

MGT. 310/717 Social Entrepreneurship/Nonprofit Management

The Peter F. Drucker Graduate School of Management, Claremont University

Los Angeles, CA, Spring Semester

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Class Mtgs: April 9&10, 16&17, 23&24, May 7&8

Times: Fri. 6:30-10 PM/Sat. 9:00 AM-5:00 PM

“The best way to predict the future is to create it.” - Peter F. Drucker

This course will be an intense one month on weekends experience for Drucker School MBAs seeking to apply their business skills in innovative and sustainable ways to build a better world. The objective of this course is to strengthen one’s capacity for achieving global changes by learning and then applying OB, economic and Social Entrepreneurial (SE) skills to improve society and empower the poor. We will first gain an understanding of the current global context of suffering, conflict and other human struggles. A brief analysis of several economic models will be reviewed including Social Darwinism, capitalism, socialism and the Third Way. The course will cover various managerial and social paradigms. The legacy of Peter Drucker and his writings will be drawn upon in exploring how his insights can fuel our desires and capacity to change society. Also, with my good friend and partner Muhammad Yunus receiving the Nobel Peace Prize in 2006, we will pay attention to his poverty-fighting strategies. We will also cover several student-led tactics to build civil society, drawing on various mobilization approaches regarding how citizens can make a difference through civic engagement and other participatory tools. Emerging conceptual constructs that lead to societal change will also be utilized such as the following: “Third Sector,” “positive deviance,” the “archeology of social change,” “stewardship,” new “social inventions,” “Bottom-of-the Pyramid” tools, the “tipping point” for making an impact, “social capital,” “Gross National Happiness,” “appreciative inquiry,” “Business as Agent for World Benefit,” social enterprise creation, and building civil society. Innovative methods and tools will be studied for expanding economic self-reliance in the U.S., Latin America, Africa, Asia, Europe and the former USSR. We will explore theories of global change agency and learn key practices and strategies for empowering these who are marginalized, whether in local U.S. communities, or around the globe.

We will assess and/or develop frameworks for organizing, structuring, and managing effective delivery systems that provide ground-breaking services to those in need. Throughout the course we will be working in service-learning teams on action research for specific NGO projects to redesign, strengthen, and launch new strategies so that they may achieve broader/deeper impacts, build greater capacity, become more sustainable. Hopefully, some of our projects will acquire funding from university or area foundation sources.

We will also examine several instances of SE failure in an attempt to learn that not everything is successful. By so doing, we will gain an appreciation for how difficult it often is to launch and maintain innovative organizations, and to identify potential warning signs along the way to achieving significant societal changes.

MGT. 310/717 will survey a number of organizations that advocate equality, justice, and change: Ashoka, the Mondragon co-ops, Idealist.Org, Echoing Green, Social Enterprise Journal, Grameen Bank (Bangladesh), Institute for Social Entrepreneurs, Grey Pinstripes, Movimento Sem Terra (Brazil), Skoll Center for Social Entrepreneurship (Oxford, UK), Aspen Institute, and others.

The primary required reading source for the course will be *How to Change the World* (by David Bornstein). It will be supplemented with various articles on theory and SE cases for the design and implementation of SE strategies. Also, a few website items and articles will be handed out or posted on the course blog we establish as additional background material on issues and projects which students may want to pursue further.

Group Case Assignment

We will form teams of 2-3 students to work on in-depth case writing about local non-profits in the LA area, social enterprises and/or NGOs that are attempting to grow in numbers and impacts. This can be a powerful learning experience for students in obtaining an in-depth understanding of the complexities of the non-profit sector of society. These materials will hopefully be of sufficient quality that they may be used in this course and beyond in subsequent years as the new field of Social Entrepreneurship expands within business schools globally. Key tasks include:

- 1) Gaining entry, establishing the relationship, and drafting a letter of engagement approved by the NGO, you, and myself
- 2) Through interviews and site visits, collect extensive organizational data about the following:
 - a) History
 - b) Vision/mission
 - c) Culture and structure
 - d) Financial system and fundraising sources and methods
 - e) Human resources
 - f) Organizational strategies
 - g) Impacts/results
 - h) Current dilemmas
- 3) Outline a challenge or major task facing the NGO client and draft a problem statement about what the dilemma is (for example by identifying barriers to its growth) or other such tasks
- 4) Develop a case teaching note or possible action plan by which the client or NGO may address this challenge. Options might include such things as new growth plans, mergers, spin-offs, web development, PR efforts, fundraising strategies, shifting to for-profit, etc.
- 5) Outline what could be done to strengthen the NGO in the note, weighing the pros and cons of several different alternative strategies that might be pursued
- 6) If applicable, discuss the actual action plans that were implemented and write up an analysis of results
- 7) Draft your case report after the end of the course (13-15 pages).

