

## **MODULE in Social Entrepreneurship, Civil Society and Sustainable Development.**

**Professor Wolfgang Bielefeld, Professor Giuliana Gemelli, Professor Christina Garsten , Professor Alessandro Mengozzi.**

### **Professor Wolfgang Bielefeld**

**05/05/2008 – Introduction to Entrepreneurship – Commercial and Social (h. 10 a.m. – 1 p.m.)**

#### **Readings:**

Bygrave, William. “Entrepreneurial Process.” In William Bygrave and Andrew Zacharakis, eds., *The Portable MBA in Entrepreneurship*. Hoboken, NJ: John Wiley & Sons, 2004.

Bielefeld, Wolfgang. “Social Entrepreneurship and Social Enterprise.” In Charles Wankel, ed., *21<sup>st</sup> Century Management: A Reference Handbook*. Thousand Oaks, CA: SAGE, 2007.

Austin, James, Stevenson, Howard, and Wei-Skillern. “Social and Commercial Entrepreneurship: Same, Different, of Both?” *Entrepreneurship Theory and Practice*, January, 2006.

Morris, Michael, Kuratko, Donald, and Covin, Jeffrey. Chapter 3. In *Corporate Entrepreneurship and Innovation, 2<sup>nd</sup> Edition*. Thompson South-Western, 2008.

Schumpeterian Versus Kirznerian Entrepreneurship (1 page)

#### **Supplemental Readings: (useful material – not required reading before class)**

Casson, Mark. “Entrepreneurship.” *The Concise Encyclopedia of Economics*. Available at: <http://www.econlib.org/library/Enc/Entrepreneurship.html>

Beng, Cheah. “Dual Modes of Entrepreneurship: Revolution and Evolution in the Entrepreneurial Process.” *Creativity and Innovation Management*, 2(4): 243 – 251, 1993.

Morris, Michael, Kuratko, Donald, and Covin, Jeffrey. “Chapter 2.” In *Corporate Entrepreneurship and Innovation, 2<sup>nd</sup> Edition*. Thompson South-Western, 2008.

06/05/2008 Frameworks for Social Entrepreneurship (h. 10 a.m. – 1 p.m.)

**Readings:**

SEKN – Chapters 1 & 10

Guclu, Ayse, Dees, Gregory, and Anderson, Beth. *The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit*. Pp. 1 – 7. Fuqua School of Business, Duke University: Center for the Advancement of Social Entrepreneurship, 2002.

Available at: [http://www.fuqua.duke.edu/centers/case/documents/SEProcessDraft\\_FINAL.pdf](http://www.fuqua.duke.edu/centers/case/documents/SEProcessDraft_FINAL.pdf)

Young, Rowena. “For What it’s Worth: Social Value and the Future of Social Entrepreneurship.” Pp. 56 – 73. In Alex Nicholls, ed., *Social Entrepreneurship*. New York: Oxford University Press, 2006.

Porter, Michael, and Kramer, Mark. “The Link Between Competitive Advantage and Corporate Social Responsibility.” *Harvard Business Review*, December, 2006.

**Supplemental Readings: (useful material – not required reading before class)**

Dees, Gregory. *Social Enterprise: Private Initiatives for the Common Good*. Harvard Business School, 9-395-116, November 30, 1994.

Available for purchase:

[http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item\\_detail.jhtml?id=395116](http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=395116)

Cho, Albert. “Politics, Values and Social Entrepreneurship: A Critical Appraisal.” Pp. 34 – 56. In Johanna Mair, Jeffrey Robinson, and Kai Hockerts (Eds.), *Social Entrepreneurship*. New York: Palgrave Macmillan, 2006.

06/05/2008 Managing for Social Enterprises – Culture, Leadership and Strategy

h. 2 – 5 p.m.

**Readings:**

SEKN, Chapters 2, 3, & 4

**Supplemental Readings: (useful material – not required reading before class)**

Morris, Michael, Kuratko, Donald, and Covin, Jeffrey. Chapters 8, 10, & 12. In *Corporate Entrepreneurship and Innovation, 2<sup>nd</sup> Edition*. Thompson South-Western, 2008.

07/05/2008 Financial Viability – Earned Income and Philanthropy

h. 10 a.m. – 1 p.m.

**Readings:**

SEKN, Chapter 7

Alter, Kim. “Social Enterprise Models and Their Mission and Money Relationships.” Pp. 205 – 232. In Alex Nicholls, ed., *Social Entrepreneurship*. New York: Oxford University Press, 2006.

Eikenberry, Angela, and Kluver, Jodie. "The Marketization of the Nonprofit Sector: Civil Society at Risk?" *Public Administration Review*, 64(2): 132 – 140, 2004.

Letts, Christine. "Virtuous Capital: What Foundations can Learn from Venture Capitalists." *Harvard Business Review*, March-April, 1997.

Frumkin, Peter. "Inside Venture Philanthropy." In *Seven Studies in Educational Philanthropy*. Thomas B. Fordham Institute 12/01/2001.

