Entrepreneurship Center
Tel Aviv University

Entrepreneurship Track
1884-0202 Initiating and Establishing Social Businesses

Academic Year of 2025-2026, Second Semester

Course Schedule

Section	Day	Hours	Lecturer	email	Class
2nd semester	Wednesday	16:00 -19:00(*)	Jackie Goren	jackiegoren@gmail.com	TBD

Lecturer office hours – by appointment.

(*) This is a 7 meeting course of 3 hours each

Credits

2 Credits

Prerequisites

None

Course Description

In a world where the boundaries between profit and purpose are dissolving, this course empowers students to explore the growing field of social business entrepreneurship. Across seven meetings, students will debate, learn, and design ventures that solve social challenges through business tools.
The course balances theory (Milton Friedman, Yunus, Porter), Concepts (CSR, ESG, CSV), and application (social canvas, funding models, impact measurement). It culminates in a group project pitching a viable, impactful social business.

Expected Outcomes

Debate the tension between profit and purpose using classical and modern perspectives.

Understand historical evolutions: CSR, ESG, Yunus's model, and shared value.

Apply creative tools: Social Canvas, Impact Gaps Canvas, Social GAP.

Analyze funding structures: impact bonds, hybrid models, cooperatives.

Measure impact: using SROI, Theory of Change, and performance metrics.

Real-World Application and Business Planning: Apply your learnings in a group project where you will initiate and develop a comprehensive plan for a social business, including ideation, business modeling, funding strategies, and impact measurement, preparing you to launch or contribute to a successful social enterprise..

Student Evaluation and Course Grading

Percentage	Assignment	Date	Group Size/Comments
10%	Class Participation	ongoing	Individual
25%	Critical Analysis of a Social Business Model	15.4	Individual
25%	Ideation and Social Business Canvas	6.5	Individual
40%	Initiating a Social Business	20.5	Group Assignment – Recorded Presentation

* A score of 60 or higher is required on all class assignments to pass the course.

* According to the university regulations, a student must be present in all classes (section 5).

* A student who is absent from a class that requires active participation or who did not participate actively, the teacher may inform the secretary that his name must be deleted from the list of participants. (The student will be charged for this course)

Course Assignments

Assignment 1: Critical Analysis of a Social Business Model

Analyse a social business of your choice, focusing on its business model, social impact and the alignment (or conflicts) with Milton Friedman's perspective. purpose.

Assignment 2: Social Business Ideation + Canvas
Propose a new social venture. Use the Social Canvas to define key components: mission, impact, revenue model target audiences etc.

Assignment 3: Group Project – Initiating a Social Business

Design and present a business plan for a new (or existing) social enterprise.
Include:

- Problem & social gap definition
- Value proposition & differentiation
- Stakeholder analysis
- Revenue model
- Funding & partnerships
- Impact measurement plan
- Mission drift strategies

- Presentation format (recorded or in-class)

Assessment Breakdown (10% per category):
1. Clarity of the social problem
2. Logical model & social mission
3. Stakeholder analysis
4. Asset mapping
5. Justification of social biz model
6. Pros & cons analysis
7. Fundraising strategy
8. Revenue model
9. Business-social balance
10. Impact measurement method

Student Course Evaluation

During the course and at the end of the course, the students will participate in a teaching survey in order to draw conclusions in favor of the needs of the students and the university.

Course Website:

The course website will be the main place where notices will be given to students, therefore it is recommended to update it every week, before class, and in general - also at the end of the semester. (for the purpose of coordinating the exam matters, for example).

The course slides will be on the course website.

For your attention - the class will also discuss topics (especially examples) that do not appear on the slides or appear only in the title. All of these are an integral part of the course material.
Participation in the course is via a laptop and/or tablet and/or smartphone that allows surfing.

Course Lectures Program

Class	Date	Topic(s)	Required Reading	Submissions and comments
1	18.3	**Defining the Social Business Landscape: Profit vs. Purpose** Objectives: • Introduce the concept of social business entrepreneurship. • Explore the debate around profit vs. social impact. • Guest Lecture • Course Overview	Class 1 reading before the class	Be ready to discuss and debate Milton Friedman's approach
2	25.3	**The Historical Development of Social Business** **Objectives:** • Understand the evolution of social business models. • Explore the impact of endowment funds, CSR, Shared Values and ESG. • Discuss Muhammad Yunus's contributions to social business.	Class 2 reading before the class	Be ready to discuss the pros and cons of CSR v. Shared Values v. ESG v. Social Businesses What's the right definition for Social Business?
3	15.4	**Ideation in Social Entrepreneurship** **Objectives:** • Learn tools and frameworks for social business ideation. • Explore the Social Canvas and Social GAP approaches. • Develop innovative social business ideas.	Class 3 reading before the class	Submit Assignment 1
4	29.4	**Building and Funding a Social Business** **Objectives:** • Understand the challenges of funding social enterprises. • Explore different funding strategies and impact investing (Impact Bonds, Hybrid Models, Cooperatives)	Class 4 reading before the class	Be ready to discuss the pros and cons of Social Impact Bonds and Cooperatives as a structure for social entrepreneurship

