Course Outline

1. **Course code: SOWK2203/ UGEC 2693**

2. **English title: Mission-driven Social Enterprise**

3. **Chinese title:** 使命驅使的社會企業

4. **Course description**

  This course introduces to students the field of mission-driven social enterprise, which aims to achieve a balance between meaningful social returns as well as sustainable or competitive financial returns through their products, services and other business practices. Through examining the best practices in social entrepreneurship, it also stimulates students to explore how social enterprise can affect policy and facilitate system change. Experiential learning elements such as visiting social enterprises and having dialogue with social entrepreneurs, staff members or service users will be arranged in order to let students experience its operation, understand its practice as well as to enable students in realizing its possibilities in offering solutions to education, healthcare, environment, workforce development, international development and other societal issues. The course is valuable to students who may want to design or lead a mission-driven social enterprise, or want to contribute time and energy to help build the social sector and global civil society through this emerging field.

  本科目旨在讓學生認識使命驅使的社會企業。使命驅使社會企業的目的，在於經營產品、服務和其他商業實務時，能在社會回報與經濟收益之間取得平衡。透過探研社會企業中的最佳實踐，本科目會激發學生去探索社會企業如何影響社會政策並促進社會系統的改變。本科目將安排不同的體驗式學習活動例如探訪社會企業和與社會企業家，以及與職員及服務使用者對談，以讓學生體驗社會企業的運作，瞭解其實踐並體會其如何為教育、醫療、環境、勞動人口發展、國際發展及其他社會議題帶來解決方法。本科目尤其適合希望投身社會企業的創建，或是希望致力於透過社會企業而完善社會部門及國際公民社會的發展的同學。

5. **Learning outcomes**

Upon completion of this course, students will be able to

1) Understand how social entrepreneurs work to blend disparate goals, how and why social enterprises successfully fuse purpose and personal passion in business, and how visions and values are embedded in organizational culture;

2) Using creative design thinking, prototyping and business planning skills in formulate projects and plan to make social impacts.

3) Be familiar with a variety of approaches and tools to measure organizational performance and social impact of social enterprise.

4) Examine the key methods, strategies and models for social enterprises to succeed;

5) Understand the dimensions and models of social entrepreneurship and the strategies on fundraising, financial management, opportunity seeking, social marketing, alliance building, etc.

6) Apprehend how social enterprises leverage their work and impact to influence policy and the community;

7) Critically evaluate how social enterprise can fulfil the objectives of meeting economic, ecological and social needs.

6. **Course syllabus**

Week/ Date	Syllabus	Learning Activities
W1 **12/1**	❖ Development of Social Enterprise & Social Entrepreneurship 　o　Defining Social Enterprise & Social Entrepreneurship 　o　Development and conceptualization in USA & Europe 　o　Divergences and Convergences 　o　Local Development in HK	**Lecture 1 (Wong)**
W2 **19/1**	❖ Understanding Self & the World: Values of Social Change & Social Impacts 　o　Well-being & Happiness 　o　Justice, Equality 　o　Ethics in business 　o　Ethical issues and dilemmas: Green, Gender & Labour	**Workshop 1 (Wong)**
22/1 **7pm**	YSBC@CUHK Talk on Business Plan (FYP 502)	**Optional**
W3 **26/1**	❖ Overview of mission of Social Entrepreneurship 　o　Social Changes 　o　Social Innovation 　o　Blended Value	**Lecture 2 (Wong)**
W4 **2/2**	❖ Key Models of Social Entrepreneurship 　o　Social Enterprise 　o　Social Business 　o　Co-operative 　o　Local Exchange and Trade System/ Alternative Currency	**Lecture 3 (Wong)**
5/2 **7pm**	**YSBC@CUHK Design Thinking workshop (FYP 502)**	**Optional**
W5 **9/2**	❖ Visit to Social Enterprises in HK 　o　**Dream Impacts + Project A (Community Currency/ Project B (Co-op)**	**Visit (Wong & Luk)**

