



Social Policy & Practice
PennNPL
Nonprofit Leadership

Social Entrepreneurship

NPLD 792

September 9 - November 18, 2021

Synchronous Sessions: Thursdays, 7:00-8:30 p.m. EST via [Zoom](#)

Instructor Information

Name: Peter Frumkin

Email: pfrumkin@upenn.edu

Office hours: Fridays between 2-4 p.m. EST via telephone (512-965-3150)

- You will be able to call Peter during this time. Prior to the session, you must sign up for a time slot via [Google sheet](#). Time slots are in 30-minute increments. All sign-ups will be finalized by 10 am EST on Friday. You should use these calls with Peter to discuss your ideas for social innovations/social enterprises, or, if you have an existing enterprise, topics related to your professional practice. For general discussion of course concepts, materials, and assignments, please attend office hours with Minjung.
 - Priority will be given to students who have not yet participated in office hours, to ensure that each student can utilize at least one time slot during the course.
 - If this time block doesn't work for your schedule, please email Peter (CC Minjung) to set up another time for a call.

Teaching Assistant

Name: Minjung Kim

Email: minjungk8810@gmail.com

Office hours: via [Zoom](#) on Tuesdays, from 5-6 p.m. EST or by appointment.

- Minjung's office hours should be used for any questions about course materials and assignments, or as a space to connect with other classmates working through similar challenges. We may also discuss concepts from the readings. If there is a topic or concept you are struggling with or that you wish to discuss further, specific requests can be emailed to Minjung prior to the session.

Please include both instructors in any correspondence.

Course Objectives

The course has five main objectives:

- To introduce you to the concepts and practices of social entrepreneurship
- To expose you to the components of a successful social enterprise
- To equip you with the tools to be able to accurately identify and assess innovation and impact in social enterprises
- To train you to view the world from a perspective of social innovation; and
- To empower you to develop your own innovative solutions to difficult social problems around the world.

Readings

All course readings will be available on Canvas and can be found on the readings page for each module. You're expected to complete all the required readings *before* the synchronous sessions on Thursdays (7 p.m.). While all required readings are posted electronically, you might like to purchase the following titles:

1. Frumkin and Sosa, *Social Impact: Adventures in Entrepreneurship and Innovation*
2. Osterwalder & Pigneur, *Business Model Generation*
3. Bornstein, David and Susan Davis, *Social Entrepreneurship*
4. Dees, J. Gregory, *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*
5. Dees, J. Gregory, *Strategic Tools for Social Entrepreneurs: Enhancing the Performance of Your Enterprising Nonprofit*

Determination of Grade

7 Assignments	35%
Discussion Participation	10%
Synchronous Session Participation*	10%
Final Exam	25%
Final Project - pitch and mini-plan	25%
Total	100%

*Or completed make-up assignment(s)

Grading Scale:

- 94-100: A
- 90-93: A-
- 87-89: B+
- 84-86: B
- 80-83: B-
- 77-79: C+
- 74-76: C
- 70-73: C-
- 60-69: D
- Below 60: F

Grade Rounding Policy: Grades will be rounded up to the next letter grade only if the decimal is above .5% (e.g., a 93.6 will round up to A).

Course Outline

Overview and Expectations

The course follows a ten-week format. It includes seven modules of material that each last one week. A typical module consists of several lecture videos (to be viewed before the synchronous session), a discussion thread related to the topic of the module, required readings, suggested readings, and an assignment. You will be expected to keep up with the pace of the course by completing all the required readings *before the synchronous sessions* on Thursdays (7:00 p.m.) and all required materials for each module by the end of each week (Sunday evenings by 11:59 p.m. ET). All assignments are submitted via Canvas upload.

In addition to these components, you will have one synchronous session per week. The schedule for these sessions appears under each module below. Attendance at synchronous sessions is expected, but if you cannot attend a session, you have the option to complete a make-up assignment. You will be required to complete one make-up assignment for each session that you miss (due by the end of the week in which the session occurred). We expect you to treat these make-up assignments as just that - an opportunity to make up for missing the session. You should not view them as alternatives to attending the synchronous sessions, as these sessions will be used as opportunities to ask questions of your instructors, go deeper into discussion of assigned readings, and get to know and interact with your colleagues. Those who miss the sessions should also plan to view the session recording to remain on track with the course materials.

You will be asked to prepare for these sessions by reading the required readings *before* Thursday classes, completing a pre-session task (e.g., preparing discussion questions), submitting the task, and participating actively in the discussion during the session. Please see below under each module for the assigned task and expectations for each week.

The course will be fast-paced. To prepare, familiarize yourself with the course outline and Canvas site during the first week of the course and post any clarifying questions about course materials, Canvas, or expectations on the General Discussion Forum. Chances are, if you are

wondering about something, then another one of your colleagues is, too! Please use this thread to both post questions and respond to other students' questions if you know the answer. We will also monitor the thread and respond to questions periodically throughout the week. If you have individual questions pertaining to your specific situation, or if you need a more prompt response, you should email us directly.