Available at:

<http://www.edexcellence.net/institute/publication/publication.cfm?id=318&pubsubid=865>

**Supplemental Readings: (useful material – not required reading before class)**

Foster, William, and Bradach, Jeffrey. "Should Nonprofits Seek Profits?" *Harvard Business Review*, February, 2005.

Anderson, Beth, Dees, Gregory, and Emerson, Jed. "Developing Viable Earned Income Strategies." Pp. 191 – 234. In J. Gregory Dees, Jed Emerson, and Peter Economy, eds., *Strategic Tools for Social Entrepreneurs*. New York: John Wiley & Sons, Inc. 2002.

Blau, Andrew. *Why Donors are not Investors*. Global Business Network and Monitor Institute. Cambridge, MA: The Monitor Group.

Available at: <http://www.futureofphilanthropy.org/files/donors.pdf>

**07/05/2008 Assessments of Social Entrepreneurship (h. 2 – 4 p.m.)**

**Readings:**

SEKN, Chapters 9 & 11

The Rockefeller Foundation and The Goldman Sachs Foundation. *Social Impact Assessment: A Discussion Among Grantmakers*. New York: The Rockefeller Foundation and The Goldman Sachs Foundation, March 26, 2003.

Available at: <http://www.riseproject.org/Social%20Impact%20Assessment.pdf>

Asoka. *Measuring Effectiveness: A Six Year Summary of Methodology and Findings*. Arlington, VA: Ashoka, 2006.

Available at: [http://ashoka.org/files/ME\\_Impact06.pdf](http://ashoka.org/files/ME_Impact06.pdf)

**Supplemental Readings: (useful material – not required reading before class)**

Kerlin, Janelle. "Social Enterprise in the United States and Europe: Understanding and Learning from the Differences." *Voluntas*, 17: 247-263, 2006.

**REFERENCE LIST**

Social Enterprise Knowledge Network (SEKN), James Austin, Roberto Gutierrez, Enrique Ogliastri, and Ezequiel Reficco (Eds.). <i>Effective Management of Social Enterprises: Lessons from Businesses and Civil Society Organizations in Iberoamerica</i> . Cambridge MA: Harvard University: David Rockefeller Center for Latin American Studies; [Washington, D.C.] Inter-American Development Bank, 2006.
Wei-Skillern, James Austin, Herman Leonard, and Howard Stevenson. <i>Entrepreneurship in the Social Sector</i> . Los Angeles, CA: SAGE Publications. 2007.
Brooks, Arthur. <i>Social Entrepreneurship: A Modern Approach to Social Value Creation</i> . Upper Saddle River, NJ: Prentice-Hall, 2008.
David Bornstein. <i>How to Change the World: Social Entrepreneurs and the Power of New Ideas</i> . New York: Oxford University Press, 2004.
Community Wealth Ventures. "Powering Social Change: Lessons on Community Wealth Generation for Nonprofit Sustainability," 1999.
J. Gregory Dees, Jed Emerson, and Peter Economy. <i>Enterprising Nonprofits: A Toolkit for Social Entrepreneurs</i> . New York: John Wiley & Sons, 2001.
J. Gregory Dees, Jed Emerson, and Peter Economy. <i>Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit</i> . New York: John Wiley & Sons, 2002.
Peter Drucker. <i>Innovation and Entrepreneurship</i> . New York: Harper Collins, 1993.

## **Professor Giuliana Gemelli**

### *Italian Case Studies*

12/05/2008 Italian Case Studies on Social Entrepreneurship and a general overview on the module (h. 2 – 5. p.m.)

### **REFERENCE LIST**

David Bornstein. <i>How to Change the World: Social Entrepreneurs and the Power of New Ideas</i> . New York: Oxford University Press, 2004.
Dees JG. "Enterprising Nonprofits." <i>Harvard Business Review</i> . 76(1): 54-66, 1998.
Porter, Michael E., Kramer, Mark R.. "Philanthropy's New Agenda: Creating Value." <i>Harvard Business Review</i> . Nov/Dec99, Vol. 77(6): 121-130, 1999.
Letts CWR, William, Grossman A. "Virtuous Capital: What Foundations Can Learn from Venture Capitalists." <i>Harvard Business Review</i> . 75(2): 36-43, 1997.
<a href="http://www.ashoka.org">http://www.ashoka.org</a>
<a href="http://www.unltd.org.uk/home.php">http://www.unltd.org.uk/home.php</a>
<a href="http://www.schwabfound.org/">http://www.schwabfound.org/</a>

## **Professor Christina Garsten**

14/05/2008 CSR - globalization and the challenge of governance (h. 2- 4 p.m.)

### **Readings:**

Garsten, Christina. "The Cosmopolitan Organization: An essay on corporate accountability." *Global Networks*, 3 (3): 355-370.

### **Optional**

Roberts, John. 2003. "The manufacture of corporate social responsibility: construction of corporate sensibility." *Organization*, 10(2): 249-265.

15/05/2008 Organizing transnational accountability h. 11 a.m. – 1 p.m.

