

SOCIAL ENTREPRENEURSHIP

BUSI 464
Spring Semester 2018
Tu/Th 10:50am-12:05pm
McNair Hall 214

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Class: Tuesday, Thursday, 10:50am-12:05pm, McNair Hall 214

Office Hours: Tuesday, 9:00-10:00am, or by appointment

COURSE PROLOGUE

This course introduces students to contemporary concepts, debates, and contexts necessary for analyzing and engaging in the sphere of social entrepreneurship. The course has five distinct themes: (1) Social Context; (2) Organizational Forms & Collaborations; (3) Private Sector Roles; (4) Measurement and Impacts; and (5) Research Methodologies. Within these themes, students will be exposed to various topics within social entrepreneurship, such as base of the pyramid, private-NGO and private-public partnerships, voluntary social codes, benefit corporations, corporate social responsibility, stakeholder management, and ethical consumerism.

Using this foundation, students will evaluate a social entrepreneurship project about a contemporary social problem in Houston: the urban food desert (<https://apps.ams.usda.gov/fooddeserts/fooddeserts.aspx>). Students will learn about the social problem from a series of speakers, readings, field trips, and learn several methodologies to study the problem. With this background, students will work with an organization in the food desert space to analyze, critique, and offer improvements to particular interventions.

METHODS

We will use assignments, readings, cases, class discussions, guest speakers, and field work to learn about various aspects of social entrepreneurship.

MATERIALS

We will use one optional book and a required course pack. Please note that because there are multiple sources for reading materials, the syllabus specifies the location where each reading will be found (i.e., course pack, Fondren URL link, BIC, etc.).

Required Course pack:

Accessed via the Course Pack tab on the Canvas site Home page.

Optional Book:

Silverman, David. 2015 (5th edition). *Interpreting Qualitative Data*. SAGE Publications Ltd. ISBN: 978-1446295434
(note: an earlier edition is acceptable if you find one)

ASSIGNMENTS

Class Participation

Your active input is necessary for us to have an excellent class. We will be considering many ideas that are contemporary, controversial, and contested. You are expected to be prepared to contribute to each discussion. That means that the readings and the case should be completed before we meet for class that day. The readings are mandatory unless designated as optional. I will consider the quality and consistency of your comments, your ability to contribute to the discussion in a positive manner, and your respect towards others.

You are expected to be in class each session. If you anticipate that you will be unable to make it to class on a particular day, please let me know in advance about your absence. Unless excused by the professor (such as for a medical emergency), if you miss more than three classes during the semester, your grade for the course will be less by ½ a mark (that is, B+ becomes a B); if you miss more than five classes during the semester, your grade for the course will be less by a full mark (that is, B+ becomes C+); if you miss more than seven classes during the semester, your grade for the course will be F.

Individual Assignments

For each of our themes, I will give at least one individual assignment. Individual assignments are designed to work on specified tools or skills related to that theme. Some of the individual assignments will be tied to urban food deserts and others will not. To facilitate 'blind grading,' please put only your Rice ID# and Honor pledge (signed with ID#) on each individual assignment.

Team Assignment about Urban Food Desert

The major assignment for the course is an evaluation of a social entrepreneurship model in the Houston urban food desert space (see map on p. 4 of this syllabus). The assignment will culminate with an in-class presentation and white paper towards the end of the semester. Details will follow as to the exact formats for both.

GRADES

Individual or Team	Assignment	Due Date	Points
Individual	<i>Social Context of Urban Food Deserts</i>	<i>Jan 30</i>	<i>10</i>
Individual	<i>Organizational Forms of Urban Food Deserts</i>	<i>Feb 15</i>	<i>10</i>
Individual	<i>Private Sector Roles of Urban Food Deserts</i>	<i>Mar 6</i>	<i>10</i>
Individual	<i>Measuring Impacts of Urban Food Deserts</i>	<i>Apr 3</i>	<i>10</i>
Individual	<i>Class Participation</i>	<i>NA</i>	<i>10</i>
Team	<i>In-Class Presentation about Houston Urban Food Deserts</i>	<i>Apr 12, 17</i>	<i>15</i>
Team	<i>White Paper about Houston Urban Food Deserts</i>	<i>Apr 19</i>	<i>35</i>
TOTAL			100

For each assignment, you will be awarded points based upon this scale:

