



## Course Syllabus

### Social Entrepreneurship

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#### COURSE INFORMATION

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3 credits | 300 -400 level | 45 contact hours

**Class hours: TBA**

**Professor:** Michael Meallem

**Email:** meallem@gmail.com

**Prerequisite:** None

**Course Website:** Google Classrooms

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#### REQUIRED TEXTBOOKS & COURSE MATERIALS

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Course Textbook:

Meallem, Michael. (2022) *Social Enterprising: The Business of Doing Good*

Additional readings, articles, and videos from academic journals, periodicals, and credible media organizations addressing specific issues within the course will also be distributed via the course website throughout the semester

Selected Bibliography:

Bornstein, D. and Davis, S. (2010) *Social Entrepreneurship: What Everyone Needs to Know*. New York: Oxford University Press (ISBN-13: 9780195396331)

Eggers, W. and MacMillan, P. (2013) *The Solution Revolution: How Business, Government and Social Enterprises Are teaming Up to Solve Society's Toughest Problems*. Boston, MA: Harvard Business Review Press. (ISBN-13: 9781422192191)

Elkington, J. and Hartigan, P. (2008) *The Power of Unreasonable People: How Entrepreneurs Create Markets That Change the World*. Boston, MA: Harvard Business Review Press. (ISBN-13: 9781422104064)

Johnson, S. (2010) *Where Good Ideas Come From: The Natural History of Innovation*. New York, NY: Penguin Random House. (ISBN-13: 9781594485381)

Martin, R. and Osberg, S. (2015) *Getting Beyond Better: How Social Entrepreneurship Works*. Boston, MA: Harvard Business Review Press. (ISBN-13: 9781633690684)

MacMillan, I. and Thompson, J. (2013) *The Social Entrepreneur's Playbook: Pressure test, Plan, Launch and Scale Your Enterprise*. Expanded Edition, Philadelphia, PA Wharton Digital Press. (ISBN-13: 9781613630303)

Parekh, N. (2015) *51 Questions on Social Entrepreneurship*. Mountain View, CA. Quad Press (ISBN-13: 9780990748205)

Radjou, N. Prabhu, J. Ahuja, S. (2012) *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth*. San Fransisco, CA: Wiley (ISBN-13: 9781118249741)

Yunus, M. (2010) *Building Social Business: The New kind of Capitalism that Serves Humanity's Most Pressing Needs*. New York, NY: PublicAffairs. (ISBN-13: 9781586489564)

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## **COURSE DESCRIPTION**

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- ***An app that connects poor farmers to tractor owners in Kenya and Nigeria.***
- ***A micro-brewery that employs people who have been through the criminal justice system in the United Kingdom.***
- ***A tour company that trains homeless people to become tour guides in Ireland.***
- ***A coffee chain that provides income and education to villages in Thailand.***
- ***An online language school that connects refugees to students around the world.***

All of the above are examples of a new business movement known as social enterprise where entrepreneurs from all over the world are creating innovative solutions to address different societal needs.

In this practical, hands-on course, students will be guided through the process of creating a social enterprise of their own.

Students will be challenged to look beyond traditional boundaries and critically assess alternative ways of doing business that develop innovative approaches to solving some of the pressing issues facing marginalized and disadvantaged communities.

Using a Social Business Model Canvas, students will learn how to identify and screen solutions, develop value propositions, create both financial and impact goals, develop beneficiary and customer personas, evaluate external risks, identify value chain activities and capabilities, evaluate stakeholder impacts, develop financial success indicators and identify and mitigate key assumptions.

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## **COURSE OBJECTIVES**

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1. To introduce students to the field of social entrepreneurship and empower them to become change-makers.
2. To provide students with a framework for identifying opportunities to solve social and environmental problems through innovative business ventures.
3. To develop students' entrepreneurial skills through the experiential learning process of pressure testing and planning a social enterprise.

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## **EXPECTED STUDENT LEARNING OUTCOMES**

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Students completing the course should be able to:

1. Discuss the scope and general causes of social problems in both the developed and developing world.
2. Discuss the issues surrounding the definition of social entrepreneurship and social innovation and the different models used to identify and classify social enterprises.
3. Identify solutions to social problems that can become value propositions for social enterprises.
4. Identify the target beneficiaries and customers of the venture and analyze the expected change in behavior required of them.

