

Social Entrepreneurship

EM023M15

Program

PGE
PGE 3A - Entrepreneurship (ENT)

UE

Stratégie et changement

Semester

B

Discipline

Entrepreneurship

Contact hours

24 H

Number of spots

45

ECTS

5

Open to visitors

Yes

Language



Coordinator

Felix OSTERTAG



List of lecturers

Lecturer(s)	Email	Contact hours - lecture
Felix OSTERTAG	forename.surname@em-strasbourg.eu	24 h

Pedagogical contribution of the course to the program

LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.

Students will identify a business organization's operational and managerial challenges in a complex and evolving environment.

Students will understand state-of-the-art management concepts and tools and use them appropriately.

Students will implement appropriate methodologies to develop appropriate solutions for business issues.

LEARNING GOAL 2 : Students will develop advanced-level managerial skills.

Students will work collaboratively in a team.

Students will participate in a decision-making process in a critical way.

Students will communicate ideas effectively, both orally and in writing, in a business context.

LEARNING GOAL 3 : Students will demonstrate their understanding of practices reflecting ethical, diversity and sustainable development values in business organizations.

Students will identify and analyze issues relating to diversity, ethics and sustainable development in their business context.

LEARNING GOAL 4: Students will study and work effectively in a multicultural and international environment.

Students will analyze business organizations and problems in a multicultural and international environment

Description

Course language: English.

Course format: ON-SITE + ONLINE.

Society is increasingly prioritizing sustainability and, by extension, expecting sustainable value creation from entrepreneurs. In this regard, social enterprises, defined as organizations that 'pursue a social mission while engaging in commercial activities to sustain their operations' (Battilana and Lee, 2014: 399), operate alongside regular for-profit companies. More and more social enterprises are being created to tackle a diverse set of sustainability challenges (i.e., a series of societal and/or ecological issues) with their particular business models, and research in this context is accumulating.

However, although expectations may have changed to some degree, to survive, such enterprises must also have a competitive advantage. That is, they must adhere to both, economic and social welfare logics.

This course addresses several challenges that social enterprises and their entrepreneurs face while they strive to fulfill their hybrid mission. Specifically, this course focuses on selected aspects that are particularly important in early stages of social enterprise formation (i.e., social ventures or social start-ups). Stimulating reflective thinking on sustainability issues (i.e., a holistic perspective) in relation to social business model generation is an essential ingredient of this course.

After we have covered the necessary theoretical basics, we will take a hands on approach and (a) ideate, (b) develop, and (c) ultimately present & defend different business model canvases for innovative social enterprises. Among others, this course draws on mutual discussion rounds as well as peer learning techniques.

Teaching methods

Face-to-face

- Lectures

In group

- Exercises
- Oral presentations
- Case studies/texts

Interaction

- Discussions/debates

Others

No items in this list have been checked.

Learning objectives

Cognitive domain

Upon completion of this course, students should be able to

- - (level 1) **identify** challenges for social enterprises (in relation to sustainable development)
 - - (level 2) **explain** how social enterprises strive to address sustainability challenges
 - - (level 3) **demonstrate** a solid understanding of the challenges that may occur in social enterprises
 - - (level 3) **apply** the gained theoretical knowledge on social enterprises
 - - (level 4) **figure out** how social entrepreneurs try to respond to certain challenges in order to achieve their dual mission
 - - (level 5) **criticize** (social) business model designs
 - - (level 6) **develop** own ideas on how to design a social business model
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Affective domain

Upon completion of this course, students should be able to

- - (level 2) **discuss** how social business models can contribute to sustainable development
 - - (level 4) **formulate** solutions and/or workarounds for malfunctioning social business models
 - - (level 4) **synthesize** the knowledge gained from mutual discussions on sustainability issues and social entrepreneurship
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Outline

Depending on the interest and the previous knowledge of the diverse composition of students, the nuances with which focal topics are handled might vary.

