**TEACHING WITH *BUILDING A SUCCESSFUL SOCIAL VENTURE:* TWO MODEL SYLLABI**

1. **Undergraduate Upper Division Elective: Social Entrepreneurship**

**(See attached syllabus for Management 172)**

This course provides students with access to a proven approach to building and growing successful social mission ventures. It draws on Santa Clara University’s leadership in working with organizations that are successfully addressing some of the most intractable problems in the world to engage students in analyzing and applying best practices in market-based solutions to societal challenges of personal concern. In project teams students apply an integrated model for social business planning to develop their own social business concept and test it against the “tough love” criteria of impact investors. This model requires that they examine the deep structures within which the issue they are addressing is embedded; assess the robustness of their theory of change; and, apply a disciplined market-based approach to developing a sustainable and scalable solution.

The design of this course interweaves the three strands of theory, best practice, and a proven framework for developing and pressure-testing a start-up idea with the potential for a positive social progress impact.

 **Strand 1** (foundational concepts) examines the transformative ideas of exemplary social entrepreneurs. This strand develops the concept of a social business which Nobel Laureate Muhammad Yunus defines as an enterprise created and designed to address a social problem; financially self-sustainable; with profits reinvested into the business to increase social impact. Greg Dees describes social entrepreneurs as individuals who:

-Adopt a mission to create and sustain social value—not just private value.

-Recognize and relentlessly pursue new opportunities to serve that mission.

-Engage in a process of continuous innovation, adaptation and learning.

-Act boldly without being limited by resources currently in hand.

-Exhibit a heightened sense of accountability to the constituents served and for the outcomes created.

 **Strand 2** (best practices) develops proven approaches to scaling a social venture business based on the Global Social Benefit Institute **(GSBI) *Business Planning Process*.** This framework draws on more than a decade of work in the Miller Center for Social Entrepreneurship (formerly the Center for Science, Technology, and Society).

 **Strand 3** (developing you own start-up idea) provides an opportunity to design and pressure-test your own start-up idea. Students will define a social problem and articulate a revenue generating solution. This strand will involve specifying a target population, identifying the most competitive alternative, and addressing operating realities. This phase of the course enables students to hone practical due diligence skills for assessing the economic viability of market-based approaches to serving unmet a social needs.

1. **MBA Elective: Social Entrepreneurship**

**(See attached syllabus for Management 3548)**

This course provides students with access to a proven approach to building and growing

successful social mission ventures. It taps more than 15 years of work by the instructors—James

Koch, Founding Executive Director of the Center for Science, Technology, and Society (known today as Miller Center for Social Entrepreneurship) and co-founder of the Tech Museum Awards; and, Eric Carlson, former Director of the Global Social Benefit Incubator and Deans Professor of Social Entrepreneurship. It draws on Santa Clara University’s leadership in working with organizations that are successfully addressing some of the most intractable problems in the world to engage students in analyzing and applying best practice market-based solutions to societal challenges.

In project teams students apply an integrated model for social venture business planning to a

living case from the 2017 GSBI Accelerator. This framework requires an understanding of the

deep structure of social challenges to assess the completeness of founder visions and the

robustness of their theories of change. It also requires students to use a disciplined market-based

approach to refining business plan recommendations for developing a sustainable and scalable

solution. This analysis encompasses an assessment of strategy, environment analysis, and

market segmentation. It will encompasses an assessment of critical success factors in value

chain innovation, operations, and human talent, as well as organization and governance

considerations. Particular attention is focused on business model innovation and the validity of

assumptions about revenue and expense drivers, as well as the effective use of metrics to support

continuous innovation and learning, and to assess *both* social impact and financial viability.

The design of this course interweaves essential concepts with field tested examples and tools for

developing and pressure-testing social venture business plans.

• **Strand 1**: Essential Concepts. This strand develops the concept of a social business which

Nobel Laureate Muhammad Yunus defines as an enterprise created and designed to address a

social problem; financially self-sustainable; with profits reinvested into the business to

increase social impact. Greg Dees describes social entrepreneurs as individuals who:

- Adopt a mission to create and sustain social value—not just private value.

- Recognize and relentlessly pursue new opportunities to serve that mission.

- Engage in a process of continuous innovation, adaptation and learning.

- Act boldly without being limited by resources currently in hand.

- Exhibit a heightened sense of accountability to the constituents served and for the

outcomes created.

While social entrepreneurs address social problems or needs that are unmet by private

markets or governments, they often work with as opposed to against market forces to

increase the likelihood of developing sustainable and scalable solutions. Because of their

emphasis on building trust and creating community wealth or shared value, the enterprises

they foster are increasingly cited by prominent organizational scholars—including Michael

Porter, Clayton Christensen, Stuart Hart, and the late C.K. Prahalad—as examples of how to

fix capitalism and unleash new waves of innovation and growth.

**• Strand 2:** Best Practices and Examples. For each element in the social business planning

process proven approaches to scaling social impact and achieving financial viability are

drawn from the Miller Center for Social Entrepreneurship portfolio of alumni and other

exemplary social businesses.

• **Strand 3**: Writing a Business Plan. This strand bridges theory and concepts to practice. It

uses field tested frameworks and examples from Carlson and Koch, *Building a Successful Social*

*Venture* as a guide for critically assessing and formalizing the business plan for an actual

venture in the Miller Center for Social Entrepreneurship portfolio of recent alumni. In this

phase of the course students will develop practical skills in writing a social venture business

plan. They will also assess the economic viability of a venture and its readiness for various

forms of investment capital.