5. Develop a value proposition that delivers the promised benefits to both the venture's customers and beneficiaries.
6. Discuss the importance of identifying key social impact performance indicators and measuring them.
7. Evaluate the macro-environmental challenges facing the new venture and develop leveraging and mitigation strategies to deal with them.
8. Analyze solutions that already exist in the marketplace and evaluate their business's competitive advantage.
9. Identify and evaluate the operating realities involved in delivering social impact and financial returns.
10. Evaluate the impact stakeholders can have on the success or failure of a new venture.
11. Calculate the required financial returns needed to successfully deliver the expected social impact and the cost structure the venture will need to meet.
12. Develop an integrated marketing communications strategy

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## OUTLINE

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Unit	Topic/Subject	READINGS & PRESENTATIONS
1.	<b>Introduction to Social Enterprise</b> <ul style="list-style-type: none"> <li>• A brief history</li> <li>• Defining Social Enterprise</li> <li>• Common characteristics across the Social Enterprise landscape</li> <li>• Social Enterprise development trends</li> <li>• Social Enterprise revenue generating models</li> <li>• Inherent challenges for starting and running a Social Enterprise</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li>• <i>The emergence and contested growth of social enterprise in Thailand</i>, Doherty &amp; Kittipanya-Ngam. Journal of Asian Public Policy. June 2020</li> <li>• <i>Social Entrepreneurship: The Case for Definition</i>. Martin and Osberg. Stanford Social Innovation Review, 2007</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>• <i>Social Entrepreneurs- Pioneering Social Change</i>. SKOLL Foundation</li> <li>• TED Talks: Michael Porter: <i>Why Business Can Be Good at Solving Problems</i></li> <li>• Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li>• <i>Discussion Board</i></li> </ul>

2.	<p><b>Social Enterprise Business Model Canvas: Change as an Opportunity</b></p> <ul style="list-style-type: none"> <li>• Introduction to Social Enterprise Business Model Canvas</li> <li>• Change as an opportunity</li> <li>• Gap Analysis</li> <li>• Evaluating new venture ideas</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• <i>How to Master the Business Model Canvas for Social Entrepreneurs.</i> Anika Horn, TBD Community, January 2018</li> <li>• <i>Social Enterprise: How to Uncover Original Ideas Using the Business Model Canvas</i> Acumen, 2018</li> </ul> <p><b>Videos:</b></p> <ul style="list-style-type: none"> <li>• TED Talks: Steven Johnson: <i>Where Good Ideas Come From</i></li> <li>• Motivation Vault: <i>Elon Musk-What Inspires You? (Think Different)</i></li> <li>• Social Enterprise Examples</li> </ul> <p><b>Assignments:</b></p> <ul style="list-style-type: none"> <li>• <i>Discussion Board</i></li> <li>• <i>Quiz 1 (Social Enterprise)</i></li> </ul>
3.	<i>Presentation: Social Enterprise Analysis (10%)</i>	
4.	<p><b>Social Enterprise Business Model Canvas: Beneficiaries vs. Customers</b></p> <ul style="list-style-type: none"> <li>• Identifying beneficiary segments</li> <li>• Beneficiaries vs. customers</li> <li>• Beneficiary and Customer Profiles and Personas</li> </ul> <p>Customer 7 Beneficiary Journeys</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• <i>The Top-Down, Bottom-Up Development Challenge.</i> Stanford Social Innovation Review, 2015</li> <li>• <i>10 Powerful Behavioral Segmentation Methods to Understand Customer.</i> Pointillist.com</li> </ul> <p><b>Videos:</b></p> <ul style="list-style-type: none"> <li>• TEDxCSU: Jeni Cross <i>Three Myths of Behavior Change - What You Think You Know That You Don't</i></li> <li>• Adele Revella: <i>Beware Buyer Persona: The Cow is on the Ice</i></li> <li>• Social Enterprise Examples</li> </ul> <p><b>Assignments:</b></p> <p><i>Discussion Board</i></p>
5.	<p><b>Social Enterprise Business Model Canvas: Value Proposition</b></p> <ul style="list-style-type: none"> <li>• Defining Value</li> <li>• The Value Pyramid</li> <li>• Customer Profile (Jobs, Gains and Pains)</li> <li>• Value Map (Product, Gain creators and Pain Relivers)</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• <i>The Elements of Value.</i> Almquist, Senior, &amp; Bloch. September 2016</li> </ul> <p><b>Videos:</b></p> <ul style="list-style-type: none"> <li>• Alex Osterwalder: <i>Designing your Value Proposition</i></li> <li>• TED Talk: Gaby Barrios: <i>Why gender-based marketing is bad for business</i></li> <li>• Social Enterprise Examples</li> </ul> <p><b>Assignments:</b></p> <ul style="list-style-type: none"> <li>• <i>Discussion Board</i></li> <li>• <i>Quiz 2 (Change as Opportunity and Target Segments)</i></li> </ul>

