

PRINCIPLES AND PRACTICES OF SOCIAL ENTREPRENEURSHIP

SPEA V559

Fridays, 1:30 p.m. – 4:00 p.m.
SPEA PV 276

Professor Leslie Lenkowsky
School of Public and Environmental Affairs &

Phone: 812-855-4072
E-mail: llenkows@indiana.edu

Office Hours: Tuesdays, Thursdays 1:30 p.m. to 5:00 p.m., SPEA 327
or by appointment

Administrative Assistant: Eugenia Marvin (euasher@indiana.edu)
Phone: 812- 855-0563

Description of course: “Social entrepreneurship” is a phrase widely used today in the nonprofit sector, business, and even government. But what exactly is it? How does it work? What is different about it? What does it really accomplish? And what challenges does it face?

This course will provide students with an introduction to principles and practices in social entrepreneurship. Social entrepreneurship is defined as the establishment and management of innovative social mission-driven ventures. While entrepreneurship for commercial gain (in for-profit organizations) has been studied extensively, the study of entrepreneurship for social gain is in its infancy. This course is designed to give current and future nonprofit, business and government managers and leaders an overview of a range of topics in this emerging field. This course will focus particularly on social entrepreneurship in the nonprofit and public sectors.

Upon successful completion of this course, students can expect to have:

- familiarity with major works in the social entrepreneurship literature
- knowledge of social entrepreneurship methods and practices
- understanding of laws, standards, and guidelines applicable to social entrepreneurship
- experience in analyzing social entrepreneurship dilemmas and proposing responses
- recognition of the similarities and differences in entrepreneurship in different sectors
- familiarity with resources useful for further investigation of social entrepreneurship

Students seeking the Social Entrepreneurship Certificate or intending to apply for a Social Entrepreneurship internship in the summer are required to take this course. However, any student with an interest in the subject is welcome to take this course as an elective.

Texts: The following books will be read:

Matthew Bishop and Michael Green, *Philanthrocapitalism: How Giving Can Save the World*, Bloomsbury Press, 2009.

David Bornstein, *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, Oxford, 2007.

Clayton Christensen, et. al., *Disrupting Class, Expanded Edition: How Disruptive Innovation will Change the Way the World Learns*, McGraw-Hill, 2nd. Ed, 2010.

William D. Eggers and John O'Leary, *If We Can Put a Man on the Moon: Getting Big Things Done in Government*, Harvard Business School Press, 2009.

Steven H. Goldberg, *Billions of Drops in Millions of Buckets: Why Philanthropy Doesn't Advance Social Progress*, Wiley, 2009.

Dean Karlan and Jacob Appel, *More than Good Intentions: How a New Economics is Helping to Solve Global Poverty*, Dutton, 2011.

Paul C. Light, *Driving Social Change: How to Solve the World's Toughest Social Problems*, Wiley, 2010.

David Vogel, *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*, Brookings, 2006.

The following books are useful for further reading, or from which the instructors has assigned selected chapters. For several of these, you will find copies of E-books owned by the instructor on OnCourse in MOBI format. (Please ask if you need a different format.) They are provided for your own use only in connection with this class and may not be circulated or sold.

Joel Fleishman, *The Foundation: A Great American Secret; How Private Wealth is Changing the World*, Public Affairs, 2009.

Anthony Bugg-Levine and Jed Emerson, *Impact Investing: How We Make Money while Making a Difference*, Jossey-Bass, 2011.

Jon Gertner, *The Idea Factory: Bell Labs and the Great Age of American Innovation*, Penguin Press, 2012.

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*, McGraw-Hill, 2012.

Michael Lewis, *Moneyball*, W. W. Norton, 2011.

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Stanford Business Books, 2012.

Tyler Cowen, Tyler Cowan, *The Great Stagnation: How America Ate All the Low-Hanging Fruit of Modern History, Got Sick, and Will (Eventually) Feel Better*. Dutton, 2011.

A number of chapters, reports, cases, and articles from books, magazines and journals will also be discussed. Most, if not all of the articles can be found through the electronic resources (such as JSTOR and EBSCO) of the Indiana University library, or on OnCourse.

Formidable as this reading list might seem, it barely scratches the surface of the many (and growing number of) worthwhile books and articles about social entrepreneurship. Students with special interests in topics not covered in this syllabus, or who wish to delve more fully into any of the topics that are, should not hesitate to consult the instructor. For each unit of the course, you can assume that if you are pressed for time, the assigned books should receive your priority attention, along with the cases.