Developing Your Idea

In this course, you will work on developing an idea for a new venture. Some students will come to this class with a pretty clear idea about the solution that they want to pursue right from the start. These students will be asked to broaden the range of ideas they start with and to explore new possibilities. Other students will have only a vague idea of the problem area they want to address and they will not have a clear programmatic plan in mind. These students will be encouraged from the start to try many different approaches before settling on one idea. There will plenty of time during the term to adjust and even substantially change your idea. Changes and refinement of direction are not only expected but welcomed.

To avoid locking in too early to one idea, the course is set up to encourage you to consider multiple options for addressing the problem you identify.

There will be four stages of idea development:

Stage 1: Defining a problem or pain point

You will need to come up with a problem in the world you are interested in addressing. It can be broad like access to education or affordable housing, but the challenge will be to narrow this down to something more manageable. A key part of this process involves focusing in a specific target population for your product or service, learning to see the problem from their eyes, and designing a solution that meets the end user's authentic needs.

Stage 2: Generating ideas

You should come up with around 6 different ways to address the problem area of interest by choosing across at least 2 of the following 4 areas.

1. Program ideas. Can you come up with programs or services that might help the people experiencing the challenge you have identified?
2. Tech ideas. Can you come up with apps, web sites, other computing advancements that might help the people experiencing the challenge you have identified.
3. Advocacy ideas. Can you come up with public information initiatives that might help the people experiencing the challenge you have identified.
4. Product ideas. Can you come up with physical objects that might help the people experience the challenge you have identified?

Stage 3: Narrowing the range of ideas

You will need to select one idea to develop further over the course of the term. You will be assisted in the winnowing process by your classmates, especially your small group, and the instructors. Ask early for assistance and feedback as needed.

Stage 4: Developing an idea

You will work to develop your best idea into a pitch that you will make to your small group and into a mini venture plan you will develop at the end of the term.

Assignment Submission and Late Work Policy

All assignments during the course must be submitted electronically on Canvas by 11:59 p.m. ET on the date listed in the syllabus. Students that submit an assignment after the deadline receive much more critical grading (usually 1-2 points less), though each student is allowed one three-day extension without penalty. Please note on your assignment that you are using your extension, if you need to draw on one during the term. Beyond this one no-questions-asked extension, penalties for late work will apply since we want you to work together with your small groups to provide feedback and help each other develop your ideas, and late work does not allow for this collective work to take place.

Course Schedule

Download a PDF copy of this syllabus here.

Week 1 – Course Introduction and Project Ideation – due by 11:59 p.m. ET on Sunday, September 12, 2021

Video Lectures (To be viewed before our synchronous sessions together each week)

- What is social entrepreneurship?
- Mission and Value
- Strategic Triangle

Required Readings: The readings are available [here](#).

Synchronous Session: Thursday, September 9, from 7:00 - 8:30 p.m. ET via Zoom. **Prepare** for the synchronous session using the instructions [here](#).

Class Discussion Thread: [Feedback](#).

Assignment: [Project Ideation](#).

Week 2 – Social Entrepreneurs and Value Creation - due by 11:59 p.m. ET on Sunday, September 19, 2021

Video Lectures

- Logic Models: Impact and Challenges
- How do you use a logic model?

- How do you build a logic model?

Required Readings: Available [here](#).

Synchronous Session: Thursday, September 16, from 7:00 - 8:30 p.m. ET via Zoom. Prepare for the synchronous session using the instructions [here](#).

Class Discussion Thread: [Example Logic Models and Theories of Change](#).

Assignment: [Logic Model](#).

Week 3 - Marketing and Competitive Analysis - due by 11:59 p.m. ET on Sunday, September 26, 2021

Video Lectures

- Marketing Your Social Enterprise
- Understanding Your Competition
- Competitive Analysis

Readings: The readings are available [here](#).

Synchronous Session: Thursday, September 23, from 7:00-8:30 p.m. ET via Zoom. Prepare for the synchronous session using the instructions [here](#).

Class Discussion Thread: [Marketing and Competition](#).

Assignment: [Basic Marketing Matrix and Competitive Analysis](#).

Week 4 - Building Support - due by 11:59 p.m. ET on Sunday, October 3, 2021

Video Lectures

- Building a Team
- Building a Board
- Engaging Volunteers

Readings: The readings are available [here](#).

Assignment for Required Readings: [Reading Memo](#) due by 11:59 p.m. ET on Sunday, October 3, 2021.

Synchronous Session: Thursday, September 30, from 7:00-8:30 p.m. ET Prepare for the synchronous session using the instructions [here](#).

Class Discussion Thread: [Building Teams: Volunteering](#).