16/2	❖ Chinese New Year Holiday	
W6 **23/2**	❖ CASE Study (I) Social Enterprises for: o Poverty Reduction o Employment of Vulnerable groups	**Lecture 4** **(Wong)**
W7 **2/3**	❖ CASE Study (II) Social Enterprises for o Social Solidarity Economy	**Lecture 5** **(Wong)**
3/3(Sat) 9am – 5pm	**YSBC@CUHK Lean startup Day workshop (FYP 502)**	**Optional**
W8 **9/3**	❖ CASE Study (III) Social Enterprises for o Low Carbon Economy o Sustainable Development	**Lecture 6** **(Luk)**
W9 **16/3**	❖ CASE Study (IV) Social Enterprises for o Fair Trade o Global Justice	**Lecture 7** **(Luk)**
W10 **23/3**	❖ CASE Study (V) Social Enterprises for o Faith-based Life Style	**Lecture 8** **(Luk)**
30/3	Good Friday & Reading Week of CUHK (NO CLASS)	
W11 **6/4**	❖ Group Presentation	**Presentation** **(Wong &** **Luk)**
W12 **13/4**	❖ YSBC Regional Conference o Workshop to learn design thinking o Learning of pitching and marketing skills from other project teams' presentation o Learning how to formulate good business plan and plan for social impact from other's students' presentation o (Pitching from social business team of Taiwan and China university students)	**Workshop 2:** **Exchange** **Conference** **(Luk)**
W13 **20/4**	❖ Conclusion: The Social, Community and Policy Impacts of Social Entrepreneurship o Definitions of social impact and social impact assessment o Models of social impact assessment o Social entrepreneur as the agent of change o The policy impact of social entrepreneurship	**Lecture 9** **(Wong &** **Luk)**

7. **<u>Course components (Learning activities)</u>**

The course will employ the following methods of instruction:

a. *Lectures* – The instructor will introduce relevant concepts and themes during lectures. Students are encouraged to raise their areas of concern in the lectures and participate in the discussions initiated by the instructor.

b. *Workshop* – Students will have experiential practice on different skills and make group discussions to share and reflect values as well as worldviews with each other in greater depth.

c. *Conference* – Students are invited to join the Regional Conference on Social Business organized by the Yunus Social Business Centre@CUHK to exchange idea and projects about social business with university students from Mainland China and Taiwan.

d. *Community Visits and Experiential Learning* – Students will pay visit to social enterprises and NGOs to understand the real context and practice of social entrepreneurship.

e. *Group project presentation* – Students are required to make group presentations. Through preparation for the group presentation, students will consolidate knowledge acquired from lectures and readings and reflect their learning gained from community visits.

f. *Blackboard forum* – Students are encouraged to make use of the Blackboard forum to discuss relevant issues with the instructors and other students outside the classroom.

g. *Readings* – Students **have to** read the articles stipulated for each topic before the lectures and workshops. Essential readings are also stipulated for the major themes included in the course. Students are also encouraged to consult other readings listed in the reference list.

h. *Audio-visual aid* – Whenever appropriate, audio-visual materials will be used during class to aid the instruction.

Lecture		Workshop/ Conference		Community Visit and Experiential Learning		Project Presentation	
In class	Out of class	In class	Out of class	In class	Out of class	In class	Out of class
3 hrs x 9 wks	Reading 5 hrs x 9 wks	3 hrs x 2 weeks	Reading 3 hrs x 2 weeks	Visit 3 hrs x 1 week	Experiential Learning & Reflection 6 hrs x 1 wks	3 hrs	Preparation 6 hrs x 4 wks
M	M/O	M	M/O	M	M/O	M	M
27 hrs	45 hrs	6 hrs	6 hrs	3 hrs	6 hrs	3 hrs	24 hrs
Total		In Class: 39 hours			Out of Class: 81 hours		

"This course will invite students to participate in experiential learning/activities for personal growth and professional development. For those who are overwhelmed or with signs of psychological or emotional impact, they are encouraged to speak with the course instructor and seek professional help for appropriate support."

- 2/3 attendance rule (66.6%) should be strictly enforced for all lecture courses.
- There is strictly **NO** mark on attendance in the assessment scheme.

Assessment

- Paper   50%
  - Problem Identification/Need Assessment (**Deadline 30/3** - Group 20%)
  - Intervention & Business Plan (**Deadline 27/4** - Group 30%)
- Presentation (Group Presentation **6/4**)   20%
- Other   30%
  - Participation in Class (Individual 10%)
  - Reflection journal of agency visit (**Deadline 23/2** -Individual 10%)
  - Reflection journal of impacts on self and society (**Deadline 10/4** - Individual 10%)

-) First Group Paper
- The group need to access the need of the target, identify the problem they faced and access why the current service/product by market, government and/or NGOs . The structure of the group paper can refer to the template of the Harvard Business School (attached in the first group paper assignment) , which should include:
- 1) The problem and the opportunity
- 2) Mission
- 3) Theory of Change
- 4) Your solution
- The group paper is about 3000 words in Chinese or 3500 words in English. The first group paper should be hand in via the blackboard system on or before 30 March.
- C) Group Presentation
- A group presentation will be held on 6 April in the class. Each group need to do a pitch presentation of 15 minutes. The material should be prepared by the whole group but the presentation should concise and up to the point and can only presented by one or at most two members. The presentation should include but not limited to :   1) What is the target/problem that your SE want to serve/ solve?
-         2) What are the values and missions of your SE?
-         3) What is your theory of changes? How can you achieve the social impacts intended?

