Social Entrepreneurship and Scaling Social Innovation

[ENBUS 612 Online - Spring 2021](https://learn.uwaterloo.ca/d2l/home/671320)

Description

This course explores different approaches that can be used to bring social innovations to scale so that they can have a broad, durable impact on a system. The role of social entrepreneurs and institutional entrepreneurs will be introduced and explored as being key to catalyzing changes in resource flows, the understanding of problems and in shifting laws and policies that govern the problem domain. New approaches to generating financing and revenue for social good, the governance and partnership structures these imply, and how they can enable or constrain systems change. Examples will be drawn from Canadian and international contexts, from the perspectives of entrepreneurs, investors/donors, policymakers and beneficiaries.

*This online course was developed by Dr. Sean Geobey, with instructional design and multimedia development support provided by the Centre for Extended Learning. Further media production was provided by Instructional Technologies and Multimedia Services.*

## Textbook(s)

**Required Reading**

* Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: John Wiley & Sons.

**Optional Reading**

* Porter-Roth, B. (2002). Request for proposal: A guide to effective RFP development. Boston: Addison-Wesley.

Schedule

|  |  |  |  |
| --- | --- | --- | --- |
| **Week** | **Activities and** **Assignments** | **End/Due Date** | **Weight** |
| [Week 1: Introduction to Social Entrepreneurship](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-505721) | [Introduce Yourself](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-505715) | Sunday, May 16, 2021 at 11:59 PM | Ungraded |
| See [Assignment Overview](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754969) for details on structure of graded assignments |  |   |
| [Week 2: Social Innovation Design Thinking](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754791) | Check that you can log in to PEAR, see [Using PEAR](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-756161) for details | Check afterMonday, May 17, 2021 at 9:00 AM |   |
| [System Map](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-749556): Initial Submission | Sunday, May 23, 2021 at 11:59 PM | **5%** |
| [Week 3: Social Enterprise Models](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754792) | [System Map](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-749556): Peer Review | Sunday, May 30, 2021 at 11:59 PM | **5%** |
| [Week 4: Measurement Models](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754793) | [Briefing Note](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754688): Initial Submission | Sunday, June 6, 2021 at 11:59 PM | **5%** |
| [Week 5: Social Return On Investment: Stakeholder Analysis](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754794) | [Briefing Note](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754688): Peer Review | Sunday, June 13, 2021 at 11:59 PM | **5%** |
| [Week 6: Social Return On Investment: Running the Numbers](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754795) |   |  |   |
| [Week 7: Social Innovation](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754796) | [Work Plan and Budget](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754689): Initial Submission | Sunday, June 27, 2021 at 11:59 PM | **5%** |
| [Week 8: Legal Forms: For-profit, Non-profit, Charity](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754797) | [Work Plan and Budget](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754689): Peer Review | Sunday, July 4, 2021 at 11:59 PM | **5%** |
| [Week 9: Legal Forms: Co-operative, Social Enterprise, Union](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754798) | [System Map](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-749556): Final Revision | Sunday, July 11, 2021 at 11:59 PM | **5%** |
| [Briefing Note](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754688): Final Revision |  | **5%** |
| [Work Plan and Budget](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754689): Final Revision | **5%** |
| [Pitch Deck](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-753103): Initial Submission | **5%** |
| [Week 10: Social Finance](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754799) | [Pitch Deck](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-753103): Peer Review | Sunday, July 18, 2021 at 11:59 PM | **5%** |
| [Week 11: Scaling Strategies: Scaling Out](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754800) | [Pitch Deck](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-753103): Final Revision | Sunday, July 25, 2021 at 11:59 PM | **15%** |
| [SROI Analysis](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754690) |  | **15%** |
| [Week 12: Scaling Strategies: Scaling Up and Scaling Deep](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754801) | [Reflection Paper](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754691) | Sunday, August 1, 2021 at 11:59 PM | **15%** |

## Assignment Overview

All assignments in this course are to be completed individually. However, despite being individual assignments, all course elements with the exception of your Reflection and your Social Return On Investment (SROI) analysis will be shared with your classmates through a peer-review process.

For the remainder of the course, all of your assignments, with the exception of the Reflection Paper, will relate to a problem domain. The outlining of the problem space will take place through your System Map and the Work Plan and Budget; the Pitch Deck and SROI Analysis will both be tied to a single intervention that you propose and work on throughout the entirety of the course.

The System Map, Briefing Note, Work Plan and Budget, and Pitch Deck each has a [Peer Review](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-752897) component, and provides you with the opportunity to critically incorporate the feedback you receive into your final revision.

Your [System Map](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-749556) assignment will ask you to outline the complex problem domain in which you will be focusing your intervention development. The purpose of this assignment is not to propose an intervention. Rather, it is to outline the scope and scale of the problem you are trying to solve and how people are currently trying to address it.

In the [Briefing Note](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754688), you will summarize a key issue from the problem domain you outlined in your System Map for an executive-level decision-maker, provide decision options for that executive to choose between, and make a recommendation for a preferred action.

In the [Work Plan and Budget](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754689), you will outline the steps you would need to bring an intervention to fruition and how you would provide the resources needed to accomplish it.

In the [Pitch Deck](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-753103), you will propose an intervention into the system you have outlined. Much of the Pitch Deck will include information you have developed for your System Map, Briefing Note, Work Plan and Budget but have those elements packaged for an ask to a particular audience (investor, grantor, key customer, critical resource supplier, etc.).

In the [SROI Analysis](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754690" \t "_self), you will perform a Social Return On Investment (SROI) analysis of the intervention proposed in your Pitch Deck. The SROI will formalize both your intervention and how you anticipate it will impact the system it intends to change. During the course of this class, there will be lectures and materials that are specifically designed to help you develop the SROI Analysis.

The [Reflection Paper](https://learn.uwaterloo.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=671320&type=content&rcode=uWaterloo-754691) is a critical reflection on the course content, themes, materials, and skills that you will have developed over the first 12 weeks of the course. To help you prepare for this paper, questions will be posted each week asking you to reflect on that week's content.