SOCY 5552:
Social Entrepreneurship
Time: Monday 3:30pm-6:00pm
Location: McGuinn 415
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Course Description
This course will explore how nonprofit leaders design, grow, and lead mission-driven enterprises. Through a combination of reading, lecture, guest speakers, case discussion, and student presentations, students will achieve the following:
- explore the historical, theoretical, and legal perspectives on nonprofit organizations, as well as current trends and issues of consequence to nonprofits;
- develop management techniques, resource allocation strategies, and leadership skills for enhancing the effectiveness of nonprofits;
- understand board governance, public oversight, and the varied roles of stakeholders in nonprofits;
- explore ethical issues and decisions in nonprofit management; and
- develop a business plan for a social enterprise.

Required Reading
- Additional materials including academic and professional journal articles, TED talks, and web links are outlined in each section.

Assignments
General Guidelines: This is an applied sociology course intended to prepare students for work and leadership in organizations outside of the academic sphere. Therefore, written and oral assignments are intended to be concise and on-point. Students should adhere strictly to page limits and include content directly related to the assigned task.

Class Participation (10%): Students are expected to attend all scheduled classes and be prepared to contribute constructively to discussions and activities based on reflection of the assigned readings. Constructive participation includes, but is not limited to the following:
- Providing informed responses to discussion questions.
- Answering questions posed by the instructor and/or classmates.
- Sharing unique knowledge of course material with the class.
- Raising questions that indicate comprehension, thought, and insight about the material.

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Reflection Papers (10% each: 30% total): Each of the weekly reading assignments is accompanied by a reflection question related to the selected material. Students shall select THREE (3) of reflection questions to answer in writing and use the assigned reading to inform written responses. Reflection papers should not exceed THREE (3) double-spaced pages. Shorter papers of high quality are acceptable. Reflection papers are due no later than TWO (2) weeks after class discussion of the selected topic.

Case Study (25%): Students will analyze and discuss a number of case studies through readings and class discussions. All students are expected to research the case studies highlighted in the syllabus prior to class. Each student will be expected to prepare a written analysis of one of the case studies provided or seek permission from the instructor to select a case not presented in class. The case write-up should be a FIVE (5) to SEVEN (7) page, double-spaced, analytic memo addressing the questions in this syllabus (minimum of four reflection areas).

Final Exam (35%): Students are required to take a final exam representing the cumulative knowledge acquired during this course. The exam will reflect the breadth and depth of the varied readings and discussions examined during the entirety of this course.

Assessment of Content: The course assignments are meant to inspire thought and assess understanding of the materials and perspectives presented. Letter grades will be determined by the quality of presentations/arguments. "Quality" is evaluated as follows:

- In-depth understanding of the course materials as demonstrated by rigorous application of readings to the assignments;
- Respectful reflection on a broad range of diverse perspectives;
- Continuity and coherence of presentation/argument;
- Creative application of the materials as demonstrated by making connections among the readings and topic areas; and
- Well-constructed prose.

Revisions: With the exception of the final exam, writing assignments may be revised within TWO (2) weeks of original submission for reconsideration. Students may present drafts of the business plan in hardcopy to the instructor for feedback up until TWO (2) weeks prior to the due date.

Extra Credit: Extra credit assignments will be considered on an individual basis. Assignments should address areas of weakness or enhance areas of interest. Extra credit assignments will be vigorous tests of knowledge, creativity, and analysis. If you chose to take on an extra credit assignment, be prepared for a serious time commitment. Please consult the instructor if you wish to receive an extra credit assignment.
Section 1 - Introduction and History

Required Reading:

Recommended Reading

Case Studies:
Harvard University and Boston College

Reflection Question:
What conditions inhibit or encourage the development of nonprofit organizations?

Section 2 – Nonprofit or For-Profit?

Required Reading:
- TED Talk: Michael Porter Why business can be good at solving social problems
Recommended Reading:

Case Studies:
The Home for Little Wanderers and Newman's Own

Reflection Question:
What elements differentiate a nonprofit organization from a for-profit social enterprise?

Section 3: Values, Mission, and Drift
Required Reading:

Case Studies:
The Nature Conservancy and the National Rifle Association

Reflection Question: What is/are the difference(s) between "mission drift" and diversification of business model?

Section 4- Operations: Structuring "Good" Work

Required Reading:


• Additional Readings TBD

Case Studies:
The Boston Foundation, Legal Services Corporation, and Rosie's Place

Reflection Question:
Under what circumstances might a nonprofit organization's structure change while its mission remains the same?

**Section 5- Point-of-View: Scarcity vs Abundance**

Required Reading:
- TED Talk: Mamie Webb: Recreate the Way We Look at Social Issues

Case Studies:
Susan G. Komen Foundation, Tech Soup, and Catchafire

Reflection Question:
How might a nonprofit communications' strategies differ depending on a point-of-view based on scarcity versus abundance?

**Section 6: Friend-raising and Fundraising**

Required Reading:
• TED Talk: Nicholas Christakis: The Hidden Influence of Social Networks

Case Studies:
Best Buddies, St. Jude's Research Hospital, and National Public Radio

Reflection Question:
How can fundraising approaches serve the mission of an organization and lead to mission drift?

Section 7: Nonprofit Financial Management and Reporting

Required Reading:
• Frumkin, P. and M.T. Kim. (2001.) "Strategic positioning and the financing of nonprofit organizations: Is efficiency rewarded in the contributions marketplace?" Public Administration Review- Wiley Online Library
• Czerwinski, Stanley J. (2010.) Nonprofit Sector: Treatment and Reimbursement of Indirect Costs Vary among Grants, and Depend Significantly on Federal, State,
Case Studies:
GuideStar, The Tony Collins Foundation, and Wediko Children's Services

Reflection Question:
By what means is the financial health of a nonprofit organization determined?

Section 8 - Staffing, Volunteerism, Social Enterprises

Required Reading:
- TED Talk: Melinda French Gates What nonprofits can learn from Coca-Cola

Recommended Reading:

Case Studies:
Medecins Sans Frontieres (Doctors Without Borders) and The Salvation Army

Reflection Question:
How can staff structure reflect or contradict organizational mission and values?
Section 9 - Executive Leadership and Board Governance

Required Reading:

Recommended Reading:

Case Studies:
Pennsylvania Coalition Against Domestic Violence and Boston Children's Hospital

Reflection Question:
What elements of nonprofit leadership are similar and different than in other sectors, i.e. private, for profit and government?

Section 10- Government Oversight and Accountability

Required Reading:


**Case Studies:**

Disability Rights Center- Concord, NH, National Basketball Players' Association Foundation

**Reflection Question:**

If nonprofit organizations are designed to provide a social "good," how do we know it's working?