<i>A+</i>	<i>100%</i>
<i>A</i>	<i>95%</i>
<i>A-</i>	<i>91.5%</i>
<i>B+</i>	<i>88.5%</i>
<i>B</i>	<i>85%</i>
<i>B-</i>	<i>81.5%</i>
<i>C+</i>	<i>78.5%</i>
<i>C</i>	<i>75%</i>
<i>C-</i>	<i>71.5%</i>
<i>D+</i>	<i>68.5%</i>
<i>D</i>	<i>65%</i>
<i>D-</i>	<i>61.5%</i>
<i>F</i>	<i>0%</i>

The cut-off points for final class grades are as follows:

<i>A+</i>	<i>97 points</i>
<i>A</i>	<i>93</i>
<i>A-</i>	<i>90</i>
<i>B+</i>	<i>87</i>
<i>B</i>	<i>83</i>
<i>B-</i>	<i>80</i>
<i>C+</i>	<i>77</i>
<i>C</i>	<i>73</i>
<i>C-</i>	<i>70</i>
<i>D+</i>	<i>67</i>
<i>D</i>	<i>63</i>
<i>D-</i>	<i>60</i>
<i>F</i>	<i><60</i>

HONOR CODE

All work required in this course is covered by Rice University's Honor Code.

All written assignments submitted to the instructor must carry the signed Honor Code pledge, "On my honor, I have neither given nor received aid on this paper." (ID# on individual assignments and Signature on your White Paper). Any assignment not so signed will be returned to the student without a grade.

You may and are encouraged to discuss cases and readings with other students. This is a critical part of the learning process. However, you are not permitted to share or compare your individual assignments with any other persons.

In addition, any form of plagiarism or cheating will result in an Honor Code violation. If you use a source (such as a book, magazine article, internet article, web-site, etc.) make sure to cite it fully.

DISABILITY

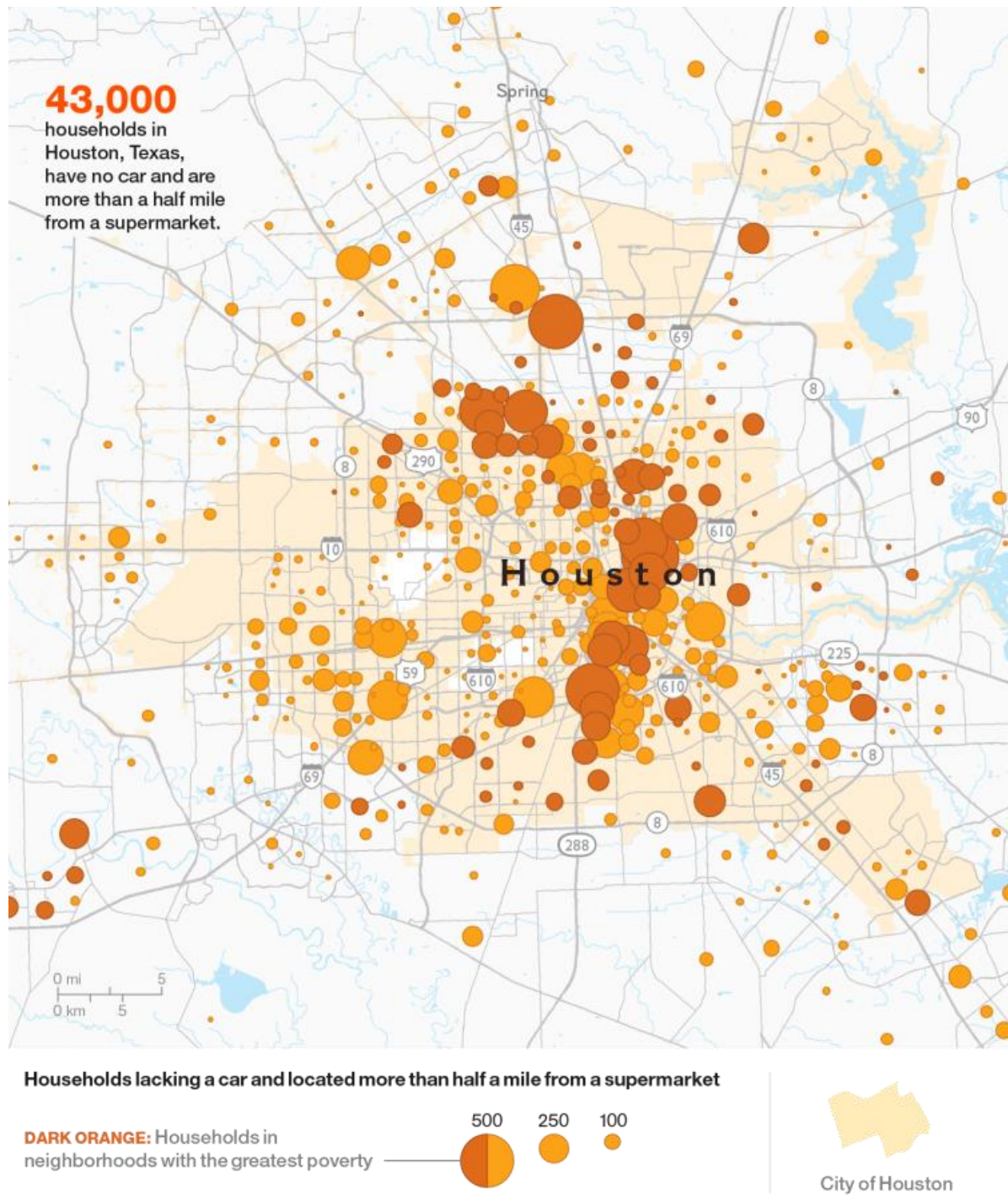
Any student with a disability requiring accommodations in this class should speak with us as soon as possible. All discussions will remain confidential.

