



HARVARD | BUSINESS | SCHOOL

# Social Enterprise

## 2006-07 Elective Curriculum

The Social Enterprise Initiative at HBS generates and shares knowledge that helps individuals and organizations create social value in the nonprofit, private, and public sectors.

Social enterprise teaching and research are central to the HBS mission of educating leaders who make a difference in the world. HBS offers a number of courses dedicated to Social Enterprise, as well as provides field-based learning opportunities within Social Enterprise and integrates Social Enterprise cases in courses throughout the MBA curriculum.

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 2006-07 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 2006-07 Social Enterprise core offerings are provided on the following pages, along with a listing of related course offerings and additional resources.

**“I chose to take social enterprise courses to diversify the types of cases and issues that I would be exposed to, to learn more about social enterprise-specific management challenges, and to engage with other students who have interest in social enterprise. The courses that I took met my goals.”**

### **Lunch with Social Enterprise Faculty**

**Thursday, April 20, 12:00 - 1:00 pm, Cumnock 102**

**Join us for a lunch discussion with faculty on SE electives.  
Buffet lunch provided.**

***RSVP not required but appreciated: [se@hbs.edu](mailto:se@hbs.edu)***

## 2006-07 Elective Curriculum

### FALL TERM

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#### **Business Leadership & Strategic Corporate Citizenship** (Fall) *Professor Herman “Dutch” Leonard*

Corporations increasingly refer to themselves as socially responsible corporate citizens, but just what does (or should) this mean—and how can corporations best achieve it?

The purpose of this course is to explore what business leaders must do to make a company into an effective global corporate citizen and to explore ways in which strategic and responsible practice can be associated with bottom-line benefits.

**“As I thought about the challenges of each of the non-profits we studied in class, and listened to the impressive protagonists visiting class, I discovered I was more taken in by these issues than by some of the ones in my other classes. The class helped me see what I wanted to do next year, and I know I’m going to use what I’m learning right off the bat.”**

#### **Entrepreneurship in the Social Sector** (Fall) *Assistant Professor Jane Wei-Skillern*

Entrepreneurship in the Social Sector explores a range of leading issues focused on the challenges and opportunity for impact through social entrepreneurship. Students explore the relative strengths and weaknesses of different organizational forms and examine issues from a variety of perspectives, including those of entrepreneur, CEO, funder, and board member.

#### **Innovating in Healthcare** (Fall) *Professor Regina Herzlinger*

Innovating in Healthcare introduces the six critical forces that shape new healthcare ventures—financing, structure, public policy, consumers, technology, and accountability—and their impact on business models for three different types of innovations: consumer focused, technology driven, and consolidations.

#### **Social Marketing** (Half Course: Early Fall) *Professor V. Kasturi Rangan*

This course explores management issues facing social marketers and focuses on such topics as consumer marketing relating to “behavior change,” nonprofit branding, marketing strategy, and corporate social responsibility. The course develops a broad concept of Social Marketing with a general management approach to serving those at the bottom of the income pyramid and addresses the issues from multiple perspectives including those of nonprofit, government agency and private sector actors.

**“Social Enterprise field studies allowed me to give something back while learning. We aspire to be leaders who make a difference in this world and Social Enterprise is the way to do it now.”**

## 2006-07 Elective Curriculum

### WINTER TERM

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**Business Approaches to Serving Base-of-the-Pyramid Markets** (Winter) *Professor V. Kasturi Rangan and Senior Lecturer Michael Chu*

This general management course explores how serving the poor can be a profitable business proposition as well as one that can help to improve the lives of the world's four billion low-income and poor men and women. The course provides a deeper understanding of the many ways business approaches can create value at the base of the economic pyramid. It is structured around three main topic areas: Business Models for Serving the Poor; Nonprofit & NGO Models for Serving the Poor; the Role of Business in Economic Development.

