



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM394H1S

Social Entrepreneurship

Winter 2019

Wednesday, 2-4pm, Woodsworth College Residence Rm. 30

Prof. Laura Doering

Email: laura.doering@rotman.utoronto.ca

Office: Rotman South, 7th Floor, Rm. 7066

Skype: prof.doering

TA: TBD

Office Hours

Office hours are by appointment. I'm happy to meet at any point—and I encourage you to set up meetings to discuss your group project. When requesting a meeting, please suggest 2-3 potential times and we'll find one that works.

Course Scope and Mission

In this course, students will learn how entrepreneurs create organizations that address social problems using innovative, sustainable approaches. Students will examine a variety of social venture forms and consider how such ventures can be evaluated, managed, and financed.

Entrepreneurship for Social Ventures has three primary components. First, students will discuss and debate the principles of social entrepreneurship and apply them to cases of for-profit, not-for-profit, and hybrid organizations. Second, students will analyse how the goals, structures, practices of those ventures contribute to their success—or failure. Third, students will design their own social ventures, evaluate their feasibility, and constructively critique ventures proposed by other student groups.

The course is hands-on and project-based. Those who enjoy critically discussing ideas—and then *acting* on those ideas—will enjoy this course.

Required Readings

Please see the Quercus site for links to course readings and to purchase Ivey case materials.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

<u>Assignment</u>		<u>Due Date</u>
Participation (individual)	20%	Ongoing
Midterm exam (individual)	30%	Mar 6
Draft report (group)	10%	Feb 13
Group presentation	15%	Mar 20 or 27
Group report	15%	Apr 5
Team contribution (individual)	10%	Apr 5

COURSE FORMAT AND EXPECTATIONS

Class Participation: All students will actively participate in class discussions. Students will be called on at random to discuss their answers to the reading response questions. Students will also be invited to volunteer ideas and information in class without being called on. In both instances, your participation is crucial to creating a vibrant classroom discussion. Your participation will be evaluated on the following dimensions:

Analysis: Do the comments include analysis, or do they simply restate the facts?

Responsiveness: Do the comments relate to, and build upon, the previous discussion?

Creativity: Do the comments bring a new perspective to the issues? (test new ideas)

Clarity: Are the comments succinct and understandable?

Quantity: How frequently does the student participate?

Integration: Does the participant integrate material from past classes?

Most Importantly: Do the participant's comments stimulate productive discussion?

In order to participate actively in class, you must attend class. Participation grades depend heavily on class attendance.

Midterm Exam: In this exam, you will have the opportunity to demonstrate your knowledge about social entrepreneurship concepts, as well as your ability to critically assess a social venture. If you would like written comments on your performance in the exam, please let me know in advance.

Feedback for Classmates: One of the most important skills an entrepreneur can develop is the ability to offer creative, constructive feedback. In this (non-graded) assignment, you will provide feedback for the initial social venture ideas your classmates have proposed. You will also receive feedback from your classmates on the social venture you have proposed.

Draft Report: Over the course of the semester, students will work in teams to construct a business plan for your social venture. It takes time and multiple iterations to develop a strong, careful business plan. This report is your group's effort to define your social venture, justify how and why it meets a need, and explain how it will be sustainably financed.

Group Presentation/Report: You and your group will collectively present your proposed venture to your peers. During the presentation, your classmates will critically and constructively challenge you on the appropriateness and sustainability of your venture. Be prepared to discuss and defend your ideas. Each group will also submit a concise business plan for their proposed

social venture. If the class is too large for each group to present, the professor will select groups to present at random. Those groups that give presentations can submit a shorter business plan.

Team Contribution: Groups are expected to harness the unique skills each member possesses. While each teammate's offering may be unique, all members should share the responsibility for the development and realization of the group project. At the end of the semester, team members will be asked to evaluate each individual's contribution to the group project. Professor Doering will take your evaluation of one another's contributions into close consideration when assigning the team contribution score.

Submission of Assignments: Students are required to use the Individual Assignment Cover Page for all submitted work. In the case of group assignments, all group members must sign the Group Assignment Cover Page. Please submit all written assignments via Quercus.

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of all written assignments. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

For Group Work:

The group assignments require students to work in teams of 3-4. Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works

for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

**For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

Electronic Course Materials

This course will be using the following electronic course materials: Ivey Cases, Harvard Kennedy School Cases, and links to articles online.