Disability documentation guidelines for Rice can be found on the Disability Support Services website, <http://www.dss.rice.edu/>. For more information about Rice's services, contact the office of Disability Support Services, III Allen Center, 713 348-5841.

CELL PHONES

It is the policy of the Jones School for students to turn their cell phones off during class. We may relax this policy in some situations. If a student informs us prior to class that they have a need to have their cell phone in vibrate position, we may grant the request. An example of such a situation would be if a student had a family member in a serious medical condition.

Map of Houston Food Deserts



Source: <http://www.nationalgeographic.com/foodfeatures/hunger/>. Accessed September 20, 2016.

Social Entrepreneurship

Spring Semester 2018

Schedule, Themes, Topics, and Materials

Tuesday, January 9

Dr. Schuler

Class #1 All Themes*: *Introduction: What is social entrepreneurship? What do we mean by social space? Overview of the course.*

Fondren Readings:

Pietra Rivoli and Sandra Waddock. "First they Ignore You..." The Time- Context Dynamic and Corporate Responsibility. California Management Review. Winter 2011. 53 (2): 87-104. URL:

<http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=57949406&site=ehost-live&scope=site>

Aneel Karnani. "Doing Well by Doing Good": The Grand Illusion. California Management Review. Winter 2011. 53 (2): 69-86.

URL: <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=57949272&site=ehost-live&scope=site>

Course Pack Readings:

Daneila Papi-Thornton. Tackling Heropreneurship. Stanford Social Innovation Review. Feb. 23, 2016.

J. Sharma. Philanthropy & Funding: A Neoliberal Takeover of Social Entrepreneurship? Stanford Social Innovation Review. September 19, 2016. ~ 4 pp.

https://ssir.org/articles/entry/a_neoliberal_takeover_of_social_entrepreneurship

Thursday, January 11

Dr. Schuler

Class #2 All Themes*: *Getting It Wrong*

Course Pack Readings:

Expanding the Playing Field: NIKE's World Shoe Project

Fondren Readings:

Santos, F. M. 2012. A positive theory of social entrepreneurship. Journal of Business Ethics, 111: 335-351

<http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=83839058&site=ehost-live&scope=site>

Tuesday, January 16

Dr. Schuler

Class #3 Social Context: *Base of the Pyramid*

Course Pack Readings:

CEMEX and Patrimonio Hoy

C.K. Prahalad & A. Hammond. Serving the World's Poor, Profitably. Harvard Business Review, 2002. 80 (9): 48-57.

Fondren Readings:

Christian Seelos & Johanna Mair. Profitable Business Models and Market Creation in the Context of Deep Poverty: A Strategic View. Academy of Management Perspectives. November 2007: 49-63.

URL: <http://www.jstor.org.ezproxy.rice.edu/stable/pdf/27747411.pdf?acceptTC=true>

Thursday, January 18

Guest: Mr. Joe Williams, Texas Retailers Association

Class #4 The Grocery Business & Food Deserts**

Course Pack Readings:

USDA Agricultural Marketing Services. *Food Desert*. 2015.

USDA Report on Food Deserts. 2009. *Access to Affordable and Nutritious Food: Measuring and Understanding Food Deserts and Their Consequences*. Ch. 6. *The Economics of Supermarket and Grocery Store Location*. pp 83–90.

The Food Trust. *Roadmap for Encouraging Grocery Development in Houston and Texas*. 2012.