**Effective Leadership of Social Enterprise** (Winter) *Senior Lecturer Michael Chu*

Effective Leadership of Social Enterprise focuses on the leadership challenges of creating and sustaining high performing nonprofit organizations. This course enables the student to examine the applicability of for-profit management approaches to nonprofit organizational challenges as well as how to adapt them to the unique dimensions of a nonprofit organization. Management approaches and frameworks created specifically for the nonprofit sector will also be examined.

**Entrepreneurship in Education Reform** (Winter) *Lecturer Stacey Childress*

The course examines whether effective leadership and management practices lead to higher educational outcomes; and whether certain market forces drive higher performance inside the public system. The course also explores the similarities and differences between the approaches used by education entrepreneurs inside and outside the system, the strengths and limitations of the various reform strategies, and the performance consequences associated with working from each vantage point.

### FIELD-BASED LEARNING OPPORTUNITIES

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- 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 the opportunity to apply their skills to the real-world challenges facing social enterprises. Under faculty supervision, individuals or teams of students work on a project of strategic importance to the organization and report their recommendations at the end of the term. In 2004-05, eighty-nine students working with faculty members undertook forty-two field studies. 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](http://www.hbs.edu/socialenterprise/fieldstudies/funding.html)
- Second-year students can enter the **Social Enterprise Track of the HBS Business Plan Contest**. 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 from the Social Enterprise Initiative for reimbursement of eligible expenses. For more information, please visit the Social Enterprise Business Plan Contest site: [www.hbs.edu/socialenterprise/bplan](http://www.hbs.edu/socialenterprise/bplan)

## RELATED COURSES

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**Economic Strategies of Nations** (Winter) *Professor Bruce Scott*

**Entrepreneurship and Venture Capital in Healthcare** (Winter) *Professor Richard Hamermesh and Senior Lecturer Robert Higgins*

**Field Study Seminar in Healthcare** (Fall) *Professor Richard Hamermesh and Associate Professor Richard Bohmer*

**Field Study Seminar: Strategies Beyond the Market** (Winter) *Associate Professor Felix Olberholzer-Gee*

**Globalization of Emerging Markets** (Half Course: Early Fall) *Professors Krishna Palepu and Tarun Khanna*

**Managing Change** (Winter) *Professor Rosabeth Moss Kanter*

**Managing Medicine** (Fall) *Associate Professor Richard Bohmer*

**The Moral Leader** (Fall) *Professor Joseph Badaracco or Senior Lecturer Sandra Sucher*

**Real Estate Options in Emerging Markets** (Half Course: Late Winter) *Visiting Lecturer Nicolas Retsinas*

**Strategies Beyond the Market** (Half Course: Early Winter) *Associate Professor Felix Olberholzer-Gee*

## ADDITIONAL RESOURCES

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

**Carice Anderson** (Business Leadership and Strategic Corporate Citizenship, Entrepreneurship in Education Reform)

**Nate Boaz** (Social Marketing, two SE Field Studies, SE Track of Business Plan Contest)

**Ward Bullard** (Effective Leadership of Social Enterprise)

**David Friedman** (Innovating in Healthcare)

**Eleanor Laurans** (Entrepreneurship in Education Reform, SE Field Study)

**Monica Lee** (Entrepreneurship in Education Reform)

**Elizabeth Lewis** (Effective Leadership of Social Enterprise, Social Marketing)

**Chad Martinson** (Innovating in Healthcare)

**Caitrin Moran** (Entrepreneurship in Education Reform)

**Anh Nguyen** (Business Approaches to Serving Bottom of the Pyramid Markets, Effective Leadership of Social Enterprise, Entrepreneurship in Education Reform, Social Marketing)

**Chris Osgood** (Business Leadership and Strategic Corporate Citizenship, Entrepreneurship in Education Reform, Social Marketing, SE Field Study)

**Sanjay Rao** (Business Leadership and Corporate Strategic Citizenship)

**Cali Tran** (Business Leadership and Strategic Corporate Citizenship)