

## California State University Channel Islands

### BUS 301 Social Business Planning

#### Course Syllabus

Instructor: Maria Ballesteros-Sola, MBA, Fulbright Scholar, Doctoral Student  
Class Meetings: Wednesday 9:00 am – 11:50 am  
Office: SA 2016  
Office Hours: Wednesday 8.00 am – 9.00 am or by appointment  
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*“There is certainly no conflict between the responsible pursuit of profit and the service of social goals [...]. The choice is yours.”*

M. Yunus

#### Student Learning Outcomes

Social business is a cause-driven business. It is as social as it is a business and that requires the convergence and adaptation of traditional fields of study. Due to the “under construction” nature of the subject I see this class as exploratory in nature and I envision myself as a facilitator or a coach to help you move your business idea forward. The focus in this class changes from the conceptual understanding of social business to the practical approach of building a new venture. You will have to roll your sleeves up!

We will develop the skills and perspective that enable a social entrepreneur to identify and understand a social problem, to generate creative ideas to address it, and to build a realistic social business plan.

We will introduce the basics of business planning using a hands-on methodology. Students will learn to move a social business idea from conception to market.

After the course, the students should be able to:

- Outline the major steps in the diagnosis of a social problem.
- Explain the elements of a social business plan.
- Critique a social business plan based on concepts learned in course.
- Understand and use specific business planning vocabulary
- Propose and develop a unique social business plan
- Understand current affairs in the social business arena

Other critical course objectives are team building, focused and precise writing, public speaking and presentation skills, and proficiency in Microsoft Power Point, Excel and Word.

These objectives will be achieved through a mix of lectures and discussion, writing assignments, guest speakers and a group project.

**Required materials**

**“Generate your social business plan”**. Free digital copy at:

- <http://www.ilo.org/public/english/region/afpro/pretoria/pdf/pubs/gysbp.pdf>

**“Managing the Double Bottom Line: A business planning reference guide for social enterprise”** by **Sutia Kim Alter** (2000). Free digital copy at:  
<http://www.virtueventures.com/resources/mdbl>

**“Building Social Business”** by M. Yunus (2010), Public Affairs. NY.  
**“Creating a World without Poverty”** by M. Yunus (2007), Public Affairs. NY.

**Scoop it: Social Business and Beyond** (curated magazine by your instructor)  
<http://www.scoop.it/t/social-business-and-beyond>

Additional readings as posted on Blackboard and handed out in the classroom.

**Optional reading**

- **“Poverty Reduction through Social Business?: Lessons Learnt from Grameen Joint Ventures in Bangladesh”** by Kerstin Humberg (2011). Munich.
- **“Business Planning for Enduring Social Impact”** by Andrew Wolk & Kelley Kreitz (2008). Root Cause, Cambridge, MA. Free digital copy at:  
<http://www.rootcause.org/resources2/business-planning-for-enduring-social-impact-a-how-to-guide>
- **“Enterprising Nonprofits”** by Gregory Dees (2001). Wiley Nonprofit series.
- **“The Young Entrepreneur’s Edge”** by Jennifer Kushell (1999). Random House, Inc.
- **“Managing the non-profit Organization”** by Peter Drucker (1990). HarperCollins.
- **Journal of Social Business**
- **Stanford Social Innovation Review (SSIR)**

**Prerequisites:** BUS/ECON/SOC 203 Intro to Social Business

**Grading**

Class Participation (individual)	75
SB in the news	25
Homework (individual) 20 x4	80
Quiz (individual)	20
Mid-Term (individual)	125
Final Exam (individual)	300

Term Project (group)	325
Journal (individual)	50
	1000

### Grading related issues

Final grade will be calculated on the weighted value of all components. Final grades will be given on the basis of the guidelines provided by school. The professor reserves the right to change the method for determining course evaluation at any time.

A+: 1000-980	A: 979-930	A-: 929-900
B+: 899-880	B: 879-830	B-: 829-800
C+: 799-780	C: 779-730	C-: 729-700
D: 699-600		
F: <599		

### Class participation and attendance

You are expected to come to class with the assigned readings completed and fully prepared to participate in the discussion. Grading for this section will be based on **attendance, preparedness, your contributions** toward advancing class discussion, and generally **fostering learning among peers**.

Only one undocumented absence will be allowed during the semester. Each additional undocumented absence will result in a **10-point penalty** deduction from your class participation final grade.

### Homework

Homework will be assigned during the semester and will be graded as pass or fail. Failure to submit a homework assignment will result in a 25-point penalty deduction from your homework grade (per missed assignment).

Homework needs to be submitted to BlackBoard prior **to the class** even if you are not going to attend that day. **Late assignments are not accepted**. If you are not attending the class, please send email with the file.

### Exams & Quizzes

The Mid-Term will serve as a check- up of your progress. Also it will give you an idea of what to expect on the Final. The format will be a mix of multiple choice questions, topic questions and mini-case analysis. No make ups exams will be given.

Quizzes may be given randomly trough the semester with or without notice. If you do not come to class that day your score will be 0.