Is It Time to Ditch the Term 'Food Desert'?

Tuesday, January 23

Dr. Schuler

Class #5 Methodologies*: Archival Data.**

Book Readings: OPTIONAL

David Silverman. 2014. *Interpreting Qualitative Data* (5th Ed.). Sage Publications.

Chapter One: What is Qualitative Research?

Chapter Three: Generalising from Case Study Research

Chapter Five: Data Analysis.

Note: (Book will also be available on reserve in the Business Information Center, Rm. 201)

Thursday, January 25

Guest: Dr. Abby Larson, Rice University
Director of the Entrepreneurship Initiative

Class #6 Methodologies*: Ethnography and Interviews**

Book Readings: OPTIONAL

David Silverman. 2014. *Interpreting Qualitative Data* (5th Ed.). Sage Publications.

Chapter Two: Designing a Research Project

Chapter Six: Research Ethics in Interpreting Qualitative Data.

Chapter Seven, Interviews in Interpreting Qualitative Data.

Chapter Nine, Ethnography in Interpreting Qualitative Data.

Note: (Book will also be available on reserve in the Business Information Center, Rm. 201)

Tuesday, January 30

Dr. Schuler

Class #7 Social Context: *Diffusion of Innovations*

Course Pack Readings:

A Shipping Container-Based Sterile Processing Unit for Low Resources Settings
<http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0149624>

Michael Hobbes. The New Republic. November 17, 2014. Stop Trying to Save the World. <https://newrepublic.com/article/120178/problem-international-development-and-plan-fix-it>

Daniel Stellar. The Playpump: What went wrong. Earth Institute. Columbia University. July 1, 2010. <http://blogs.ei.columbia.edu/2010/07/01/the-playpump-what-went-wrong/>

Marie Vandendriessche. The Story of PlayPumps: Merry-go-rounds, Water, and Failures in Development Aid. 22/03/2012
<http://unitedexplanations.org/english/2012/03/22/the-story-of-playpumps-merry-go-rounds-water-and-failures-in-development-aid/>

Fondren Readings:

Ronald Kline and Trevor Pinch. Users as Agents of Technological Change: The Social Construction of the Automobile in the Rural United States. 1996. Technology and Culture, Vol. 37 (4): 763–795. URL: <http://www.jstor.org.ezproxy.rice.edu/stable/pdf/3107097.pdf>

BIC Readings (Book will be available on reserve in the Business Information Center, Rm. 201):

Everett M. Rogers. 2003. Diffusion of Innovations (5th Ed.). Chapter 1. Elements of Diffusion. Pp. 1–38. New York: The Free Press.

Thursday, February 1

Dr. Schuler

Class #8 Food Deserts Models in Houston and Other Cities**

Course Pack Readings:

Tracie McMillan. 2015. The New Face of Hunger: Why are people malnourished in the richest country on earth? National Geographic Magazine On-Line. <http://www.nationalgeographic.com/foodfeatures/hunger/>. Accessed on-line September 20, 2016.

USDA Report on Food Deserts. 2009. Access to Affordable and Nutritious Food: Measuring and Understanding Food Deserts and Their Consequences. Ch. 8. Policy Options, pp. 103–116.

Andrew Deener. 2017. The Origins of the Food Desert: Urban Inequality as Infrastructural Exclusion. Social Forces 95(3): 1285–1309.

Fondren Readings:

Alexander N. Ortega, et al. 2015. Proyecto MercadoFRESCO: A multi-level, community-engaged corner store intervention in East Los Angeles and Boyle Heights. Journal of Community Health. 40(2): 347–356. URL: <http://search.proquest.com.ezproxy.rice.edu/docview/1659894189?accountid=7064>

Tuesday, February 6

Guest: Ms. Jean Aroom, GIS Specialist, Fondren Library

Class #9 Methodologies*: *Spatial and Census Data***

Websites Review:

American FactFinder URL: <http://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

Please pay particular attention to the “Guided Search” and “Advanced Search” tabs on the website (used for downloading census data).

Social Explorer URL: <http://www.socialexplorer.com/>

Please pay particular attention to the “Tables” tab on the website (also helpful for downloading census data).