6.	<b>Social Enterprise Business Model Canvas: Social Impact</b> <ul style="list-style-type: none"> <li>• Theory of Change</li> <li>• Measuring Social Impact</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li>• <i>Five Key Questions for Managing Impact, And How to Apply Them in Your Business.</i> NextBillion, 2018</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>• TED Talks; Marian Spier: <i>The 5 Principles of Social Impact</i></li> <li>• Jeremy Nicholls: <i>Who Writes the Rules of Impact Measurement and Management?</i></li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li>• <i>Discussion Board</i></li> </ul>
7.	<b>Social Enterprise Business Model Canvas: Competitive Analysis and Macro-economic Environment</b> <ul style="list-style-type: none"> <li>• Competitive Analysis</li> <li>• Macro-Environmental opportunities and Challenges</li> <li>• Global Trends</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li>• <i>What will the world be like after coronavirus: Four possible futures.</i> Simon Mair, The Conversation March 2020</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>• The Economist: <i>The World Ahead 2022: Five stories to watch out for</i></li> <li>• EDxBU: Derek Thompson: <i>The four-letter code to selling anything</i></li> <li>• Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li>• <i>Discussion Board</i></li> <li>• <i>Quiz 3 (Value Proposition and Social Impact)</i></li> </ul>
8.	<b>Presentation: Value Creation (10%)</b>	
9.	<b>Social Enterprise Business Model Canvas: Value and Impact Chains</b> <ul style="list-style-type: none"> <li>• Value Chain</li> <li>• Value Chain vs. Supply Chain</li> <li>• Value Chain Analysis</li> <li>• Organizational Capabilities</li> <li>• Frugal Innovation</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li>• <i>Social Entrepreneurship: Mobilizing Resources for Success.</i> Dees, 2001</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>• TED Talk: Markus Mutz: <i>How supply chain transparency can help the planet</i></li> <li>• TED Talk: Navi Radjou: <i>Creative problem-solving in the face of extreme limits</i></li> <li>• Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li>• <i>Discussion Board</i></li> <li>• <i>Value Creation</i></li> </ul>

10.	<b>Social Enterprise Business Model Canvas: Key Stakeholders &amp; Delivery Partners</b> <ul style="list-style-type: none"> <li>Identifying delivery partners and stakeholders</li> <li>Evaluating solution's impact on stakeholders</li> <li>Developing stakeholder management strategies</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li><i>The Shareholders vs. Stakeholders Debate.</i> H. Jeff Smith, MIT Sloan Management Review 2003</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>Lauren Kress: <i>How to build a key stakeholder map.</i></li> <li>TED Talk: Dame Vivian Hunt: <i>How businesses can serve everyone, not just shareholders</i></li> <li>Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li><i>Discussion Board</i></li> <li><i>Quiz 4 (Macro-Environment, Competitor Analysis and Value Chains)</i></li> </ul>
11.	<b>Social Enterprise Business Model Canvas: Revenue Streams</b> <ul style="list-style-type: none"> <li>Financial Management</li> <li>Financing Sources</li> <li>Revenue Streams</li> </ul>	<b>Required Readings:</b> <ul style="list-style-type: none"> <li><i>Social Enterprise Business Models: 10 Revenue Strategies.</i> socialsectornetwork.com, 2019</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>TEDx SCU: Kara Logan Berlin: <i>3 ways to be a more effective fundraiser</i></li> <li>Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li><i>Discussion Board</i></li> <li><i>Value Delivery</i></li> </ul>
12.	<b>Presentation: Value Delivery (10%)</b>	
13.	<b>Social Enterprise Business Model Canvas: Cost Structure</b> <ul style="list-style-type: none"> <li>Estimating cost drivers</li> <li>Financial Forecasting</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li><i>Two Keys to Sustainable Social Enterprise: How successful businesses change their own ecosystems.</i> Sally R. Osberg and Roger L. Martin. Harvard Business Review. 2015</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>TED Talks: R.A Mashelkar: <i>Breakthrough designs for ultra-low-cost products</i></li> <li>Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li><i>Discussion Board</i></li> <li><i>Quiz 5 (Key Stakeholders &amp; Delivery Partners and Revenue Streams)</i></li> </ul>
14.	<b>Social Enterprise Business Model Canvas: Sales and Marketing</b> <ul style="list-style-type: none"> <li>Product levels</li> <li>Pricing Strategy</li> <li>Distribution Channels</li> <li>Promotion Strategy</li> </ul>	<b>Readings:</b> <ul style="list-style-type: none"> <li><i>How to Succeed with a Customer-centric Marketing Strategy.</i> Jill Rowley, Digital Marketing Institute, 2016</li> </ul> <b>Videos:</b> <ul style="list-style-type: none"> <li>Witness Sessions: Leah McPherson: <i>Marketing a social enterprise product</i></li> <li>TED Talk: Sarah Willersdorf: <i>What brands can learn from online dating</i></li> <li>Social Enterprise Examples</li> </ul> <b>Assignments:</b> <ul style="list-style-type: none"> <li><i>Discussion Board</i></li> </ul>

