



MBA / M.Sc.

Course Number – 1231-3725

Prerequisites: None

Parallel requirements: None

1st Semester 2nd part

Section	Day	Hour	Final Task	Lecturer	Email	Telephone
2nd	Tuesday	18:45-21:30	Project	Jackie Goren Rozenblum	jackiegoren@gmail.com	0548050444

Teaching Assistant (TA): TBD

Office Hours: Tuesday 18:00-18:30

Since this course is 7 meetings only I expect at least 80% participation as a requirement of this course.

Course Units

Course units 1 YAS

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

Social businesses represent a transformative approach to addressing societal challenges, both in Israel and globally. These businesses look at social issues as opportunities and develop sustainable solutions grounded in viable business models that aren't reliant on philanthropy or government support for survival. This innovative framework fosters a synergy between business and societal practices, enabling the resolution of pressing social and environmental problems that might otherwise go unresolved.

The essence of social businesses lies in their pursuit of a dual or even triple bottom line: achieving profitability while concurrently generating positive social and/or environmental impacts. However, due to their distinct structure, social businesses confront a range of distinct challenges.

Throughout this course, we will explore the ideological foundations that underpin the fusion of business and social consciousness. We will discuss what set social businesses apart from conventional enterprises or NGO's. Additionally, we will delve into the art of constructing a comprehensive business strategy for either an established or early-stage social enterprise. Key topics we will address include:

Definition: We will deliberate on the necessity of a precise formal definition and survey the globally recognized interpretations of a social business. We will examine the array of social business models that exist.

Financing: We will investigate the diverse financing mechanisms employed by social businesses, considering innovative paradigms like hybrid funds, cooperatives, crowdfunding, social bonds, and the alignment with Sustainable Development Goals (SDGs) and Environmental, Social, and Governance (ESG) criteria.

Measurement and Evaluation: Navigating the intricacies of quantifying impact within a social business is essential. We will spotlight the Theory of Change framework and the Social Return on Investment (SROI) model, which translates social impact into financial terms.

Management: Operating a business with a dual mandate of financial and societal gain presents distinct challenges. The concept of "Mission Drift" will be explored, alongside strategies and organizational methodologies to avert such divergence from the social mission.

Entrepreneurial Dynamics: We will dissect the unique traits of social entrepreneurs compared to their traditional counterparts. Where to initiate the journey will be explored, and a workshop centered on idea development will introduce specialized tools like the social canvas model.

Throughout the course, we will be enriched by the insights of guest lecturers, distinguished figures in the realm of business-social entrepreneurship, alongside perspectives from accomplished entrepreneurs and investors who have pioneered in this field.

Course Objectives

Upon completion of the course, the student will be able to:

- Explore the realm of social business entrepreneurship.
- Identify and engage in discussions about distinctive challenges faced by social businesses, encompassing aspects such as management, incorporation, financing, and measurement and evaluation.
- Examine diverse social business models originating from Israel and various global contexts.
- Gain insight into influential personalities in this domain through enlightening guest lectures.
- Craft a comprehensive business plan and deliver a compelling presentation for either an emerging or established social business.

Evaluation of Student and Composition of Grade

Percentage	Assignment	Date	Group Size/Comments
30%	Self-Reflection	26/3/24	Personal
70%	Business Plan Development and Presentation	Presentation 19/3/24 Business Plan 26/3/24	Group Assignment
Presentation 20%			
Canvas 20%			
Business Plan submission 30%			

Course Assignments

See above

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the Faculty website.

[Score Retention Policy](#)

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

Course Outline*

Class	Date	Topic(s)	Required Reading	Submissions	Comments
1	13/2/24	Introduction to Social Businesses <ul style="list-style-type: none"> • Course Overview • Historic Overview: Understanding the Essence of Social Businesses • Evolution and Global Landscape of Social Enterprises • The Triple Bottom Line: People, Planet, Profit • Unpacking Different Models of Social Businesses: Muhamad Yunus, Cooperative, Hybrid Model 	Class 1	None	Please read before the class
2	20/2/24	<ul style="list-style-type: none"> • Unpacking Different Models of Social Businesses: Muhamad Yunus, Cooperative, Hybrid Model <p>Guest Lecturer – Mr. Gil Winch – Call Yachol</p>	Class 2		
3	27/2/24	Starting a social business. <ul style="list-style-type: none"> • Ideation • Social Gap Analysis • Social Canvas Workshop 	Class 3	Divide into groups of 3-4	Think about a social problem you want to solve before class and start understanding the market and ecosystem
4a	5/3/24	Managing for Dual Bottom Lines <ul style="list-style-type: none"> • Balancing Profitability and Social Impact • Mission Drift: Pitfalls and Strategies for Maintaining Social Focus • 	Class 4a		Please read before the class
4b	5/3/24	Financing and Funding Innovations	Class 4b		Please read before the class

		<ul style="list-style-type: none"> • Financial Sustainability in Social Enterprises • Hybrid Funds, Cooperatives • Social Bonds and Alignment with SDGs and ESG Criteria 			
5	12/3/24	Measuring and Evaluating Impact <ul style="list-style-type: none"> • The Challenge of Quantifying Social Impact • Theory of Change: A Framework for Measuring Change • Social Return on Investment (SROI): Translating Impact into Financial Terms Course Summary	Class 6		Please read before the class

*Subject to change

Required Reading

Class 1:

- <https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html>
- <https://hbr.org/2011/01/the-big-idea-creating-shared-value>
- <https://www.nobelprize.org/prizes/peace/2006/yunus/26090-muhammad-yunus-nobel-lecture-2006-2/>

Class 2:

- https://en.wikipedia.org/wiki/Social_business
- <https://www.socialenterprise.org.uk/what-is-it-all-about/>
- https://ssir.org/articles/entry/social_entrepreneurship_the_case_for_definition
- https://www.ted.com/talks/gil_winch_how_we_can_use_the_hiring_process_to_bring_out_the_best_in_people?language=en

Class 3:

- <https://socreate-sg.medium.com/back-to-basics-an-introduction-to-swot-analysis-for-social-enterprises-ed135683c67b>
- <https://socialenterpriseinstitute.co/wp-content/uploads/2018/12/Social-Business-Model-Canvas.pdf>
- <https://cscuk.fcdo.gov.uk/wp-content/uploads/2016/07/BMC-for-Social-Enterprise.pdf>
- <https://www.unltd.org.uk/podcasts/1/> [inspiration]

Class 4:

- https://www.researchgate.net/publication/265969563_Understanding_and_combating_mission_drift_in_social_enterprises
- <https://www.rankandfile.com/mission-drift/>
- <https://www.pioneerspost.com/business-school/20220412/how-impact-investors-can-avoid-the-risk-of-mission-drift-and-impact-washing>
- <https://cooperativesfirst.com/common-share-podcast/>

- <https://socialfinance.org/social-impact-bonds/>
- <https://www.linkedin.com/advice/0/how-can-hybrid-business-models-boost-social>
- <https://www.investopedia.com/terms/e/environmental-social-and-governance-esg-criteria.asp>
- <https://sdgs.un.org/goals>

Class :5

- <https://impactmanagementproject.com/impact-management/impact-management-norms/>
- <https://www.sopact.com/perspectives/social-return-on-investment-calculation>