Thursday, February 8 (NO CLASS)

Spring Recess

Tuesday, February 13

Dr. Schuler

Class #10

Organizational Forms & Collaborations: *Partnerships with NGOs*

Course Pack Readings:

Starbucks and Conservation International

S. Samuels & G. Turner. Collaboration: Making Nonprofit-Corporate Alliances Work. *Stanford Social Innovation Review*. November 3, 2014. ~3 pp. https://ssir.org/articles/entry/making_nonprofit_corporate_alliances_work

Fondren Readings:

Dennis A. Rondinelli & Ted London. How corporations and environmental groups cooperate: Assessing cross-sector alliances and collaborations. *Academy of Management Executive*. 2003. 17 (1): 61–76. URL: <http://www.jstor.org.ezproxy.rice.edu/stable/pdf/4165929.pdf>

R. Nidumolu, J. Ellison, J. Whalen, & E. Billman. The Collaboration Imperative. *Harvard Business Review*. April 2014: 3–10. <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bft&AN=95094105&site=ehost-live&scope=site>

Thursday, February 15

Guest: Dr. Shreela Sharma, UT School of Public Health and Brighter Bites

Class #11 Food Deserts**

Fondren Readings:

John Kania & Mark Kramer. Collective Impact. *Stanford Social Innovation Review*. Winter 2011. <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=55818295&site=ehost-live&scope=site>

Website Review:

Brighter Bites <https://brighterbites.org/>

Tuesday, February 20

Dr. Schuler

Class #12 Organizational Forms & Collaborations: *Voluntary Social Codes*

Course Pack Readings:

Michael E. Conroy. 2007. Ch. 4, Birth of it all: Transforming the Global Forest Products Industry. In *Branded! How the 'Certification Revolution' is Transforming Global Corporations*. Gabriola Island, BC: New Society Publishers. Pp. 61–96.

Fondren Readings:

Jose Carlos Marques. Industry Business Associations: Self-Interested or Socially Conscious? <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=124029709&site=ehost-live&scope=site>

Thursday, February 22

Guest: Brian Greene, President & CEO Houston Food Bank

Class #13 Organizational Forms & Collaborations: NGOs

Course Pack Readings:

Schuler, D., Koka, B, Buissereth, R., & Card-Childers, C. Collaboration: Beyond the Backbone. Stanford Social Innovation Review. November 10, 2017. https://ssir.org/articles/entry/beyond_the_backbone

Website Review:

Houston Food Bank: <http://www.houstonfoodbank.org/aboutus/>

Tuesday, February 27

Dr. Schuler

Class #14 Organizational Forms & Collaborations: *B-Corporations and Hybrids*

Course Pack Readings:

R. Honeyman. Business: Has the B Corp Movement Made a Difference? Stanford Social Innovation Review. Oct. 13, 2014. ~ 3 pp. https://ssir.org/articles/entry/has_the_b_corp_movement_made_a_difference

S. Hanessian & J. Howe. Benefit Corporations and Certified B Corps: New Opportunities for Business. 17 February 2015. Dovetail Partners Inc. www.dovetailinc.org

Fondren Readings:

The Tao of Rose (The woman driving Patagonia to be “even more” radical). Fortune. September 14, 2015. URL: <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=109385500&site=ehost-live&scope=site>

J. Battilana, M. Lee, J. Walker, & C. Dorsey. Social Enterprise: In Search of the Hybrid Ideal. Stanford Social Innovation Review. Summer 2012. ~10 pp. <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=89332484&site=ehost-live&scope=site>

Karnani, A. 2007. Microfinance misses its mark.

<http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bft&AN=510664493&site=ehost-live&scope=site>

Thursday, March 1

Field Trip

Class #15 Field Trip to Kroger’s Supermarket (Studemont/Washington)**

Tuesday, March 6

Guest: Dr. Balaji Koka, Rice University
Associate Professor of Strategic Management

Class #16 Private Sector Roles: VRIO Model

 Thursday, March 8

Dr. Schuler

Class #17 Private Sector Roles: *Stakeholders' Management*
Fondren Readings:

The Wal-Mart Effect and a Decent Society: Who Knew Shopping Was so Important? Author(s): Charles Fishman Source: *Academy of Management Perspectives*, Vol. 20, No. 3 (Aug., 2006), pp. 6-25. URL: <http://www.jstor.org.ezproxy.rice.edu/stable/pdf/4166248.pdf>

The Wal-Mart Effect and Business, Ethics, and Society. Author(s): R. Edward Freeman Source: *Academy of Management Perspectives*, Vol. 20, No. 3 (Aug., 2006), pp. 38-40 Published by: *Academy of Management*. URL: <http://www.jstor.org.ezproxy.rice.edu/stable/pdf/4166250.pdf>

Course Pack Readings:

"The Basic Framework." Ch. 3, *Managing for Stakeholders: Survival, Reputation, and Success*. RE Freeman, JS Harrison, & AC Wicks. 2007. New Haven: Yale University Press., pp. 47-73.