### **Readings:**

Garsten, Christina, In press. "The United Nations – soft and hard: Regulating social accountability for global business." In *Organizing Transnational Accountability*, Boström, Magnus and Christina Garsten, eds. London: Edward Elgar Publishing

### **Optional**

Boström, Magnus and Christina Garsten, In press. "Organizing for accountability." In *Organizing Transnational Accountability*, Boström, Magnus and Christina Garsten, eds. London: Edward Elgar Publishing

Meyer, John, In press. "Afterwords." In *Organizing Transnational Accountability*, Boström, Magnus and Christina Garsten, eds. London: Edward Elgar Publishing

15/05/2008 Seminar (h. 2 – 4 p.m.)

### **Readings:**

Garsten, Christina and Kerstin Jacobsson. "Corporate globalization, civil society and postpolitical regulation: Whither democracy?" *Development Dialogue*, 2007, nr 49: 143-158.

### **Optional**

Scholte, Jaan Art. "Global civil society? Opportunity or obstacle for global democracy?" *Development Dialogue*, 2007, N. 49: 15-24.

Garsten, Christina and Tor Hernes. In press. Beyond CSR: Dilemmas and paradoxes of ethical conduct in transnational organizations. In *Economics and Morality*, Kate Brown and Lynne Milgram, eds. Altamira Press.

## **REFERENCE LIST**

Garsten, Christina. "The Cosmopolitan Organization: An essay on corporate accountability." <i>Global Networks</i> , 3 (3)
Roberts, John. "The manufacture of corporate social responsibility: construction of corporate sensibility." <i>Organization</i> , 10(2), 2003.
Garsten, Christina. "The United Nations – soft and hard: Regulating social accountability for global business." In <i>Organizing Transnational Accountability</i> , Boström, Magnus and Christina Garsten, eds. London: Edward Elgar Publishing, In press.
Boström, Magnus and Christina Garsten. "Organizing for accountability." In <i>Organizing Transnational Accountability</i> , Boström, Magnus and Christina Garsten, eds. London: Edward Elgar Publishing, In press.
Meyer, John, "Afterwords." In <i>Organizing Transnational Accountability</i> , Boström, Magnus and Christina Garsten, eds. London: Edward Elgar Publishing, In press.
Garsten, Christina and Kerstin Jacobsson. "Corporate globalization, civil society and postpolitical regulation: Whither democracy?" <i>Development Dialogue</i> , N. 49, 2007.
Scholte, Jaan Art. "Global civil society? Opportunity or obstacle for global democracy?" <i>Development Dialogue</i> , 2007, nr 49
Garsten, Christina and Tor Hernes. "Beyond CSR: Dilemmas and paradoxes of ethical conduct in transnational organizations." In <i>Economics and Morality</i> , Kate Brown and Lynne Milgram, eds. Altamira Press, In press.

## **Professor Alessandro Mengozzi**

**13/05/2008 Why sustainability means participation-ability ? The links between politics and policy and participatory democracy.** (An exercise will be presented: participants, alone or in group, should choose a case as practice from a list of community or company troubles and design a path wherein actors involvement will be set in order to come out with a solution/decision. The case inventory will be delivered at that moment. Explanations, integrations with cases suggested by participants, etc., will be welcome. The practice should be finished by the lesson 3

**h. 10 a.m. – 1 p.m.**

### **Readings:**

Lafferty W., M., *Governance for Sustainable Development, The challenge of Adapting Form to Function*, Cheltenham, Edward Elgar, 2004. (in particular see the chapter written by Meadowcroft.)

Mattson, K. *Creating a democratic public : the struggle for urban participatory democracy during the progressive era*, University Park, Pennsylvania State University press, 1998

Fischer, F., *Citizens, Experts and the Environment*, Durham NC, Duke University Press, 2000.

**14/05/2008 Discussion about participatory methods and tools. Introduction to methodology. How to deal with Eco-technical tools ? How trying to solve a dispute. When is better a qualitative approach or when a quantitative one? When is better a selective approach and when an opened one?**

**h. 10 a.m. – 1 p.m.**

### **Readings:**

Danish Board of Technology - Methods - in [www.tekno.dk](http://www.tekno.dk)

19/05/2008 Presentation of the practices (h. 10 a.m. – 1 p.m.)

20/05/2008 Summary of the key issues (h. 10 a.m. – 1 p.m.)

## REFERENCE LIST

Fischer, F., <i>Citizens, Experts and the Environment</i> , Durham NC, Duke University Press, 2000.
Lafferty W., M., <i>Governance for Sustainable Development, The challenge of Adapting Form to Function</i> , Cheltenham, Edward Elgar, 2004
Mattson, K. <i>Creating a democratic public: the struggle for urban participatory democracy during the progressive era</i> , University Park, Pennsylvania State University press, 1998
Mengozi, A., <i>The closed, black and empty box of the waste management in EU</i> , draft (confidential) - presented at RGS annual conference 2007. [+ pp slides]
Danish Board of Technology - <u>Methods</u> - in <a href="http://www.tekno.dk">www.tekno.dk</a>
Participatory Scenario Building Workshop (photocopies)
<a href="http://www.web.ca/~robrien/papers/arfinal.html#_Toc26184668">http://www.web.ca/~robrien/papers/arfinal.html#_Toc26184668</a>