<table>
<tr><td>5</td><td>6.5</td><td>Measuring Impact in Social Business
Objectives
Theory of Change
Introduce key tools and frameworks for impact measurement.
Understand the importance of measuring social impact.
Develop practical skills in creating impact measurement plans.
SROI</td><td>Class 5 reading before the class</td><td>Reflect on the importance of impact measurement

Submit Assignment 2</td></tr>
<tr><td>6</td><td>13.5</td><td>Challenges in Sustaining a Social Business
Objectives:
Explore challenges in scaling and managing a social business.
Learn how to balance social and financial goals – Mission Drift
Social Entrepreneurship to the bottom of the pyramid:
Understand the concept of the Bottom of the Pyramid (BoP) and its significance in social entrepreneurship.
Explore strategies and business models tailored for BoP markets.
Develop practical approaches to creating social impact in BoP markets.
Reflect on the course learnings and future trends in social business.</td><td>Class 6 reading before the class</td><td>Think about ways to overcome mission drift and look for examples

Search for a good example of BOP enterprise</td></tr>
<tr><td></td><td>20.5</td><td>The End – Course Presentations</td><td></td><td>Present Assignment 3</td></tr>
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* The program is subject to change.

Required Reading/ Listening

Class 1:

- Friedman, Milton. "The Social Responsibility of Business is to Increase Its Profits." *The New York Times Magazine,* September 13, 1970.

Class 2:

- Yunus, Muhammad. *Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs.* Public Affairs, 2010. (Introduction and Chapter 1)
- Porter, Michael E., and Mark R. Kramer. "Creating Shared Value." *Harvard Business Review,* January-February 2011.
- TED Talk by Michael Porter: "Why business can be good at solving social problems." (Available on YouTube)

Class 3:

- Osterwalder, Alexander, et al. *Value Proposition Design: How to Create Products and Services Customers Want.* Wiley, 2014.
- https://socialbusinessmodelcanvas.swarthmore.edu/?cat=6
- https://tacklingheropreneurship.com/the-impact-gaps-canvas/

Class 4:

- Defourny, Jacques and Nyssens, Marthe, Social Co-Operatives: When Social Enterprises Meet the Co-Operative Tradition (May 20, 2014). Journal of Entrepreneurial and Organizational Diversity, Vol. 2, No. 2 (2013), 11-33, Available at SSRN: https://ssrn.com/abstract=2437884
- Fraser, Alec, et al. "Narratives of Promise, Narratives of Caution: A Review of the Literature on Social Impact Bonds." *Social Policy & Administration*, vol. 52, no. 1, 2018, pp. 4–28, https://doi.org/10.1111/spol.12260.

Class :5

- Nicholls, Alex, Jeremy Nicholls, and Rob Paton (eds), 'Measuring social impact', in Alex Nicholls, Rob Paton, and Jed Emerson (eds), *Social Finance* (Oxford, 2015; online edn, Oxford Academic, 17 Dec. 2015), https://doi.org/10.1093/acprof:oso/9780198703761.003.0010, accessed 28 Aug. 2024.
- Millar, Ross, and Kelly Hall. "Social Return on Investment (SROI) and Performance Measurement: The Opportunities and Barriers for Social Enterprises in Health and Social Care." *Public Management Review*, vol. 15, no. 6, 2013, pp. 923–41, https://doi.org/10.1080/14719037.2012.698857.
- https://www.theoryofchange.org/what-is-theory-of-change/

Class 6

- Siebold, Nicole, et al. "Balancing Dual Missions for Social Venture Growth: A Comparative Case Study." *Entrepreneurship and Regional Development*, vol. 31, no. 9–10, 2019, pp. 710–34, https://doi.org/10.1080/08985626.2018.1554710.

- London, Ted. *The Base of the Pyramid Promise: Building Businesses with Impact and Scale*. 1st ed., Stanford University Press, 2016.