All students should be familiar with and comfortable using OnCourse. The course will make extensive use of this tool, including for all course-related communications. Students should also plan on reading *The Chronicle of Philanthropy* regularly. Although it is available in university libraries, the principal instructor, who is also a regular contributor to that publication, will try to arrange for students to have an electronic subscription to it for the duration of the course.

All class sessions will be recorded using Indiana University's Echo 360 system. Students will receive a link to the recording of each class after it is concluded so that they can review what was covered, if they desire. Only students enrolled in or auditing this class will have access to this link. If you have any reluctance about participating in a recorded class, please let the instructor know.

Students are expected to have done the required reading before the class in which we will be discussing it.

In developing the list of required books, the instructor assumed that students would purchase them from the most economical supplier. He also tried to choose books that are well-written.

Additional readings may be added during the semester. Students are also encouraged to suggest materials their classmates would benefit from perusing.

Requirements: In addition to attending and participating in class, as well as completing assigned readings, students will be required to pass a take-home final exam. Doctoral students who are taking this class are required to submit a research-based term paper of at least 20 pages in lieu of this exam.

Each student will also be required to complete a social entrepreneurship paper. This paper could take one of several forms:

1. A design for a social venture.
2. An analysis of an existing social venture.
3. A comparison of social ventures dealing with similar problems in different sectors or in different countries.
4. An assessment of a particular type of challenge facing social entrepreneurship, such as scalability or evaluation, in the context of a particular venture or set of ventures.
5. Since this is a course on social entrepreneurship, something else that is related to the topic.

Whatever approach you take, your analysis (which need not be longer than ten double-spaced pages) should apply issues and concepts discussed in the course to a “real-world” situation. Topics must be approved by the instructor, who will also suggest some possibilities, as well as help identify sources of information. Time permitting, students will make presentations on their topics during class. With approval of the instructor, students may work in groups, but each member of a group will receive the same grade. A fuller description of this assignment will be found under the Syllabus tab on OnCourse.

For each unit of the course, I have created a short assignment. These are meant to give students an opportunity to write and think about key issues that will be discussed in the unit. Students are required to do at least three of these assignments. Written responses should not be more than 1000 words in length (and double-spaced); they will be graded, as well as discussed in class. Questions will be posted on OnCourse under the Assignments tab and responses can be submitted there as well.

In *Democracy in America*, a 19th-century French visitor to the United States, Alexis deTocqueville famously described the importance of civic associations to the success of American democracy. He also noted the close connection between associational activity and newspaper readership. (See Volume II, Part 2, Chapter Six.) Since many of the topics covered in this course, as well as others that are relevant to the course’s themes, are frequently discussed in widely available publications, the instructor has created a Class Blog in Discussion Forums in OnCourse for students to post clippings that they believe other members of the class would be interested in. Students should also include a brief explanation of the relevance of the clipping to understanding issues related to social entrepreneurship. Students are encouraged to comment on the clippings and a few minutes of each class will be devoted to discussing the most interesting. Students who post at least 10 original and relevant clippings, published on or after January 11, or make particularly insightful and worthwhile comments (i.e., a total of 10 posts) will receive an “A” for this requirement, with fewer clippings and comments resulting in proportionately lower grades.

Please refrain from posting grant announcements, public relations releases, personnel changes, or similar events, unless you believe they have broader implications for social

entrepreneurship generally (which you will, of course, explain). Also, no clippings from publications for professionals in the nonprofit sector, such as *The Chronicle of Philanthropy*.

Grading: The grade each student receives in this class will reflect a balanced appreciation of the totality of his or her work. However, the various course requirements will count *roughly* as follows:

Class participation --10 percent
Clippings – 10 percent
Short Assignments – 15 percent
SE Paper – 30 percent
Final exam – 35 percent

While the instructor encourages students to discuss the course, exchange ideas, and critique each other's work as much as they desire, he also expects that all work submitted for grading will be done in a manner consistent with the university's academic rules and requirements. Links to the relevant sections of the IU academic handbook will be found on OnCourse, as well as a statement of the instructor's attendance policy.

SYLLABUS

January 17

Introduction

Video: *The New Recruits* (PBS)

January 24

An End to Innovation?