15.	Social Business Idea Pitch (20%)
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**Note:** Course Schedule may need to be changed, please consult responsible lecturer for confirmation.

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**ASSESSMENT AND GRADES SCALE**

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Online Class Discussion Board	30%
Online Quizzes	20%
Presentations	50%

Individual	50%
Group/Pair	50%

**Assignment Overviews****1. Online Class Discussion Board (30%)**

This grade will be based on a student's participation in the online class discussion. Students are expected to read or view the weekly posting on the class website and then post comments or questions and participate in online discussions. Students will need to comment on at least 5 postings before the midterm and 5 postings between the midterm and finals.

**2. Quizzes (20%)**

These 5 quizzes, each worth 4% will assess the student's completion of each unit's content. The quizzes will be in a short answer format.

**3. Social Enterprise Project (50%)**

The social enterprise project will span several assignments and is designed to facilitate students' internalisation of the theories and ideas covered during the course. Utilizing the key steps from the Social Enterprise Business Model Canvas, students will be required to develop, evaluate, and plan a new venture idea.

**3.1 Social Enterprise Analysis (10%)**

The assignment is designed to provide students with an opportunity to identify and research a social enterprise and analyse its organisation. As individuals or pairs, students will identify either a local or international social enterprise and then analyse the "fit" between its business opportunity and social mission.

**3.2. Value Creation (10%)**

This assignment is designed to provide students with an opportunity to develop the first part of a Social Enterprise Business Model Canvas. As individuals or pairs, students will be required to analyse and evaluate the proposed solution's value proposition, target beneficiaries, customers, macro-economic environment, and potential competition

**3.3. Value Delivery (10%)**

This assignment is designed to provide students with an opportunity to develop the second part of a Social Business Model Canvas. As individuals or pairs, students will be required to analyse and evaluate the proposed solution's value delivery chain including the business's main activities and resources, key partners and stakeholders, and marketing and sales strategy.



### 3.4. Final Business Pitch (20%)

The assignment is designed to challenge students to develop and present an overview of their new social enterprise venture, simulating a business pitch to potential impact investors.

As individuals or pairs, students will need to present all the key information required for a potential investor to make an informed investment decision including the new ventures potential for blended-value creation, anticipated beneficiary experience, external environment, competitive advantage, organisational required capabilities, influential stakeholders, desired frame and required scope, cost projections and key assumptions and risk mitigation strategies.

#### GRADES SCALE

<b>A</b> = 100-93	<b>B+</b> = 89-87	<b>C+</b> = 79-77	<b>D+</b> = 69-67	<b>F</b> = 59-0
<b>A-</b> = 92-90	<b>B</b> = 86-83	<b>C</b> = 76-73	<b>D</b> = 66-63	
	<b>B-</b> = 82-80	<b>C-</b> = 72-70	<b>D-</b> = 62-60	

Students are responsible to confirm all assignments are received by their instructor. This includes assignments submitted electronically or left on the instructor's desk or mailbox when the instructor is not present.

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#### CLASS ATTENDANCE

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TBA

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#### DISABILITY POLICY

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Every effort will be made to accommodate students with disabilities or special learning needs. If you have a documented disability for which you have already requested accommodations through the Academic Office, your instructor will have been notified so that arrangements can be made early in the term.

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#### ACADEMIC HONESTY POLICY

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Plagiarism, cheating, submitting work of another person or work previously used and other forms of academic dishonesty will lead to lowered course grades, failure of the course or more severe measures, depending on judgments of the gravity of the individual case.

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#### STATEMENT ON AUDIO AND VIDEO RECORDING

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Surreptitious or covert videotaping of class or unauthorized audio recording of class is prohibited by law and by Institutional policy. This class may be videotaped, or audio recorded only with the written permission of the instructor. In order to accommodate students with disabilities, some students may have been given permission to record class lectures and discussions. Therefore, students should understand that their comments during class may be recorded.