These materials will cost a total of \$10.50. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Weekly Schedule

Date	Topic	Case	Article/Book Chapter/Video/Podcast	Assignments
Jan 9	Introduction to Social Entrepreneurship	N/A		
Jan 16	Defining Social Entrepreneurship		<p>Martin & Osberg (2015). <i>Getting Beyond Better: How Social Entrepreneurship Works</i>. Boston: Harvard Business Review Press. Introduction & Chapter 1 (pp. 1-49) (chapters on Portal)</p> <p>Bornstein, David. 2010. <i>Social Entrepreneurship: What Everyone Needs to Know</i>. New York: Oxford University Press. Chapter 1: "Defining Social Entrepreneurship" (pp. 20-47) (chapter on Portal)</p> <p>Mandela, Nelson. 1995. <i>Long Walk to Freedom: The Autobiography of Nelson Mandela</i>. Boston: Little. Ch. 11 (pp.89-95) (chapter on Portal)</p>	
Jan 23	Evaluating New Venture Ideas	<p>Embrace A: Opportunity Identification (Ivey 9B13M004)</p> <p>Embrace B: Opportunity Assessment (9B13M005)</p> <p>Bring to class but do not read:</p> <p>Embrace C: Competing with Incumbents (9B13M006)</p>	(Optional) Podcast: Stanford Center for Social Innovation, " Evaluating Social Venture Ideas " (start at 22:00)	Bring one-page problem & venture idea to class (in print form)
Jan 30	Getting Concrete: Examples and Best Practices with Elisa Bimbaum (LOCATION: DESAUTELS HALL, ROTMAN BUILDING)		Bimbaum, Elisa. (2017) <i>In the Business of Change: How Social Entrepreneurs are Disrupting Business as Usual</i> . New Society Publishers. (Available at Robarts on Course Reserve.)	

Feb 6	Getting Feedback from Prof Doering (LOCATION: Rotman Bldg, 7024)		Each group will have a short, intensive meeting with Prof. Doering to workshop their fledgling project ideas.	Upload 1-pg group project idea by 11:59pm on Feb 5
Feb 13	Financing Models for Social Ventures	Child in Need Institute: Non-Profit or Hybrid? (Ivey 9B13M055)	Fritz (2018) " How is a Nonprofit Different from a For-Profit Business? " Pallotta Ted Talk: " The Way We Think about Charity is Dead Wrong "	Upload Draft Report by 11:59pm on Feb 13
Feb 20	No Class—Reading Week			
Feb 27	Evaluating Social Impact	Fighting Pollution with Data, Case and Sequel (HKS 2054.0 & 2054.1)	Epstein & Yuthas (2014) Measuring and Improving Social Impacts, Chapters 7 & 8. Optional: Chapter 9. (Read chapters in E-book) Glennester & Takavarasha, Running Randomized Evaluations: A Practical Guide . Ch 1 (pp 1-23)	
Mar 6	Midterm Exam			
Mar 13	Film Screening & Discussion with Director: The Invisible Heart (LOCATION: DESAUTELS HALL, ROTMAN BUILDING)			
Mar 20	Group Presentations			
Mar 27	Group Presentations			
Apr 3	Where to go from here? Celebration of the semester's work and thinking to the future.			Upload Final Report by 11:59pm on Apr 5

POLICY AND PROCEDURE

Missed Tests, Assignments, and Class Sessions (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed. Students who have a legitimate reason for missing the midterm exam will have grades re-weighted to the final assignments.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.

Late Assignments

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Each student has one "late pass" s/he can use during the semester. This pass entitles you to turn in an assignment no more than one day late without explanation. To use your late pass, simply email me to tell me that you are using the pass—you do not need to explain why you are using it. To use the pass for a group assignment, each group member must agree to use his or her pass. The pass cannot be used for the oral exam or final presentation.

Students who turn in assignments late (beyond the extra time given by the late pass) will lose one-half a letter grade for each day the assignment is outstanding.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email

Email is one of a few good means of communication. For exchanges that require a conversation rather than a brief response, students are requested to utilize the instructor's regular skype and in-person office hours. This request is meant to facilitate effective communication and learning.

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to q.utoronto.ca and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.