Paul Light, *Driving Social Change*

Stuart Conger, "Social Innovations," *The Innovation Journal: The Public Sector Innovation Journal*, 14:2 (2009). Online on OnCourse. (Skim chapter 1 and the appendices)

The Economist, "Has the Ideas Machine Broken Down," January 12, 2013. Online on OnCourse.

Leslie Lenkowsky, "Philanthropy 400's 20 Years Spotlight Nonprofit World's Stagnation," *The Chronicle of Philanthropy*, October 17, 2010. Online on OnCourse.

Gary Kasparov, Peter Thiel, et. al., "Innovation or Stagnation," Oxford Union Debate, Nov. 2012.
<http://www.oxfordmartin.ox.ac.uk/videos/view/210>

Further Reading:

Tyler Cowan, *The Great Stagnation: How America Ate All the Low-Hanging Fruit of Modern History, Got Sick, and Will (Eventually) Feel Better*. Dutton, 2011.

January 31

Creative Destruction

Clayton Christensen, et. al., *Disrupting Class, Expanded Edition: How Disruptive Innovation will Change the Way the World Learns*.

Clayton Christensen, “Disruptive Technology and the Nonprofit Organization,” 2011 William E. Simon Lecture, Manhattan Institute, December 14, 2011. Online at:

<http://www.manhattan-institute.org/video/index.htm?c=121411MI>

Fred Block and Matthew R. Keller, “Where do Innovations Come From? Transformations in the U.S. Economy, 1970 – 2006,” *Socio Economic Review*, 2009. Online on OnCourse.

Benoit Godin, “Innovation: The History of a Category,” Project on the Intellectual History of Innovation, Working Paper No. 1, 2008. Online on OnCourse.

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Chapter 13.

Case: Upwardly Global

Upwardly Global: Building a Model for Assisting Immigrant Professionals, Kennedy School of Government. Online on OnCourse.

Further Reading:

Michael Lewis, *Moneyball*.

February 7

Social Entrepreneurs

David Bornstein, *How to Change the World: Social Entrepreneurs and the Power of New Ideas*.

William P. Ryan, "The New Landscape for Nonprofits," *Harvard Business Review*, January-February 1999. Online on OnCourse.

J. Gregory Dees, "Enterprising Nonprofits," *Harvard Business Review*, January-February, 1998. Online on OnCourse.

Georgia Levenson Keohane, "Social Entrepreneurship: How Innovative Change-Makers are Testing New Solutions to Entrenched Social, Economic and Environmental Problems," Global Institute, McGraw-Hill Financial, July 31, 2013. Online on OnCourse.

"45 Social Entrepreneurs who are Changing the World: The 2008 Social Capitalist Awards," *Fast Company*, December/January 2008, Online at <http://www.fastcompany.com/social/2008/index.html>

"Social Entrepreneurship Takes Off," *Bloomberg Businessweek*, April 3, 2009. Online at http://www.businessweek.com/smallbiz/special_reports/20090403social_entrepreneurs.htm

"The Social Entrepreneurship Award Winners," The Manhattan Institute. Online at http://www.manhattan-institute.org/html/se_winners.htm

Helen Coster and Christian Wolan, "Impact 30: 30 Top Social Entrepreneurs," *Forbes*, November 30, 2011, Online at <http://www.forbes.com/impact-30/lander.html>.

Case: The Grameen Bank

Muhammad Yunus and the Grameen Bank, Kennedy School of Government. Online on OnCourse.

Aneel Karnani, "Microfinance Misses its Mark," *Stanford Social Innovation Review*, Summer 2007. Online on OnCourse.

Connie Bruck, "Millions for Millions," *The New Yorker*, October 30, 2006. Online on OnCourse

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Chapter 17.

Further Reading:

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*

February 14

Political Entrepreneurs

William D. Eggers and John O'Leary, *If We Can Put a Man on the Moon: Getting Big Things Done in Government*.

Sandford Borins, "Loose Cannons and Rule Breakers, or Enterprising Leaders? Some Evidence about Innovative Public Managers," *Public Administration Review*, 60:6, 2000. Online on OnCourse.

"Getting Results, Transforming Lives: The Social Investment Fund 2010-2012 Investment Report," Corporation for National and Community Service, n.d. Online on OnCourse.

Cases: Indianapolis, New York City, Obama Administration

Janet Reingold, Jennifer Wootton, and Andrew Hahn, *The Indy Story: Urban Systems Reform and Community Revitalization in Indianapolis During the Stephen Goldsmith Years (1992-1999)*, The Annie E. Casey Foundation. Online on OnCourse.