# Michael Jack Meallem

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## Summary

12+ years teaching experience at university level

9+ years of experience managing Erasmus+ CBHE and USAID projects

Over 15 years of business experience in management and entrepreneurship

## Professional Experience

### Founder, Center for Social Impact

Payap University, Chiang Mai, Thailand

*October 2017– Present*

- Initiated, developed and proposed the setting up of a new center to promote positive social impact
- Developed and managed programs in adult education, social enterprise, sustainable tourism, intercultural communication, international relations, student mobility and teacher training

### Project Manager, Erasmus+ CBHE Projects

Payap University, Chiang Mai, Thailand

*January 2017– Present*

- Currently managing four Erasmus+ projects in the areas of Sustainable Tourism (TOURIST), Internationalisation at Home (FRIENDS) and Social Entrepreneurship (STEP<sup>UP</sup>) and Green Entrepreneurship (RECALL)
- Financial reporting, quality assurance, project activity implementation, budgeting, purchasing tendering procedures

### Department Chair, International Business Management Program

Payap University, Chiang Mai, Thailand

*August 2013 – January 2017*

- Implementing quality control procedures such as TQF, SAR and QA
- Scheduling, workloads, course curriculum and examination review
- Evaluating teaching performance and implementing personal development plans
- Curriculum development
- Course development and teaching: Business Ethics, Sustainable Development, Marketing, Intercultural Communication and Social Enterprise

### Project Manager, Organisational Development Certificate Course

Payap University, International Rescue Committee (IRC) and USAID,  
Chiang Mai, Thailand and Myanmar

*April 2014-Present*

- Project Administration including scheduling, QA, M&E and liaison
- Course development: Cross-Cultural Communication, Ethical Leadership, Project Management, Natural Resource Management and Social Entrepreneurship
- Teacher Training: Using the Task-Based Learning (TBL) methodology
- Development of a Social Entrepreneurship workshop for Burmese refugees to prepare them for repatriation

## Other Professional Experience

### Volunteer Technical Advisor

Institute for Sustainable Agricultural Communities, Thailand

*March-September 2007*

- Redesigned the NGO's communications strategy and literature to enable them to reach a wider audience.
- Participated in seminars and group meetings with local farming communities on sustainable agricultural practices in Northern Thailand.
- Helped develop a local retailing point in Chiang Mai including press releases and local media coverage.
- Developed and delivered an English language programme to be marketed to local schools combining English language lessons with education on sustainable agriculture.

### Senior Accounts and Marketing Manager

DigiLog UK Ltd., London, United Kingdom

*February 2004–August 2006*

- Managed the re-branding of the company, the adoption of a CRM application and the development of a Management Information Database.
- Developed and authored training manuals and processes for new systems and provided the required training and mentoring to all staff.
- Evaluated existing business processes, proposed and implemented process enhancements through a combination of stake-holder workshops, information analysis and best practice

## Educational Background

Sir John Cass Business School, London, UK

*September 2003– June 2004*

### MBA - Master of Business Administration (Honours) in Management

Thesis on Business and New Venture Planning

## Academic Works:

### **An Exploration of Social Entrepreneurship Ecosystems in Thailand and Myanmar**

at the 11<sup>th</sup> International Scientific Conference “Contemporary Challenges of Economics: Entrepreneurship and Innovation as Drivers of New Development Trajectories, 20-21 October 2022

**Social Enterprise County Status-Quo Analysis: Thailand**, published on EU Project website <https://stepup.fh-joanneum.at>

**Legal Limitations of Funding Sustainable Tourism Social Enterprises in Thailand** at the 2<sup>nd</sup> International Conference on Sustainable Tourism: Shaping a Better Future in Bangkok, 20 – 21 July 2020

**Factors Influencing the Expectations of Thailand From the National Tourism Policy Law on Sustainable Tourism** at the 1<sup>st</sup> Sustainable Tourism Development for Southeast Asia Conference in Hanoi, December 3 – 4 2019

**Empowering a new Generation of Change Agents to Address the Sustainable Development Goals in Myanmar** at the 4th ASIAENGAGE REGIONAL CONFERENCE in Chiang Mai, Thailand, November 26 – 28, 2018.

**A Journey towards a Positive Social Impact Hub at Payap University's International College**, APHEIT INTERNATIONAL JOURNAL Volume 6 Issue 1, January – June Year 2017