 Tuesday/Thursday, March 13 & 15 (NO CLASS)

Spring Break

 Tuesday, March 20

Dr. Schuler

Class #18 Private Sector Roles: *Corporate Social Responsibility: Strategic Opportunities*
Course Pack Readings:

Timberland: *Commerce and Justice*

Michael E. Porter and Mark R. Kramer. *Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility*. Harvard Business Review. December 2006: 78-92.

Michael E. Porter and Mark R. Kramer. *Creating Shared Value*. Harvard Business Review. January/February 2011: 62-77.

Fondren Readings:

Mette Olsen & Eva Boxenbaum. 2009. Bottom-of-the-Pyramid: Organizational Barriers to Implementation. *California Management Review*, 51 (4): 100-125. URL: <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=43677085&site=ehost-live&scope=site> [SKIM]

 Thursday, March 22

Dr. Schuler

Class #19 Private Sector Roles: *Ethical Consumerism*
Fondren Readings:

T. M. Devinney, P. Auger, G. Eckhardt, & T. Birtchnell. *The Other CSR*. Stanford Social Innovation Review. Fall 2006: 30-37. URL: <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=22408815&site=ehost-live&scope=site>

M. Berglind & C. Nakata. *Cause Related Marketing: More buck than bang?* Business Horizons, 2005: Vol 48: pp. 443-453. URL: <http://www.sciencedirect.com.ezproxy.rice.edu/science/article/pii/S0007681305000522>

C.B. Bhattacharya & S. Sen. *Doing Better at Doing Good: When, why, and how consumers respond to corporate social initiatives*. California Management Review. Fall 2004. 47 (1): 9-24. URL: <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=15135968&site=ehost-live&scope=site>

Tuesday, March 27

Dr. Schuler

Class #20 Measurement and Impacts: *Social Impact Reporting and Social Rate of Return*

Course Pack Readings:

Tessa Hebb & Babita Bhatt. 2014. Giving Thoughts: A Beginner's Guide to Measuring Social Value. THE CONFERENCE BOARD INITIATIVE ON CORPORATE PHILANTHROPY 9pp. http://www.conference-board.org/pdf_free/TCB_GT-VIN6-14.pdf?width=100 Accessed 9/5/14.

"Cost-Benefit Analysis: An Ethical Critique." by Steven Kelman, from AEI Journal on Government and Society Regulation (January/February 1981) PP. 33—40. Reprinted with permission of the American Enterprise Institute for Public Policy Research, Washington, D.C.

*including replies printed in the AEJ Journal, March/April 1981 issue

Thursday, March 29

Students

Class #21 Work Day #1: Social Context, Partners

Tuesday, April 3

Guest: Andy Canales, Children at Risk
Director of the Center for Social Measurement and Evaluation

Class #22 Measurement

Fondren Readings:

A. Ebrahim & V.K. Rangan. What Impact? A Framework for Measuring the Scale and Scope of Social Performance. California Management Review. 2014. 56(3): 118–141. <http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=96209442&site=ehost-live&scope=site>

Thursday, April 5

Students

Class #23 Work Day #2: Strategies, Measures

Tuesday, April 10

Guest: Evan Matzen, BBNV Compass Bank
Director of Corporate Citizenship and Reputation

Class #24 Measurement and Impacts: Scaling

Fondren Readings:

Bradack, Jeff. 2010. Scaling Impact. Stanford Social Innovation Review. URL:
<http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=51639756&site=ehost-live&scope=site>

Gugelev, Alice and Andrew Stern. 2015. What's Your Endgame? Stanford Social Innovation Review. URL:
<http://search.ebscohost.com.ezproxy.rice.edu/login.aspx?direct=true&db=bth&AN=99808772&site=ehost-live&scope=site>

Video Link:

Starr, Kevin. Lasting Impact. Youtube: <https://youtu.be/UMEpvxGBkFU> PopTech: February 8, 2011

Thursday, April 12

Class #25 Student Presentations, 1-3

Tuesday, April 17

Class #26 Student Presentations, 4-6

Thursday, April 19

Class #27 Student Presentations, 7-8

Notes:

**Themes are social context, organizational forms & collaborations, private sector roles, and measurements and impacts*

***Food deserts in Houston is the social space issue of the course*

****These methodologies are among those judged to be most relevant for studying the food desert issue*