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*, chapters 14-16. Online on OnCourse

February 21

Business Entrepreneurs

David Vogel, *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*

Michael E. Porter and Mark R. Kramer, "Creating Shared Value," *Harvard Business Review*, January 1, 2011. Online on OnCourse.

Michael E. Porter and Mark R. Kramer, "The Link Between Competitive Advantage and Corporate Social Responsibility," *Harvard Business Review*, December 2006. Online on OnCourse.

"Preparing a Nation for Autonomous Vehicles," Eno Center for Transportation, October, 2013. Online on OnCourse.

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Chapter 10.

Case: Google. Org,

Suzie Boss, "Do No Evil," *Stanford Social Innovation Review*, Fall 2010. Online on OnCourse.

February 28

Philanthrocapitalists

Matthew Bishop and Michael Green, *Philanthrocapitalism: How Giving Can Save the World*.

Bill Gates, Speech at Davos Annual Meeting 2008. <http://www.youtube.com/watch?v=Ql-Mtlx31e8>

Aneel Karnani, "The Mirage of Marketing at the Bottom of the Pyramid: How the Private Sector Can Help Alleviate Poverty," *California Management Review*, 49:4 (2007). Online on OnCourse.

Jonathan Rauch, "This is Not Charity," *The Atlantic Monthly*, October 2007. Online on OnCourse

McKinsey & Company, "And the Winner Is..." *Capturing the Promise of Philanthropic Prizes*. 2009. Online on OnCourse.

Sarah Cooch and Mark Kramer, *Compounding*

Impact: Mission Investing by US Foundations, FSG Social Impact Advisors, March 2007. Online on OnCourse.

Andrew Blau, “Why Donors Are Not Investors,” Global Business Network and Monitor Institute, Online on OnCourse.

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Chapter 8.

Cases: Edna McConnell Clark Foundation, Prizes

Allan Grossman and Daniel Curran, “EMCF: A New Approach at an Old Foundation,” Harvard Business School. Online on OnCourse.

Allan Grossman and Aldo Sesia, “Edna McConnell Clark Foundation – Enabling Performance Driven Philanthropic Capital Markets,” Harvard Business School. Online on OnCourse.

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*, chapter 6.

Further Reading:

Joel Fleishman, *The Foundation: A Great American Secret; How Private Wealth is Changing the World*.

March 7

Capital and Expansion

Steven H. Goldberg, *Billions of Drops in Millions of Buckets: Why Philanthropy Doesn't Advance Social Progress*

Bill Bradley, Paul Jansen and Les Silverman, “The Nonprofit Sector’s \$100 Billion Opportunity,” *Harvard Business Review*, May 2003. Online on OnCourse.

Jeffrey Bradach, “Going to Scale: The Challenge of Replicating Social Programs,” *Stanford Social Innovation Review*, Spring 2003. Online at: http://www.ssireview.org/images/articles/2003SP_f

[eature bradach.pdf](#)

Peter Kim and Jeffrey Bradach, “Why More Nonprofits are Getting Bigger,” *Stanford Social Innovation Review*, Spring 2012. Online on OnCourse.

Leslie Lenkowsky, “Business and Social Stock Markets,” Unpublished, 2012. Online on OnCourse.

George Overholser and Robert Steel, “Going to Scale: A New Era for Funding Nonprofits,” *Civic Bulletin*, Center for Civic Innovation, The Manhattan Institute, March 2006. Online on OnCourse.

“2013 State of the Sector Survey,” Nonprofit Finance Fund, 2013. Online on OnCourse.

Tina Rosenberg, “The Promise of Social Impact Bonds,” *The New York Times*, June 20, 2012. Online on OnCourse.

McKinsey & Company, *From Potential to Action: Bringing Social Impact Bonds to the US*, 2012. Online on OnCourse

Cases: KIPP, College Summit

The KIPP Schools: Deciding How to Go to Scale, Kennedy School of Government. Online on OnCourse.

College Summit: Balancing aggressive national expansion with centralized control, Bridgespan. Online on OnCourse.

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Chapter 14.

Further Reading:

Anthony Bugg-Levine and Jed Emerson, *Impact Investing: How We Make Money while Making a Difference*

March 14

Earned Income and the Law

Thomas J. Billitteri, *Mixing Mission and Business: Does Social Enterprise Need a New Legal Approach?* Aspen Institute, January 2007. Online on OnCourse.

