Course Syllabus

PMAP 8232 Social Enterprise

Fall Semester 2014
Thursdays 4:30–7:00pm
Classroom South 301

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AYSPS, Office 356
Office Hours: Thursdays 2:30-3:00 pm and by appointment
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Course Description:

Social enterprise is becoming a watchword in both nonprofit and business communities as a way of coupling the resources generated by market activities with the social ambitions of nonprofit organizations to develop innovative approaches to solving social problems. The course will examine social enterprise from both nonprofit and business perspectives. It will provide students with an overview of the emergence of social enterprise as a new field of study and its purposes, forms, management approaches, and impact. During the course, students will have the opportunity to assess local social enterprises and participate in a local support organization for social entrepreneurs.

Note that this syllabus provides a general plan for the course; deviations may be necessary.

Course Objectives:

To provide students with:

- An understanding of the development of social enterprise as a field of study.
- An understanding of the different organizational arrangements for social enterprise.
- A working knowledge of how to manage a social enterprise including leadership, financing.
- An understanding of the laws that frame social enterprise activity.
- The skills to evaluate and measure social enterprise activities and scale up its impact.

Course Requirements:

Attendance and Participation. Attendance at every class session is required. Any absences without prior approval will be reflected in the final attendance grade, except in extenuating circumstances. The same policy applies to arriving late or leaving early. This course focuses on learning from experience as well as from reading and case-studies. Active participation in class discussions includes coming to class prepared to discuss the week’s reading assignment. It also includes respect for other students in the class in all interactions.

Students wishing to withdraw from the course must officially withdraw prior to the mid-point date of the semester as established by the University in order to avoid being given a grade of WF.
NEX Atlanta Report. Students will attend an event of their choosing at NEX Atlanta and report back to the class on the event and what they learned. Half of the grade will be determined by how well the student covers the content of the event, the other half will depend on how well the student relates course materials and discussion to that content. While no PowerPoints will be allowed, students should have a well-organized set of notes to refer to while reporting which will be turned into the instructor afterwards. Students have the responsibility of identifying the event they will attend and informing the instructor when they would like to report to the class (note that not all students will be able to report the last few sessions of the class so please plan accordingly).

UNREASONABLE.is Global Dialogue. Students will have the opportunity to participate in a global conversation on topics related to social innovation and social business through the UNREASONABLE.is project. Every weekday students in this and other social enterprise courses worldwide will be emailed an original post by social innovators and thought leaders in various fields who are involved in solving some of the world’s most pressing social problems. Students in this course will receive credit for their posted comments in response to this content (comments must be at least 20 words in length). More details on the project can be found at http://unreasonable.is/interactive/

Case Study. Students will assess a local social enterprise within the framework of one of the class session topics found under “The Practice of Social Enterprise” in the course schedule below. Students will have the opportunity to demonstrate what they have learned on that topic both as it supports or does not support class material and discussion. Thus, in a very real sense students will “test” course material out on a real situation. There will also be the opportunity to assess the organization and provide recommendations in this area of its activity. The case study should be typed in 12 pt font, double-spaced with 1-in margins and be 8 pages long (not including references) and will be due the final day of class. Students should plan on giving a brief 10 minute presentation focusing on the highlights of their findings and assessments on the final day of class (no PowerPoint needed).

Mid-Term and Final Exams. Both exams will be short-essay take-home exams covering the first half and last half of the semester respectively. One grade reduction will be taken for each day the exam is turned in late (ex. A to A-).

Course Evaluation and Grading:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Attendance/Participation</td>
<td>10%</td>
</tr>
<tr>
<td>UNREASONABLE.is Dialogue</td>
<td>10%</td>
</tr>
<tr>
<td>NEX Atlanta Report</td>
<td>15%</td>
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<tr>
<td>Case Study</td>
<td>25%</td>
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<tr>
<td>Mid-Term Exam</td>
<td>20%</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
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This course uses plus-minus grading. Grades will be assigned as follows: A=93-100; A-=90-92; B+=87-89; B=83-86; B-=80-82; C+=77-79; C=73-76; C-=70-72; D=60-69; and F=0-59.