Individual Project

Each class member will do research and draft an in-depth paper about a social entrepreneur. These biographies will help us better understand what makes such individuals “tick.” Their backgrounds and upbringing, stages of life, how and why they became change agents, their motivations, personal philosophy, leadership skills, managerial style, vision, and strategies for transformation. How did they generate their big, bold idea? What were the results of their work and impacts? What lessons does this individual’s experience suggest for young, budding social entrepreneurs today? How do you evaluate their pluses and minuses? This individual project will be due April 23 (10-12 pp.).

Examples of Social Entrepreneurs I know well and have worked with:

Romana Remor.....New Generation Foundation, Brazil
 John Pingree.....Globus Humanitarian
 Teresa Fuentes.....FAHUM, fighting Ecuadorian child malnutrition
 Corey Rosen.....NCEO Founder (ESOPs)
 Cordell Anderson.....Humanitarian to Guatemalan Indians
 Dan GiffordCause for Hope, Honduras
 Martin BurtFundacion Paraguaya
 John Hatch.....FINCA International
 Sam Daley-Harris.....Founder--Results International & the Microcredit Summit
 Mel Bartholomew.....Square Foot Gardening innovator
 Sherie Rogde.....Founder, Lifework International Foundation
 Yeah SamakeFounder, Daily Dose Foundation
 Greg Casagrande.....Founder, SPBD (South Pacific Business Development)
 Bob Rees.....Heartmath.org/Humanitarian Outreach projects in Lithuania, etc.
 Carolyn Dailey.....Ascend Alliance
 Muhammad Yunus.....Managing Director, Grameen Bank
 Grant Walker.....Founder, Honduras programs: OLAAT (One Life At A Time)
 Julie Butler.....Reach a Million
 Frederick Njenga.....Founder of NGO for the disabled in Kenya
 Keith Whisenant.....Co-Founder of Ouelessebouyou – Utah Alliance
 Jack & Lisa Williams.....Elk Grove Action Group
 Bill Jackson.....Founder, Deseret International
 James Mayfield.....CHOICE Humanitarian
 Louis Pope.....Founder Yehu Microfinance, Kenya

Other Examples of Global Change Agents:

John WoolmanEarly Quaker activist
 Nelson Mandela.....South African anti-apartheid leader
 Dorothy Day.....Catholic Worker’s Organization
 Ralph Nader.....Consumer rights crusader
 Albert Schweitzer.....Physician, philosopher, humanitarian in Gabon, Africa
 Mother Teresa of CalcuttaSaint to the global poor
 Lech Walesa.....Polish trade union founder of Solidarnosc/Led to USSR breakup

Oprah Winfrey.....Founder, South African Girl’s School
 Eugene V. DebsSeeker of justice
 Mildred Robbins Leet.....Founder, Trickle-Up
 Mother Jones.....Working class rebel
 Sulak Sivaraksa..... Mentor and founder of several Thai Buddhist NGOs
 Martin Luther King, Jr.....Civil Rights innovator
 Fazle Hasan.....BRAC, Bangladesh
 William Wilberforce.....UK anti-slavery activist
 L. Patterson/Carmen Velasco..Pro Mujer
 Mahatma Gandhi.....Indian Liberator
 Bob Graham.....Founder, Katalysis

Evaluation/Grades

Students in MGT. 310/717 will be assessed according to several grading criteria:

	<u>Points</u>
A) Participation quantity/quality	40 pts.
B) Pop quizzes occasionally at the start of class on the day’s reading	30 pts.
C) Biographical paper on a Social Entrepreneur due Friday April 23	30 pts.
D) SE case presentation to the class as an oral final exam Friday May 8	40 pts.
E) SE case write-up that analyses the organization and proposes a dilemma or problem, along with potential solutions or a coherent strategy (due May 14)	60 pts.