John Tyler, “Negating the Legal Problem of Having ‘Two Masters’ – A Framework for L3C Fiduciary Duties and Accountability,” *Vermont Law Review*, 35:1, Fall, 2010. Online on OnCourse.

Antony Page and Robert A. Katz, “Freezing Out Ben & Jerry: Corporate Law and the Sale of a Social Enterprise Icon,” *Vermont Law Review*, 35:1, Fall, 2010. Online on OnCourse.

William Foster and Jeffrey Bradach, “Should Nonprofits Seek Profits?” *Harvard Business Review*, February 2005, pp. 92 – 100. Online on OnCourse.

Dan Pallotta, “The Way We Think about Charity is Dead Wrong,” TED Talk, March 11, 2013.
<https://www.youtube.com/watch?v=bfAzi6D5FpM>

Excerpts from Dan Pallotta, *Charity Case: How the Nonprofit Community Can Stand Up for Itself and Really Change the World*, Jossey-Bass, 2012. Online on OnCourse.

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*, chapter 12.

Charities Law Project, Columbia University, “Social Enterprise and Hybrid Corporate Forms: Emerging State Regulatory Perspectives and Responses,” Webinar, 2011. Online at:
http://www.law.columbia.edu/center_program/ag/policy/CharitiesProj/resources/webinars/social_mission_org

Cases: Pallotta Team Works, MPR

Alan Grossman and Liz Kind, *Pallotta Team Works*, by. Harvard Business School. Online on

OnCourse.

Minnesota Public Radio: Social Purpose Capitalism, Stanford Graduate School of Business, 2006. Online on OnCourse.

March 28

Measuring Results

Dean Karlan and Jacob Appel, *More than Good Intentions: How a New Economics is Helping to Solve Global Poverty*.

Grantmakers for Effective Organizations, *Is Grantmaking Getting Smarter?* Washington, D.C.: 2008. Online on OnCourse.

Hallie Preskill and Tanya Beer, *Evaluating Social Innovation*. Center for Evaluation Innovation, FSG, 2012. Online on OnCourse.

Measuring Effectiveness: A Six-Year Summary of Methodology and Findings, Ashoka. Online on OnCourse.

Peter Frumkin and David Reingold, “Why Programs Get Replicated,” *The Nonprofit Quarterly*, Fall 2004. Online on OnCourse (with responses).

Mark Kramer, et. al., *From Insight to Action: New Directions in Foundation Evaluation, Social Impact Advisors*, April, 2007. Online on OnCourse.

Alnoor Ibrahim and V. Kasturi Rangan, “The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance,” Harvard Business School, Working Paper 10-099, 2010. Online on OnCourse.

Ken Berger and Robert M. Penna, “Billy Beane and Outcomes: What can Baseball tell the Nonprofit World about Measures and Measurements,” unpublished paper, August 2010. Online on OnCourse.

Case: Microfinance, One Laptop Per Child

Kathleen Odell, *Measuring the Impact of Microfinance: Taking Another Look*, Grameen Foundation, 2010. Online on OnCourse.

Julian P. Cristia, et.al., *Technology and Child Development: Evidence from the One Laptop per Child Program*, Inter-American Development Bank, February 2012. Online on OnCourse.

Further Reading:

Mario Marino, *Leap of Reason: Managing to Outcomes in an Era of Scarcity*, Venture Philanthropy Partners, 2011. Online on OnCourse.

April 4

Social Entrepreneurship in International Perspective

Janelle A. Kerlin, “Social Enterprise in the United States and Abroad: Learning From Our Differences,” in Rachel Mosher-Williams, ed., *Research on Social Entrepreneurship: Understanding and Contributing to an Emerging Field*, ARNOVA Occasional Paper Series, Vol. 1, Nu. 3, 2006, pp. 127-46. Online on OnCourse.

Credit Suisse and the Schwab Foundation for Social Entrepreneurship, “Investing for Impact: How Social Entrepreneurship is Redefining the Meaning of Return,” 2012. Online on OnCourse.

Social Enterprise Coalition (UK), *Fightback Britain: State of Social Enterprise Survey 2011*. Online on OnCourse.

HM Government (UK), *Growing the Social Investment Market: A vision and strategy*, February 2011. Online on OnCourse. (Also see web-site: <http://www.cabinetoffice.gov.uk/content/growing-social-investment-market>)

Community Wealth Ventures et. al., *Social Enterprise: A Portrait of the Field*, 2011. (US-Canada). Online on OnCourse.

