

2009-10 Curriculum Electives

Social Enterprise Initiative



How can I be a leader who makes a difference in the world?
 How do my business skills translate to the nonprofit sector?
 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 into an understanding of the firm as a total enterprise.

Students may take any combination of courses and also may cross-register for courses in other select graduate programs. The 2009-10 Social Enterprise electives reflect HBS' focus on management, leadership and innovation and 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 2009-10 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 22, 12:00 – 1:00 pm, Aldrich 211

Fall Term

Business and the Environment

Professor Forest Reinhardt or
Assistant Professor Michael Toffel

Business strategies and operations are increasingly influenced by concerns about the natural environment expressed by customers, shareholders, employees, and regulators. In this course, we examine how managers identify opportunities and manage business risks at the interface of business and the environment. Among other topics, we study managerial approaches to differentiate products along environmental lines, reformulate operations and supply chains to reduce their environmental impact, create and participate in market mechanisms to reduce pollution, and measure their progress toward becoming environmentally sustainable. Several classes will focus on global climate change. The course builds on and integrates concepts from TOM, Finance, FRC, Strategy, BGIE, and LCA.

Business at the Base of the Pyramid

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

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.

Commerce and Society: Business and Creation of Social Value

Assistant Professor Christopher Marquis

This course explores what businesses must do to transform themselves into effective global citizens and examines ways in which strategic and responsible practice can be associated with bottom-line benefits. The course will explore the tools necessary for excellence in strategic social responsibility. Customers need to be a central engine pulling socially responsible business, so one focus of the course is examining social marketing tools for motivating customers to change their behavior and to care about the social and environmental attributes of the products they consume. The course also addresses how corporations can use social initiatives to attract, motivate and retain high performance employees. A final key topic is how businesses can improve their social and business performance by applying performance management tools to an expanded conception of economic and social value creation.

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.

Check for updates on the EC Pre-registration tab.

Winter Term

Entrepreneurship in Education Reform

Lecturer Stacey Childress

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.

Field Study Seminar in Building Green Businesses

Professor Lee Fleming, Professor Joseph Lassiter, 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, Strategy, and TOM, teams of students will create credible, realistic plans around business ideas of their own selection.

Check for updates on the EC Pre-registration tab.



“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.

Leading and Governing High Performing Nonprofit Organizations

Associate Professor Alnoor Ebrahim

(see description, Fall Term)

Managing Global Health: Design, Delivery and Evaluation of Global Health Programs

Assistant Professor Nava Ashraf

This course aims to train prospective managers and entrepreneurs in meeting three of the largest managerial challenges in global development: appropriate design of programs and interventions (drawing from social marketing and behavioral economics); effective delivery; and rigorous impact evaluation, with particular attention to randomized control trials in the field.

There will be a heavy emphasis on skills development with applications in global health, but also applicable for programs in microfinance, agriculture, education and other social services delivery. The course will use case studies and academic research papers, and also bring in guest lecturers from the practitioner and academic communities to better highlight the complexities involved at the intersection of research and practice in global health.

“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.

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: www.hbs.edu/socialenterprise/fieldstudies/funding.html
- Both first and second-year students can enter the Social Enterprise 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 Enterprise Business Plan Contest site: www.hbs.edu/socialenterprise/businessplan
- There will also be January Term opportunities, including Immersion Experiences, which are open to both first and second-year MBA students. These opportunities immerse students, faculty, and staff in academic, cultural, and organizational-based field work around the world where participants can meet with leaders and actively engage in hands-on projects. The “New Orleans Service and Leadership in an Entrepreneurial Environment” immersion focuses on topic relating to social enterprise and several other immersions incorporate social enterprise components



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Related Courses

- **Agribusiness** (Fall)
- **Authentic Leadership Development** (Fall)
- **The Energy Business and Geopolitics** (Fall)
- **Entrepreneurship and Venture Capital in Healthcare** (Fall)
- **Field Study Seminar: Innovating in Healthcare** (Fall)
- **Innovating in Healthcare** (Winter)
- **Institutions, Macroeconomics and the Global Economy** (Winter)
- **Managing Medicine** (Fall)
- **Microeconomics of Competitiveness** (Winter)
- **The Moral Leader** (Fall/Winter)
- **Real Estate in Emerging Markets** (Winter)

Additional Resources

The following EC students are available to answer questions and discuss their experience with Social Enterprise elective courses:

- **Rye Barcott** (OB), Business and the Environment; Building Green Businesses
- **Taylor Larsen** (OC), Business at the Base of the Pyramid; Leading and Governing High Performing Nonprofit Organizations
- **Lindsay Levkoff** (OG), Business at the Base of the Pyramid; Entrepreneurship in Education Reform; Leading and Governing High Performing Nonprofit Organizations
- **Karibu Nyaggah** (OB), Entrepreneurship in Education Reform; Leading and Governing High Performing Nonprofit Organizations; Social Enterprise Field Studies
- **Alex Taussig** (OJ), Business and the Environment; Building Green Businesses

“As someone coming from and going back into social enterprise, I have found these courses to be a unique opportunity to learn from professors who are the true thought-leaders in my field. By studying so many diverse cases, I have gained important insight into the challenges and opportunities of leadership in the social sector – learning which I know will tangibly affect my own abilities as a leader.”

...this is Social Enterprise.