Assignment: [Identify Team Members and Board, and Draft First Meeting Agenda.](#)

Week 5 - Performance Measurement and Program Portfolio Analysis - due by 11:59 p.m. ET on Sunday, October 10, 2021

Video Lectures

- What is performance measurement?
- Performance Measurement Scorecard: Theory
- Performance Measurement Scorecard: Practice
- Portfolio Analysis

Readings: The readings are available [here](#).

Synchronous Session: Thursday, October 7, from 7:00-8:30 p.m. ET Prepare for the synchronous session using the instructions [here](#).

Class Discussion Thread: [Measuring performance.](#)

Assignment: [Performance Scorecard.](#)

Week 6 - Risk Assessment, Negotiation and Funding - due by 11:59 p.m. ET on Sunday, October 17, 2020

Video Lectures

- Risk Assessment and Management
- Negotiation
- Building Financial Support

Readings: The readings are available [here](#).

Assignment for Required Readings: [Reading memo](#) due by 11:59 p.m. ET on Sunday, October 17, 2020.

Synchronous Session: Thursday, October 14, from 7:00-8:30 p.m. ET Prepare for the synchronous session using the instructions [here](#).

*Negotiation Activity.

Class Discussion Thread: [Risk assessment, negotiation, and funding.](#)

Assignment: [Risk Assessment Table.](#)

Week 7: Business Canvas Model and Scaling - due by 11:59 p.m. ET on Sunday, October 24, 2021

Video Lectures

- Business Model Canvas
- Getting to Scale

Readings: The readings are available [here](#).

Synchronous Session: Thursday, October 21, from 7:00-8:30 p.m. ET via Zoom. Prepare for the synchronous session using the instructions [here](#).

Class Discussion Thread: [Scaling Up](#).

Assignment: [Business Model Canvas](#).

Week 8 - Pitching - due by 11:59 p.m. ET on Sunday, October 31, 2021

Video Lectures

- The Perfect Pitch

Required Readings: Available [here](#).

Synchronous Session: Thursday, October 28, from 7:00-8:30 p.m. ET via Zoom. Prepare for synchronous session using the instructions here.

Class Discussion Thread: [Practice Pitching and Peer Feedback](#).

Assignment: [Practice Pitch](#).

Week 9 - Course Wrap-Up and Final Exam - due by 11:59 p.m. ET on Sunday, November 7, 2021

Readings: The readings are available [here](#).

Synchronous Session: Thursday, November 4, from 7:00-8:00 p.m. ET via Zoom. Prepare for the synchronous session using the instructions [here](#).

Final Exam: Students will submit their final exams by Sunday, November 7, at 11:59 p.m. ET via Canvas.

Class Discussion Thread: [Course Reflections](#).

Week 10 - FINAL PROJECT - Due by 11:59 p.m. ET on Sunday, November 14, 2021

Instructions for the final project are posted on Canvas. You will submit your mini venture plan and 3-5 minute pitch (recorded) via Canvas. Refer to the Canvas site for suggestions on how to record your pitch.

What goes into a plans: A statement of the problem's scope and consequences. A summary of the solution. A logic model. A marketing plan / matrix. A competitive analysis of why your approach stands out. A scorecard for assessing impact. An analysis of the risks. A team profile. A strong conclusion. Include clear and concise text that introduces each component of the plan. Your plan will be around 10 pages. View example plans here.

Optional Synchronous Session / Project Work Time: Thursday, November 11, from 7:00-8:30 p.m. ET via Zoom.

Course Resources

- **Zoom Sessions: Thursdays, from 7:00-8:30 pm ET.** Sessions are accessible via this [link](#)
- Technical Help and Questions: Submit requests for technical help to canvas@pobox.upenn.edu. You can also search the [online Canvas documentation for students](#).
- **[Course Policies and Expectations](#):** Please make sure you are familiar with the policies for this course.
- **Nonprofit Leadership Canvas Community**
- **Accessing Penn Libraries Resources:** Learn how to:
 - [Access resources from off-campus](#)
 - [Search Franklin Articles+](#) :Penn Libraries' large collection of ebooks, scholarly journals, newspaper articles, conference proceedings, and more.
 - [Scan and Deliver](#): Enables you to obtain scans of selected book chapters and journal articles in the general, non-Reserve collections of the University of Pennsylvania Libraries for your research.
 - [Get books by mail](#): A service offered to Penn graduate students and faculty members to facilitate their research while living 75 miles or more away from campus. Eligible participants will be able to request delivery of on-shelf Penn Libraries circulating books via insured carrier to their homes.
- **[Weingarten Learning Resources Center](#):** Provides professional instruction in university relevant skills such as academic reading, writing, study strategies, and time management. Weingarten also provides services and programs for students who self-identify with disabilities to ensure equal academic opportunities and participation in University-sponsored programs.