Cultural and Education Section, British Embassy, “The general report of social enterprise in China,” 2008. Online on OnCourse.

The Economist, "The good company," January 20, 2005. Online on OnCourse.

Anke Schrader, "Corporate Philanthropy in China: Who is Doing What and How?" CSRWire Talkback, January 2, 2013. Online on OnCourse.

The Beautiful Foundation, *Giving Korea 2009*. Online on OnCourse.

Madhukar Shukla, "'Landscape' of Social Entrepreneurship in India: An Eclectic Inquiry," XLRI Jamshedpur School of Business and Human Resources, 2011. Online on OnCourse.

Tevfik Basak Ersen et. al., *Social Enterprises and Turkey – Needs Analysis*, Executive Summary, n.d., Online on OnCourse.

The Vietnam Women's Entrepreneur Council, *Women's Entrepreneurship Development in Vietnam*, International Labor Organization, 2007. Online on OnCourse.

Case: Kiva, International Impact Investing

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*, chapters 10-11

David P. Baron, *Social Entrepreneurship: Kiva*, Stanford Graduate School of Business, 2009. Online on OnCourse

Ruth Shapiro, ed., *The Real Problem Solvers: Social Entrepreneurs in America*, Chapter 2.

April 11

The Debate over Social Entrepreneurship

Michael Edwards, *Just Another Emperor? The Myths and Realities of Philanthrocapitalism*, 2008. Online on OnCourse.

Angela M. Elkenberry and Jodie Drapal Kluver, "The Marketization of the Nonprofit Sector: Civil Society at Risk?" *Public Administration Review*,

March/April 2004, Vol. 64, No. 2, pp. 132-140.
Online on OnCourse.

Alison R. Bernstein, "Metrics Mania: The Growing Corporatization of American Philanthropy," *NEA Journal of Higher Education*, Fall 2011. Online on OnCourse.

Burton Weisbrod, "The Pitfalls of Profits," *Stanford Social Innovation Review*, 2 (3): 41 – 47.
Online on OnCourse

Bruce Sievers, "If Pigs Had Wings: The Appeals and Limits of Venture Philanthropy," *Waldemar A. Nielsen Issues in Philanthropy Series*, Georgetown University, November 16, 2001. Online at:
http://cpnl.georgetown.edu/doc_pool/Nielsen0103Sievers.pdf

Curtis Child, "Whither the Turn: The Ambiguous Nature of Nonprofits' Commercial Revenue," *Social Forces*, 89:1, September 2010. Online on OnCourse.

Georgia Levenson Keohane, *Social Entrepreneurship for the 21st Century*, Chapter 20.

April 18, 25

Student Reports

May 2

What Business Entrepreneurs can Teach Social Entrepreneurs – and Vice Versa

James W. Shepherd, Jr., "MBAs Gone Wild: Nonprofits Must Reign in Pro-Bono MBAs," *Stanford Social Innovation Review*, Spring 2008.
Online on OnCourse.

Peter F. Drucker, "What Business Can Learn from Nonprofits," *Harvard Business Review*, July-August, 1989. Online on OnCourse.

Christine W. Letts, et. al., "Virtuous Capital: What Foundations Can Learn from Venture Capitalists," *Harvard Business Review*, March-April 1997.
Online on OnCourse.

Lucy Bernholz, et. al., "Good Fences: The Importance of Institutional Boundaries in the New Social Economy," Stanford Center on Philanthropy and Civil Society, September 2013. Online on OnCourse.

Michael Edwards, "Beauty and the Beast: Can Money Ever Foster Social Transformation," Humanist Institute for Cooperation with Developing Countries, June, 2013. Online on OnCourse.

Devin Thorpe, "Social Entrepreneurship Predictions for 2013," *Forbes Magazine*, December 31, 2012. Online at:
<http://www.forbes.com/sites/devinthorpe/2012/12/31/social-entrepreneurship-predictions-for-2013/>

James Austin, Howard Stevenson, and Jane Wei-Skillern, "Social and Commercial Entrepreneurship: Same, Different or Both?" *Entrepreneurship Theory & Practice*, January 2006, 1- 22. Online on OnCourse.

Further Reading:

Jon Gertner, *The Idea Factory: Bell Labs and the Great Age of American Innovation*.

May 2

SOCIAL ENTREPRENEURSHIP PAPERS DUE

May 9

FINAL EXAMS DUE