

BAEP 591: Social Entrepreneurship

Thursday, 6:30 – 9:30pm

Spring 2012 SYLLABUS

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Office Hours: Thursdays 2:00 to 5:00 in DCC 115

Purpose of Course:

A new form of entrepreneur is emerging to address some of the most critical local and global community social, environmental and health-related needs. This “social entrepreneur” uses sophisticated and complex business models to create sustainable nonprofit and for-profit enterprises. Additionally, social ‘intrepreneurs’ are changing the ways their companies utilize their resources to impact communities. All of these entities and individuals face tradeoffs as they balance multiple missions in starting and managing their businesses. From global micro-finance to local social enterprise jobs programs, the course will explore the models that use finance, technology, design, media and marketing to create critical change.

The course will be a combination of lecture and case studies in order to bring real-life examples into the classroom. Guest speakers will share their own experiences and challenges. Expect a lively and engaging conversation as we learn the true challenges and potential solutions to critical global needs.

10 Points for Social Enterprise Course

1. What is a social entrepreneur/enterprise and what are the differences, if any, from pure profit-driven-only models?

2. Why do social enterprises exist and what are they looking to accomplish?
3. What are the challenges of including multiple missions into a business model?
4. How does one analyze the 'business side' of any social enterprise?
5. How have social entrepreneurs applied technology, design and finance to develop long-term sustainable change?
6. What is the Bottom of the Pyramid and is it a viable market?
7. How does one know when they are succeeding in achieving non-financial goals?
8. How does one decide between nonprofit and for-profit structures and what are the hybrids?
9. What are the capital formation and funding methods for social enterprises?
10. What are the models for socially responsible companies and how much can they achieve?

Course Structure

The 15 weeks of the course will generally follow these themes:

Week 1: Introduction to Social Entrepreneurship

In this first week, we will take time at the outset to introduce ourselves as we enter this multi-disciplinary journey. Each student will have time to set his/her own context for our classmates – who you are and what brought you to this course. We will also begin to create our own definitions of social entrepreneurship – allowing us a common language as we move forward in the semester.

Weeks 2, 3 and 4 (part 1): Social Enterprise/Hybrids

These sessions focus on domestic and international NGO's that manage their own embedded revenue producing (earned income) programs. In an effort to achieve a social mission, these nonprofits are also looking for financially sustainable solutions. We will look at the theory behind this model while analyzing a few specific examples with several speakers.

Week 4 (part 2) and 5 (part 1): Education

MBA Elective Courses Spring 2014

BAEP 551 (14402): Introduction to New Ventures (3 units)

Introduction to New Ventures is an engaging, experiential course focusing on the process of starting a new venture, either independently or within a large corporation. Whether you already have an idea and are eager to start your own business, or simply want to learn more about what an entrepreneurial career would be like, this course exposes you to the challenges of entrepreneurship. The course covers issues related to opportunity identification, start-up, and growth. Activities include entrepreneur guest speakers, case studies, and real-world experiential exercises and assignments. The course can stand-alone or you can build on it with further studies in our Entrepreneur Program. For full-time MBA students, this course is a pre/co-requisite for the Feasibility Analysis course (BAEP552).

Monday/Wednesday, 3:30 – 4:50 p.m., Andrea Belz

BAEP 552(14404): Cases in Feasibility Analysis (3 units)

This course provides students with an insight as to how entrepreneurs think. Entrepreneurs are not risk takers - they are risk managers. Feasibility is the process by which they assess and manage risk. Feasibility is a combination of first taking an idea and turning it into a concept. That concept is then tested to assess the *market risks*, the *distribution risks*, the *perceived value of the benefits* and finally the *financial risks*. Inherent in any new venture analysis are the *people resources* required and their availability.

This is not a “spectator” course. You will be actively researching, testing and crafting a comprehensive feasibility plan based upon an initial business concept of your choosing. Consequently, you are required to undertake a significant amount of work outside of class. By taking this course, you are agreeing to complete all of the assignments in a timely fashion without excuse. By taking this course, you are setting your entrepreneurial journey in motion. Pre requisite: BAEP-551 or GSBA-586

Tuesday, 6:30–9:30 p.m., Kathleen Allen

BAEP 553 (14407): Cases in New Venture Management (3 units)

Live in-class cases and vignettes expose students to the challenges of developing long-range strategies for entrepreneurial ventures. In-class case analysis emphasizes developing new industries, growth through strategic alliances, and issues involved in the long-term strategic positioning of emerging companies. Students write both pre and post class papers on weekly topics.

Tuesday, 6:30 – 9:30 p.m., TBD

Summer online course will be available on Monday

BAEP 554 (14408): Venture Initiation (3 units) [Course name change effective Spring 2014]

This course is the capstone of the Entrepreneurship Program, taking a validated business concept and launching each element to create an operational business. This course, taught in a "Master" model in partnership with world-class entrepreneurs, is strongly experiential, using your business concept as the primary case study. It builds on the fundamentals of feasibility analysis to bring a business concept to reality. Prerequisite: 1 from (BAEP-552 or BAEP-556).

Wednesday, 6:30– 9:30 p.m., Andrea Belz

BAEP 557 (14410): Technology Commercialization (3 units)

This course is designed to give students a thorough understanding of the technology commercialization process, from invention to market entry. By participating in interactive, problem-solving experiences using living case speakers from all stages of the commercialization process as well as relevant traditional case studies, students will learn about the invention, development, acquisition, management, and exploitation of intellectual property in all areas of technology from the Internet to biotech. Whether students plan to start their own businesses or take their commercialization skills into the corporate environment, this course puts students into the mind of the decision maker at each stage of the commercialization process giving them experience in identifying and analyzing critical issues and the ability to develop a roadmap for a new technology. The **major deliverable** is an expository paper that brings together all the learning from the semester into a general guide for the commercialization of a technology that the student can use for years to come.

Wednesday, 6:30-9:30 p.m., Kathleen Allen

[BAEP 557 is a required course for the USC Marshall Certificate in Technology Commercialization.]

BAEP 559 (14412): Investing in New Ventures (3 units)

Focus on the entrepreneurial skill set applied to new venture opportunities. Taught from the business plan reader's point of view; focus on selecting opportunities, structuring the relationship, adding value and realizing the value of that investment.

Monday, 6:30–9:30 p.m., Bob Holmen

BAEP 560(14414): Acquiring Your Own Business or Opportunity (3 units)

Issues faced by the entrepreneur who wishes to acquire an enterprise; appropriateness of an enterprise, understanding funding sources and valuation methods, developing a plan for due diligence, negotiating and consummating the transaction. The acquisition process, approaches to valuation, and the roles of the various parties in negotiating and consummating and acquisition of an existing business.

Monday, 6:30–9:30 p.m., John Hussey

BAEP 591(14418): Social Entrepreneurship (3 units)

Lead and manage with entrepreneurial methodology for charities, non-government organizations, socially-oriented enterprises and not-for-profit organizations.

Monday, 6:30 – 9:30 p.m., Adlai Wertman