy, and TOM, teams of students will create credible, realistic plans around business ideas of their own selection.

Creating and Communicating Value: Building Business Models

Professor Robert Eccles and Assistant Professor George Serafeim

In the first module, students will learn about how sustainability can create economic value by promoting social and environmental value through good governance and risk management. Some of the most significant problems of our age will be discussed such as employee motivation, supply chain management, environmental impact, corruption, license to operate, reputation risk, and management of scarce resources. In the second module, students will learn how to analyze and communicate nonfinancial information that measures the progress of the long-term strategic projects of the firm. The third module is field research. The task is to build a business model showing how sustainability can be embedded in the company’s strategy and identifying the relationships between financial and nonfinancial performance. This business model will form the basis of an integrated report by the company. [Learn more by watching this video.](#)

Entrepreneurship in Education Reform

Senior Lecturer John J-H Kim

Entrepreneurship in Education Reform (EER) is an elective course for second year MBA students and cross-registrants who are interested in creating, leading, or supporting education enterprises with the purpose of driving higher levels of academic achievement for all K-12 students in the United States. The course architecture is driven by the following questions: 1. Why is there an entrepreneurial opportunity in a sector that is publicly funded and historically has been publicly delivered? 2. In what specific areas of the sector are opportunities arising and why? 3. What possibilities and constraints are faced by entrepreneurs across all the opportunity areas? 4. How might we evaluate the effectiveness of the entrepreneurial approaches at work in the sector? EER challenges students to consider these questions by examining the complexities of the existing education system, the strategies of entrepreneurial organizations that are attempting to address root causes of the performance problems in urban education, and the entrepreneurial behavior of leaders and managers trying to affect systemic change in both traditional and new types of public schools.

Social Impact Investing: Field Course

Senior Lecturer Michael Chu and Professor V. Kasturi
"Kash" Rangan

This field seminar is designed for students interested in the commitment of investment capital, whether by for-profit, non-profit or hybrid institutions, in organizations dedicated to addressing some of the great societal challenges of our time. Student teams will work directly with enterprises in the investment portfolio of organizations in this new field, and will work on the analysis and solution of problems identified as important by both the social impact investing and the portfolio organizations. Client-based project work will have faculty supervision and will be complemented by plenary meetings throughout the semester.

Social Innovation Lab: Field Course

Professor Allen Grossman and Professor Herman B.
"Dutch" Leonard

This field seminar is designed for students interested in leading the development of an idea for the launch of a social venture, utilizing creative solutions to address societal issues across a range of for-profit, nonprofit or hybrid organizational approaches. The course involves team-based project work focused on the development of a business plan for the launch of a social venture, coupled with ongoing faculty advisory support and a series of in-class sessions that may include practitioners. In order to have a productive experience, students (individually or as a team) must enter the course with a specific idea they wish to explore.

*"The Field Studies allowed me to
give something back while learning.*

*We aspire to be leaders who make
a difference in the world and Social
Enterprise is a way to do it now."*

...this is Social Enterprise.

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.
- **Field Studies 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 Field Studies, please visit the [Grant Guidelines](#) site.
- Both first and second-year students can enter the **Social Venture Track of the HBS Business Plan Contest**, and second-year students may engage in independent research studies or field studies in support of the development of their business plan. Qualifying project teams are eligible to receive grants for reimbursement of eligible expenses. For more information, please visit the [Social Venture Track of the Business Plan Contest](#) site.
- **The Immersion Experience Program (IXP)** is an opportunity for second-year students to participate in a 1-2 week field-based learning activity during the January term. IXPs, which take place off-campus in both international and domestic locations, are faculty-led and academically focused on a current topic related to business. While the opportunities offered each year vary, past programs that have focused on or incorporated social enterprise include Haiti, India, New Orleans, and Rwanda. Students may also create independent field-based opportunities during the January term.

Related Courses

- **Affordable Housing in the U.S.** (Field Course, Winter)
- **Authentic Leadership Development** (Fall)
- **Commercializing Science** (Fall)
- **The Energy Business and Geopolitics** (Fall)
- **Entrepreneurship and Venture Capital in Healthcare** (Fall)
- **Healthcare Technology Entrepreneurship** (Field Course, Fall and Winter)
- **Innovations in Health Care** (Half-course and Field Course, Fall)
- **Institutions, Macroeconomics, and the Global Economy** (Winter)
- **Microeconomics of Competitiveness** (Winter)
- **The Moral Leader** (Fall and Winter)
- **Real Estate in Emerging Markets** (Winter)
- **Sustainable Cities** (Winter)

Additional Resources

- **Monica Belsito (OJ)**, Business and the Environment; Business at the Base of the Pyramid
- **Lauren Capp (OB)**, Business and the Environment; Building Green Businesses Field Study Seminar
- **Allison Dencker (OG)**, Entrepreneurship in Education Reform
- **Kathleen Hebert (OI)**, Acting in Time
- **Steve Hecht (OJ)**, Business at the Base of the Pyramid
- **Andrew Lechleiter (OF)**, Acting in Time
- **Steve Porter (OF)**, Business at the Base of the Pyramid; Leading and Governing High Performing Nonprofit Organizations
- **Ben Schumacher (OC)**, Entrepreneurship in Education Reform; Leading and Governing High Performing Nonprofit Organizations; Social Enterprise Field Study
- **Jennifer Tison (OA)**, Acting in Time; Leading and Governing High Performing Nonprofit Organizations; Social Enterprise Field Study
- **Shahar Ziv (OE)**, Leading and Governing High Performing Nonprofit Organizations

“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.”

...this is Social Enterprise.



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