- 4) What is your financial plan? How will you finance your SE? Income, government subsidy, donation?
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- D) Second Group Paper
- The group then need to hand in the second group papers, which will focus on the business plan of the proposed SE. Please refer to the business plan template of the Harvard Business School (attached in the second group paper assignment, which should include the following themes:
- 1) Leadership: team and board
- 2) Revenue Model
- 3) Measurement and Evaluation
- 4) Messaging and communication
- 5) Ecology
- 6) Risk
- The Second Group Paper is about 3000 words in Chinese or 3500 words in English. The second group paper should be hand in via the blackboard system on or before 27 April.
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Grading items	%	Corresponding Learning Outcome
Group Paper (problem identification and need assessment)	20	1,2,5,6,7
Group Paper (Business Plan)	30	1,2,3,4,5
Presentation (Group)	20	2,3,5,6,7

Participation in Class	10	1,7
Reflection journal of agency visit	10	6,7
Reflection journal of impact on student and society	10	6,7

For this course, teachers will return all assignments with feedback to students **not later than two weeks after the submission date of the assignment. The** feedback of the previous assignments would be useful for students to work on their upcoming assignments. It is expected that students may know more about their strengths and weaknesses in their learning.

8. **Required and recommended readings**

Introduction and General References:

Bessant, J., & Tidd, J. (2007). *Innovation and entrepreneurship*. John Wiley & Sons.

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Brooks, A. C. (2009). *Social entrepreneurship : a modern approach to social value creation.* Pearson Prentice Hall.

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Nicholls, A. (Ed.). (2006). *Social entrepreneurship: New models of sustainable social change*. Oxford University Press.

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Borzaga, C., & Defourny, J. (Eds.). (2001). *The emergence of social enterprise*. Routledge.

Defourny, J. (2001). Introduction: from third sector to social enterprise. In C. Borzaga & J. Defourny J. (eds.), *The emergence of social enterprise* (pp. 1-28). London: Routledge.

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Developing a Social Enterprise Business Plan

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Skills in Social Entreprise Management

Corner, P.D. & Ho, M. (2010). How opportunities develop in social entrepreneurship. *Entrepreneurship Theory and Practice, 34(4)*, 635-659.

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http://www.seinsights.asia/cases

香港社會服務聯會。 (2016)。初創社企實用手冊。
https://socialenterprise.org.hk/zh-hant/content/se-setup-guide

香港社會服務聯會。(2017)。社企指南。 https://socialenterprise.org.hk/zh-hant/sedb

張瑞霖 (2011)。 黑暗中對話：經營社會企業的體悟。香港：商務印書館。

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9. Useful Learning Resources

Self-learning Courses on Social Entreprise/ Social Entrepreneurship

EdX: Entrepreneurship for Global Challenges in Emerging Markets	**https://www.edx.org/course/entrepreneurship-global-challenges-delftx-egc01x**
EdX: Innovating in Health Care by Harvard University	**https://www.edx.org/course/innovating-health-care-harvardx-bus5-1**

Feedback for evaluation

Student can give their feedback on the course at the mid-term and final evaluation by completing the questionnaire.

1. Mid-term evaluation done by students, followed by discussions with students; and
2. Final evaluation by means of standard course questionnaire.

Teacher also welcome student feedback by e-mail and face-to-face discussion.

10. Contact details for teacher

Name:	Prof. Wong Hung (黃 洪)
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Website:	http://web.swk.cuhk.edu.hk/~hwong/index.html

Name:	Dr. Luk Tak Chuen (陸德泉)
Post/ Department:	Part-time Lecturer, Department of Social Work
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Email:	tclukkm@gmail.com

13. Grade Descriptors

❖ **Grade Overall Performance**

A	Outstanding performance on all learning outcomes
A-	Generally outstanding performance on all (or almost all) learning outcomes
B	Substantial performance on all learning outcomes, OR high performance on some learning outcomes which compensates for less satisfactory performance on others, resulting in overall substantial performance
C	Satisfactory performance on the majority of learning outcomes, possibly with a few weaknesses
D	Barely satisfactory performance on a number of learning outcomes
F	Unsatisfactory performance on a number of learning outcomes, OR failure to meet specified assessment requirements

14. Academic honesty and plagiarism

All student assignments should be first submitted via a Plagiarism Identification Engine System named VeriGuide (維誠) for checking of plagiarism. https://veriguide2.cse.cuhk.edu.hk/cuhk/login_CUHK.jspx

15. Assignment Turn-around time

The "turnaround" time for group papers, self-reflection journal and agency visit reflection journal are two weeks.

<center><END></center>