

Subject Description Form

Subject Code	APSS5400
Subject Title	Managing Social Enterprises
Credit Value	3
Level	5
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	<p>The subject aims to:</p> <ol style="list-style-type: none">1. provide students with an overview of the knowledge and current trends in social entrepreneurship and social enterprises;2. enable students to examine the principles, tools and methods social enterprise design and operate;3. examine how entrepreneurial skills are developed in social enterprises particularly in relation to the balance between meeting social needs and organizational effectiveness and efficiency;4. critically examine current approaches and models of social entrepreneurship and social enterprises in local and international contexts.
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none">a. demonstrate a contextual knowledge of social enterprises in the global and local context;b. use knowledge and theories from related disciplines to evaluate and identify best practices of social enterprises and forms of social entrepreneurship;c. identify the strengths and limitations of different of social entrepreneurship and social enterprises and their impact on local and international communities; andd. communicate and clarify how different social, economic, political, and cultural contexts affect the emergence of social entrepreneurship and social enterprise activities.

<p>Subject Synopsis/ Indicative Syllabus</p>	<p>1. Defining social entrepreneurship and social enterprise The origin of social entrepreneurship and social enterprises, along with their definitions, boundaries, and models and how they are positioned in the broader social economy and social innovation sectors.</p> <p>2. Motivations for social entrepreneurship The different factors (internal vs. external) and processes (planned vs. unplanned) that influence individuals to become social entrepreneurs. These include compassion and various biographical antecedents.</p> <p>3. Social entrepreneurship policy and ecosystem The role of government in social entrepreneurship and different policies to support social entrepreneurship; the marketization of the nonprofit sector; the popularity of “Creating Shared Value” and social entrepreneurship in the business sector.</p> <p>4. Social opportunity recognition principles The principles and mechanisms in generating social opportunity suitable for social entrepreneurship including effectuation vs causation, exaptation, bricolage, lead usership, design driven innovation, and design thinking.</p> <p>5. Social business model and opportunity development Strategies to develop and evaluate social business ideas using tools such as social business canvass; and to explore various aspects of social business model.</p> <p>6. Financial modeling in social entrepreneurship Using financial techniques to evaluate break-even point, projecting sales, validating business assumptions to test the viability of a new social enterprise idea.</p> <p>7. Marketing for social enterprises Using social marketing in the context of social enterprises and exploring various marketing concepts from segmentation-targeting-positioning, 7Ps, marketing orientation and marketing capabilities and their linkage with social enterprise’s performance.</p> <p>8. Social impact measurement The meaning of social impact and how it is measured using various tools and methods including the Logic Model and SROI.</p> <p>9. Final project presentation The final project presentations take place near the end of the course, usually on Week 12 and 13.</p> <p>10. Case-based self-learning Three teaching cases (in video form) are available for students to watch and conduct self-learning.</p>
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Teaching/Learning Methodology	<p>This subject employs a combination of lectures, assigned readings, case analysis + presentations and final project (developing a social business plan) to enable students to explore and investigate how social entrepreneurship and social enterprises function in contemporary societies.</p> <p>Students are expected to use the materials taught in the lectures and assigned readings as well as their own search and investigation to prepare for case analysis and for the final project.</p>																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="427 600 1468 1243"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="4">Intended subject learning outcomes to be assessed</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> </tr> </thead> <tbody> <tr> <td>1. Final project (developing a social business plan)</td> <td>40%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Case analysis and discussion</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Class attendance and participation</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100%</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> ▪ The grade is calculated according to the percentage assigned; ▪ The completion and submission of all component assignments are required for passing the subject; and ▪ Class attendance and participation are critical to ensure students have a good grasp of the content of the course, develop a clear understanding of what the teacher expects from the course, and to meet fellow students to work in a group as well as to learn from guest speakers. <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The final project allows students to synthesize what they have learned in lectures and seminars and implement their ideas to develop a social business plan for a social enterprise. Students will be evaluated on 1) clarity of ideas/problems, 2) creativity and innovative thinking, 3) realism of solutions offered, 4) logistics (handling questions, time management, teamwork), and 5) overall impression (presentation style, ability to communicate ideas, quality of presentation materials). Deliverables: PowerPoint slides and additional materials such as Excel spreadsheets or visual aids as appropriate.</p>					Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed				a	b	c	d	1. Final project (developing a social business plan)	40%	✓	✓	✓	✓	2. Case analysis and discussion	50%	✓	✓	✓	✓	3. Class attendance and participation	10%	✓	✓	✓	✓	Total	100%				
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	<p>The case study analysis and presentation will be used to assess student learning, particularly their ability to apply concepts and theories to problem analysis and to develop independent, analytical, and creative thinking. Assessed are 1) clarity of ideas/problems, 2) analytical and creative thinking (including use of theories/literature), 3) structure and flow of analysis, 4) overall quality of written case analysis. Deliverables: a case analysis report of no more than 4 pages in length (with flexibility in paragraph spacing and font size).</p>	
<p>Student Study Effort Expected</p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> ▪ Lecture and Policy Presentation 	<p>39 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> ▪ Case analysis 	<p>20 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Preparation for Final Project 	<p>40 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Preparation for weekly lecture 	<p>10 Hrs.</p>
	<p>Total student study effort</p>	<p>109 Hrs.</p>
<p>Reading List and References</p>	<p><u>Essential</u></p> <p>Kickul, J., & Lyons, T.S. (2016). <i>Understanding Social Entrepreneurship: The Relentless Pursuit of Mission in an Ever Changing World</i>. New York: Routledge.</p> <p>Rory, R.D. & Bull, M. (2011). <i>Understanding Social Enterprise: Theory and Practice</i>. Sage Publication.</p> <p>Chandra, Y., & Wong, L. (2016). <i>Social Entrepreneurship in the Greater China Region: Policy and Cases</i>. Abingdon, UK: Routledge.</p> <p>Bornstein, David (2004). <i>How to Change the World: Social Entrepreneurs and the Power of New Ideas</i>. USA: Oxford University Press.</p> <p>Other weekly readings will be assigned by the teacher in-charge in the course outline.</p>	