Potentially focal topics include, but are not limited to:

PART 1: SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT

Multi-level perspectives on social entrepreneurship and SDGs (macro, meso, micro): Social entrepreneurship and the Anthropocene

What makes social entrepreneurship/enterprises “social” (distinctive features, comparison to conventional entrepreneurship and enterprises; inputs, activities, outputs, outcomes, and intended impacts)

Social entrepreneurship in context (e.g., spatial: comparison of emerging economies/Global South vs. social entrepreneurship in Western/developed countries)

Social entrepreneurship: need and/or opportunity

PART 2: UNDERSTANDING SOCIAL BUSINESSES & SOCIAL ENTREPRENEURS

UNDERSTANDING BUSINESS MODELS FOR SUSTAINABILITY:

Business models of social enterprises (value propositions, beneficiaries, dual logics, social enterprises as hybrid organizations, etc.)

Tool: Business Model Canvas (and its variations: e.g., Lean Canvas, Social Business Model Canvas)

UNDERSTANDING CHALLENGES OF SOCIAL BUSINESSES (ON MULTIPLE LEVELS):

Challenges of and within social enterprises (e.g., managing a multitude of tensions, resource acquisition, threat of mission drift)

Social entrepreneurship/entrepreneurs and institutions (barriers/impediments/challenges vs. enablers/catalysts; social entrepreneurial agency; institutional work of social entrepreneurs)

Tool: PESTLE, Porter's 5 Forces, Stakeholder Mapping etc.

Case: Failure of sustainability-oriented business models: An exemplary illustration from the sharing economy.

Tool: Sinus-Mileus of emerging and industrialized economies

Social entrepreneurs: motives, values, personalities (i.e., the psychology behind social entrepreneurship)

Community and social identity: A network perspective on social entrepreneurs

Case: The dependence of social value creation and outcomes on social networks and relationships.

Tool: Social bricolage (a resource perspective on managing social enterprises to facilitate blended value creation)

Case: Virtuous social entrepreneurship (the Seven Cs of virtuous social bricolage)

Issue: Measuring performance: From social outcome to impact

PART 3: DEVELOPING BUSINESS MODELS FOR SUSTAINABILITY

No prerequisite has been provided

Knowledge in / Key concepts to master

Good command of English required (oral and written).

Basic knowledge of management concepts.

Teaching material

Mandatory tools for the course

- Computer

Documents in all formats

- Case studies/texts

Moodle platform

- Upload of class documents
- Interface to submit coursework
- Assessments
- Coaching/mentoring

Software

No items in this list have been checked.

Additional electronic platforms

No items in this list have been checked.

Recommended reading

Main reading material

For each of the topics covered, slides referring to recommended literature will be provided online.

Additional literature

No reading material has been provided.

EM Research: Be sure to mobilize at least one resource

Textbooks, case studies, translated material, etc. can be entered

Hahn, R., Ostertag, F., Lehr, A., Büttgen, M., & Benoit, S. (2020): 'I like it, but I don't use it': Impact of carsharing business models on usage intentions in the sharing economy. *Business Strategy and the Environment*, 29(3), 1404-1418.

Ostertag, F., Hahn, H., & Ince, I. (2021): Blended value co-creation: A qualitative investigation of relationship designs of social enterprises. *Journal of Business Research*, 129, 428-445.
<https://doi.org/10.1016/j.jbusres.2021.02.006>

Assessment

List of assessment methods

Intermediate assessment / continuous assessment 1 Other (date, pop quiz, etc.) : Throughout the course.

Written and oral / Group / English / Weight : 40 %

Details : Presentation of the teams' progress on social business model development for sustainability (incl. discussion of ideas, intended value proposition, challenges, next steps, inclusion of recommendations etc.) + giving and receiving peer feedback (i.e., teamwork with identifiable individual contributions).

This evaluation is used to measure L01.1, L01.2, L02.1, L02.2, L02.3, L03.1, L04.2

Final evaluation Last class

Written and oral / Group / English / Weight : 30 %

Details : Team presentation of the developed social business model for sustainability.

This evaluation is used to measure L01.3, L02.1, L02.3, L03.1, L04.2

Final evaluation Last class

Written / Individual / English / Weight : 30 %

Details : Brief report that provides convincing rationales for the developed social business model.

This evaluation is used to measure L01.2, L01.3, L02.3, L03.1