## **Journal – Self Reflection Analysis**

Writing the Self Reflection Journal will help you to document your growing knowledge of social business and planning and your team project experience. I encourage you to write in your journal after each class, so the writing does not become a burden at the end of the semester.

The journal can be used to capture ideas about the social business plan that you are developing. You will also find it helpful for recording group dynamics, main obstacles found, interesting inputs from the guest speakers, etc.

It should become a personal lessons learned exercise that will help you to prepare for the Final, and also in future projects.

I will be the only person who will read the journals. I expect you to be open, honest and provide constructive feedback.

Journal entries will be written weekly on the designated area in BlackBoard. Students with 12 entries or more will be awarded 50 points. No partial credit. If you miss a class, just write so in that week entry.

## **Team Project: The Social Business Plan**

The Intro to Social Business class' main project was to develop a business model for an earned income strategy (EIS) idea for a community partner. This project builds upon that initial output for a new or previous community partner (CP).

### Objective

The core objective is to build an extended social business plan based on previous or new EIS ideas. If working with a new community partner each team will analysis the social problem there are trying to address, propose a social new business or EIS (service or product), and design the strategy and related tactics in order to move it from idea to reality.

Students are expected to have the hands-on experience that entrepreneurs go through, and to apply the learning and insights gained in the classroom. It gives you an opportunity to advance your understanding of social problems, to identify a viable solution, to design a marketing strategy and a financial model. It will also help you to understand the differences between a traditional business planning and social business planning.

As in the “Intro to Social Business” class, the project should be also used as an opportunity to build upon “soft” skills that will always be useful in different aspects of your future career, such as

- team building
- running effective meetings

- developing leadership skills
- using effective feedback
- speaking in public
- writing effectively: remember it is a business document!

I expect the students to work hard on the project, but also to have fun. I will be looking for opportunities to submit your business plans to a social business plan competition.

Team Size: Teams will be self-formed of 4 students per team. I reserve the right to make changes in the team compositions if there is not a good balance of backgrounds and skill sets amongst the teammates.

### Deliverables

Deliverables will be submitted at the beginning of the class that they are due, except the team composition. Please submit printed documents with your name shown prominently. Each team will have 2 minutes to do an “Elevator Speech” of the deliverable. This oral presentation will not be graded.

Details of each deliverable will be provided in Blackboard during the semester.

Team Project deliverables are identified on the Tentative Schedule Section in this syllabus with the initials **TP**. The Final Deliverable’s grade will be adjusted based on **peer-review**.

	<b>Deliverables</b>	<b>Points</b>
0.	<b>Team Proposal</b> : Team <b>members</b> & team <b>coordinator</b> (names, emails and phones). Get a catchy team name.	0
1.	<b>First Deliverable: Non Profit</b> , social issue, business idea, vision/mission, environment analysis, metrics (4 page max) <b>Elevator Pitch</b>	50
2.	<b>Second Deliverable</b> :, Product/ Services Idea, Marketing, Operations, component. <u>Max 7 pages</u> . <b>Elevator Pitch</b>	75
3.	<b>Final Report</b> (Executive Summary on PowerPoint + Word Document including reviewed Deliverable 1, 2 + People, Financials, Legal, Risks, Action Plan - <u>Max 15 pages</u> )	200

### Final Presentation

The team will present their Executive Summary (Power Point) in front of the class on the day assigned. Oral presentation should no be longer than 15 minutes. All team members are expected to speak in the presentation. After the presentation a 5 minute Q&A will be opened.

### Final Report

The Final Report will include a Word document, no more than 15 pages long plus the Executive Summary plus any additional exhibits.

Part of the content has been developed through the semester so I expect that by the end of the semester the biggest workload will be on the Financials and Social Impact Assessment.

After the final presentation each team member will grade each of his/her team members in a scale from 0-100%. The objective is to evaluate your teammates' work. You will consider each of your teammate's efforts, commitment to the success of the project, and contribution to the final results, critical thinking, availability, dependability to get their work completed on time, assistance to other team members, conflict mediation and any other variables you believe were critical during the semester for a successful outcome.

Your final grade for the Final Report will be adjusted with your peers' score.

### **Guest Speakers**

In order to achieve the objectives outlined early in the Syllabus, I have invited several accomplished speakers from different countries (US, Germany, and Dominican Republic) who will share their social and business experiences in each of their industries.

The speakers have provided me with tentative dates reflected on the Syllabus. Final dates will be confirmed via Blackboard/ classroom.

I expect the students to research the speaker's company or field ahead of time, and be able to formulate thoughtful questions that will enrich our learning.

The following schedule of assignments is subject to change with notice.