Total: 200 Points

“What do you want to be remembered for? - Peter F. Drucker

MGT. 310/717 Social Entrepreneurship Class Reading Schedule

Date	Topics	Assignment
April 9 Fri. Eve.	Introduction to Social Entrepreneurship (SE); Global Poverty; Drucker’s Philosophy; Grameen Bank Case	G. Dees: Meaning of Social Entrepreneurship (SE); Bornstein Chapter 1: Restless People; Chapter 2: Little Acorns; (M. Yunus as Social Entrepreneur DVD)
April 10 Sat. Morn.	Social Capital & Civic Engagement; SE as a Community of Practice; The Third Sector; Brazil Rural Electricity Case; Students as Social Entrepreneurs	Paul Adler: Social Capital; Duke University: SE Field Overview; Bornstein Chapter 3: The Light Went On; (R. Redford New Heroes DVD) W. Woodworth: HELP International Case
April 10	Traditional Entrepreneurship	James Austin: Social & Commercial

Sat. Aft.	& SE: Parallels & Differences; UK Nursing Case; Bill Drayton as SE	Entrepreneurship ; Bornstein: Chapter 4 & 5: Fixed Determination & Significant Force (Ashoka DVD)
April 16 Fri. Eve.	Toward a Double/Triple Bottom Line; Civil Society; Rescuing India's Children Case	Jed Emerson: Blended Value Framework for SE; Bornstein: Chapters 6& 7: Why Was I Never Told?; Childline NGO
April 17 Sat. Morn.	Factors Generating SE as a Movement; Change Agency Strategies; SE Roles	Charles Leadbeater: Rise of the SE; Bornstein: W. F. Whyte: Creating New Social Inventions; Bornstein: Chapter 8
April 17 Sat. Aft.	Non-Profit Boards & Management; Hungary's Disabled Case; Don Jose's Worker-owned Co-ops as SE Systems	Jerr Boschee: Merging Mission & Money; Bornstein: Chapter 9: What Sort of Mother? W. Woodworth: Mondragon's Cooperative Complex (DVD)
April 23 Fri. Eve.	Using SE Within a Business Context; Poverty & the Fortune at the Bottom-of-the-Pyramid; Brazil Healthcare Case	C. Seelos & Johanna Mair: SE as New Business Models to Serve the Poor; C. K. Prahalad: BOP; Bornstein: Chapter s 10 & 11: Possessed by an Idea; Put the World in Order
April 24 Sat. Morn.	SE for Addressing U.S. Hispanic Poverty; Minority Student College Access	Woodworth: MicroBusiness Mentors; Bornstein: Chapters 12 & 13: Social Excellence; The Talent is There
April 24 Sat. Aft.	Life Stages & Planning Second Careers; Stewardship; AIDS & Healthcare in South Africa Case	Drucker: Managing Oneself & SE; Bornstein: Chapters 14 & 15: New Opportunities & Challenges; Something Needs to be Done
May 7 Fri. Eve.	Strategies for Expanding SE & Its Impacts; India's Law and the Rights of the Disabled Case	Bloom & Chatterji: Scaling Social Entrepreneurial Impact; Bornstein: Chapters 16 & 17: Four Practices of Innovation; This Country has to Change
May 8 Sat. Morn.	Using SE to Empower Poor Rural Families & Generate Sustainable Change; UNICEF Case; Hands-on Learning Through Student SE Projects	Woodworth: Village SE in Mozambique; Bornstein: Chapters 18 & 19: Qualities of Successful Social Entrepreneurs; Morality with Capacity; Integration of Themes, Concepts & Practice
May 8 Sat. Aft.	Leveraging our Work; Getting to the Tipping Point; Acceleration & Replication; Hands-on Learning Through Student SE Projects	Rowena Young: Social Value & the Future of SE; Bornstein: Chapters 20 & 21: Blueprint Copying; Emergence of the Citizen Sector; Final In-Class Presentations & Critiques; Conclusions & Call to Action

"Every social and global problem of our day is a business opportunity in disguise...."

- Peter F. Drucker