Policy on Academic Honesty:

Students are reminded of the University Policy on Academic Honesty, found in section 409 of the Faculty Handbook: [http://www2.gsu.edu/~wwwfhb/fhb.html]. Use of uncited material copied directly from any source, including the Internet, will result in a significant grade reduction, including most likely a failing grade on the assignment.
Your constructive assessment of this course plays an indispensable role in shaping education at Georgia State. Upon completing the course, please take time to fill out the online course evaluation.

Students who wish to request accommodation for a disability may do so by registering with the Office of Disability Services. Students may only be accommodated upon issuance by the Office of Disability Services of a signed Accommodation Plan and are responsible for providing a copy of that plan to instructors of all classes in which accommodations are sought.

**Required Readings:**

Required readings are listed in the course schedule below and can be found at the URL provided or on Desire2Learn as indicated. Some journal articles will need to be accessed through the GSU library journal database.

**Content and Schedule of Topics:**

**Aug 28:** Introduction to the Course

**Unit I. Social Enterprise: What it is, What it isn’t, and What it “Should” Be**

**Sep 4:** Domestic and International Perspectives on Social Enterprise


Sep 11:  Critiques of Social Enterprise


Sep 18:  The Use of Theory in the Emerging Field of Social Enterprise


Unit II: The Practice of Social Enterprise

Sep 25:  Social Innovation  Mid-Term Exam Handed Out

- Skim: James Heskett, “Developing a Strategic Service Vision,” In Strategic Tools, ch. 1. [Desire2Learn]
Oct 2:  
**Addressing the Mission - Market Paradox**  

Oct 9:  
**Leadership**
- Peter Economy, “Leading, Retaining, and Rewarding People Entrepreneurially.” *Strategic Tools for Social Entrepreneurs*, ch. 4. [Desire2Learn]


Oct 16:  
**Management and Governance**
- Jerry Kitzi, “Managing your Board Entrepreneurially,” *Strategic Tools*, ch. 5 [Desire2Learn]

Oct 23:  
**Legal Forms**  
Guest Speaker: Jeff Woodard, Stites & Harbison (to be confirmed)

**Skim:** Allen R. Bromberger, “Social Enterprise: A Lawyer’s Perspective,” White Paper. [Desire2Learn]

**Skim:** Cassady Brewer and Michael J. Rhim, “Using the ‘L3C’ for Program-Related Investments.” *Taxation of Exempts*, November/December 2009. [Desire2Learn]

**Oct 30: Funding and Finance**

- Kay Sprinkel Grace, “Treating Your Donors as Investors,” *Strategic Tools for Social Entrepreneurs*, ch. 6. [Desire2Learn]
- **Optional:** Jerry Kitzi, “Developing an Entrepreneurial Competitive Strategy,” In *Strategic Tools for Social Entrepreneurs*, ch. 2. [Desire2Learn]

**Nov 6: Evaluation and Measurement**

- Alana Conner Snibbe, “Drowning in Data,” (SSIR Fall 2006). [Desire2Learn]

**Nov 13: Scaling Up**

- **Skim:** “Identifying the Drivers of Social Entrepreneurial Impact: Theoretical Development and an Exploratory Empirical Test of SCALERS,” by Paul N. Bloom and
http://www.caseatduke.org/documents/ArticlesResearch/SCALERS_Bloom_and_Smith_JSE.pdf


**Nov 20:** **Social Enterprise in International Development**  
Guest Speaker: Gray Ghost Ventures/Rockdale Foundation (to be confirmed)

  http://www.iese.edu/research/pdfs/D1-0858-E.pdf


- **Skim:** J. Kerlin, “Zimbabwe and Zambia,” *Social Enterprise: A Global Comparison*, ch. 6 [Desire2Learn]

**Dec 4:** **Mini-Presentations and Discussion**  
Case Studies Due  
**Final Exam Passed Out**

**Dec 11:** **Final Exam due by 11:59pm**

**Selected Social Enterprises in the Atlanta Area:**

- Last Chance Thrift Store (business)  
- Café 458 (Samaritan House of Atlanta)  
- Restore (Habitat for Humanity)  
- Goodwill of North Georgia  
- Atlanta Community Food Bank

- Better World Books (business)  
- 180° Kitchen (City of Refuge)  
- Good Measure Meals (Open Hand)  
- Bobby Dodd Institute  
- re:Loom (Initiative for Affordable Housing)

**Other Reference Literature:**