### TENTATIVE SCHEDULE

**Legend:**

- **MDBL:** Managing the Double Bottom Line
- **BSB:** Building Social Business
- **HW:** Homework
- **GYSBP:** Generating Your Social Business Plan
- **CWWP:** Creating a World Without Poverty
- **TP:** Team Project

#	DAY	SUBJECT AREA	REQUIRED READINGS	DELIVERABLE	IN – CLASS ACTIVITIES
1	01/22	Introductions & Course Overview  203 Review			
2	01/29	UNIT 1: REVIEW  Yunus, Grameen Bank & Grameen SB Overlapping concepts	CWWP: Chap. 1 & 2	<b>HW 1:</b> Google Pres: SE, CSR and Nonprofit  <b>TP:</b> groups due	<b>SB in the News</b>
3	02/05	UNIT 2:  Planning Overview	MDBL: Ch.1 BSB: Ch. 3 "Business Planning for Social Enterprise" by Alter GYSBP: Module 1 & 2		<b>SB in the News</b>
4	02/12	UNIT 3: Social Problems + Measuring Social Impact  Market Research	"Measuring social value" by Geoff Mulgan (ssireview) MDG indicators GYSBP: Module 3 & 4	<b>HW 2:</b> 100K donation!	<b>SB in the News</b>  <b>TP:</b> Elevator speech presentations
5	02/19	UNIT 4: Vision/ Mission Environment / industry Analysis	MDBL: Ch. 2 & 4		<b>SB in the News</b>
6	02/26	"Speaking in Public" NO FACE2FACE CLASS		<b>TP:</b> Deliverable I Elevator Pitch on line <b>HW 3:</b> VoiceThread exercise - online	
7	03/05	UNIT 5: Marketing Strategy (I)  NO FACE2FACE CLASS	MDBL: Ch. 3 & 5 "Design thinking for social innovation" SSIR article GYSBP: Module 5		
8	03/12	UNIT 5: Marketing Strategy (I)			<b>SB in the News TP</b>
9	03/19	UNIT 5: Marketing Strategy (II)			<b>SB in the News TP</b>
	03/26	<b>SPRING RECESS</b>			
10	04/02	UNIT 6: Operations	MDBL: Ch. 6		<b>Guest Speakers:</b> Alta Gracia's factory workers (Dominican Republic)
11	04/09	UNIT 7: People	MDBL: Ch. 7	<b>TP:</b> Deliverable II.	<b>SB in the News</b>
12	04/16	UNIT 8: Financial Planning/ Funding	MDBL: Ch. 5 (pricing) & 8 "Role of financing in the process of SB creation" Perrono JSB – Jan 11 GYSBP: Module 8		<b>SB in the News</b> <b>Guest Speaker:</b> Tom Sloan
13	04/23	UNIT 9: Legal/ Taxes	BSB: Ch. 5 B-Corporation Readings GYSBP: Module 6	<b>HW 4:</b> Choosing legal structure	<b>SB in the News</b>
14	04/30	UNIT 10: Action Plan	GYSBP: Module 9		
15	05/07	TEAM PRESENTATIONS: Final Business Plan & Peer Review			
16	05/14	<b>FINAL EXAM &amp; JOURNALS DUE</b>			

**In- Class Protocol:** Cell phones and pagers are allowed in class only when they are silent/vibrate. If you need to answer an urgent call please leave the room. If your cell phone disturbs any part of the class you will be asked to leave the class and lose any points associated to that day. No exceptions.

Laptops are not allowed in the class unless you are using it to take class notes or to do in-class exercises or research. Students using a laptop to take class notes must **sit in the front row**. No exceptions.

No-headphones allowed in class.

### **Cheating, Plagiarism and Other Forms of Academic Dishonesty**

All work that students submit, as their own work must, in fact, be their own work. In accordance with CSU Channel Islands policy on academic dishonesty, students in this course who submit the works of others as their own (plagiarize), cheat on tests and examination, help other students cheat or plagiarize, or commit other acts of academic dishonesty will receive appropriate academic penalties, up to including failing the course.

Papers with plagiarized ideas or language will be graded “F” and must be rewritten with proper use of quotations and referencing. The grade of “F” (=0) will remain the recorded grade on the assignment.

The Internet is a great source of information and I encourage you to use it for research. However, do not copy another author’s writing word for word, except for brief passages to support your thesis. When using another writer’s work, accurately identify it with a proper citation and footnote.

Plagiarism or cheating on test and exams will results in an “F” (0 points) on the test or exams, very likely resulting in a lower or possibly a failing final grade in the course. To complete course requirements, students must retake the test or exam during the instructor’s scheduled office hours.

Plagiarism on homework or project deliverables will result in 0 point grade for that document. Be aware that plagiarism on one of the project deliverables will be result in a 0 for the whole team so please be sure to review the deliverable accordingly and do not tolerate any doubts on the authenticity of the submitted materials by any team member.

In case where the cheating or plagiarism was premeditated or planned, students may receive and “F” for the course.

### **Disabilities Accommodations**

Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning or other disabilities are encouraged to contact the Disability Accommodation Services office at (805) 437-8510 for personal assistance and accommodations. All requests for accommodations require appropriate advance notice to avoid delay in services. Please discuss approved accommodations with me.

### **Disclaimer**

Information contained in this syllabus, other than the mandated by the University, may be subject to change with advance notice.

### **Final Thoughts**

This class and all that we strive to accomplish are about you and for you! Class is the safest laboratory that you will experience in your career. Make the most out of it! Work hard and have fun! Thank you for choosing this class. I am looking forward to working with you.

**”INSPIRATION EXISTS, BUT IT  
HAS TO FIND YOU WORKING.”  
PABLO PICASSO**