Syllabus Winter- Spring 2014
Economics 173A and B: Introduction to Social Entrepreneurship

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Betsy Densmore, President, Academies for Social Entrepreneurship
Archie Holton, Academies for Social Entrepreneurship

Enrollment by instructor consent. Class meets Tuesdays 6:15- 9:30
See the course schedule for the meeting places

Overview: This course offers a full-scale immersion into the world of social entrepreneurship. In class, students will be introduced to the basics of business planning for Social Enterprises following a curriculum that has been successfully implemented by our partner in this course, Academies for Social Entrepreneurship. Students will also be assigned in teams to work with participating Social Enterprises in the Los Angeles area to develop and implement a new revenue generating business plan for the Social Enterprise to which they are assigned.

The Academy will mentor participating social ventures in developing earned income opportunities and offer a platform to present their ventures to potential investors.

This Social Enterprise Academy is a six-month program. This means that students are enrolling for two quarters, Winter & Spring. Students must enroll in both quarters to receive a grade for Winter Quarter. It is very important that you understand the commitment to your team when you start this course. We cannot have students dropping the course part way through

The Academy is designed to enable participants to produce a feasible plan for developing a successful service or product which generates income (or for expanding an existing social enterprise), “pitch it” to potential investors and to receive support in implementing the plan. The program combines teamwork, expert training and individualized coaching in a comprehensive approach proven to be effective in building successful new business development.

Promises of the Academy for students and participating social ventures:

• Comfort with exploration, market research and feasibility studies for new ventures.
• Clarity about your best opportunities to expand impact and income.
• Practical and realistic operational planning.
• Access to new resources for technical assistance and startup funding.
• Mastery in the business development process that your organization can repeat again and again.

Specifics of the Program for participating social ventures:

• Designed for teams of 2-4 people from each organization.
• Teams will be matched with teams of students.
  Program features a series of workshops to support the development of your social enterprise
• Each organization gets an experienced entrepreneur as an advisor who guides refinement of your business plan that is “pitched” to potential investors. Winners receive cash and pro bono awards.
Expectations of Students:

Students will be assisting in the launch of a new venture for an established not-for profit organization. Students will meet weekly and will be expected to spend 8-10 hours per week on a detailed business plan for this new venture and helping present it in a new UCLA Social Enterprise Ventures competition as the main assignment for the class.

Students will also be expected to attend all class sessions. Eight of these sessions will be attended by both students and staff from the participating non-profits. These workshops will be led by a medley of UCLA faculty, alumni and business leaders with experience in the social ventures industry. On other Tuesdays, students will meet with course faculty and their own teams to complete tasks associated with business plan development. These tasks are listed below.

Written Project Students Are Expected to Deliver for this Course by the End of Each Quarter:

Students are expected to submit a Market Research Report at the end of Winter Quarter and a Full Business Plan at the end of Spring Quarter for the venture that their team is working on. The reports will be the basis for a “pitch” that will then be developed for a business plan competition judged by potential social investors. At least $30,000 in cash/pro bono awards for the participating non-profits will be available.

Expectations of the participating Social Ventures:

- Workshop Series, Business Feasibility Planning and Social Enterprise Showcase
  - Two to four people from each organization will join with a team of UCLA students to participate in all sessions of the workshop series, feasibility plan development work and the Social Enterprise Showcase, investing a total of approximately 100 hours (collectively) between January and June.

- Each organization will provide financial and program information related to planning and implementation of its social enterprise to enable sponsors to track the fiscal and programmatic impact of the program.
Most Academy work sessions will be held on **Tuesdays evenings, from 6:15 pm to 9:30 pm**, on the UCLA campus. The specific room location is listed below for each session. Work sessions will feature UCLA faculty and alumni with extensive business experience.

Round One of the Venture Competition will take place on May 23, 2014 and the final Showcase will occur on the afternoon of June 6, 2014.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Meeting Location</th>
<th>Work Session &amp; Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>7-Jan</td>
<td>Bunche 2209A (2nd Floor)</td>
<td>Orientation to Academy Process</td>
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<td>2</td>
<td>14-Jan</td>
<td>Site Visit</td>
<td>Getting to Know You</td>
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<td>3</td>
<td>21-Jan</td>
<td>Bunche 2209A</td>
<td>Student Teams Only</td>
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<td>4</td>
<td>28-Jan</td>
<td>Bunche 2209A (2nd Floor)</td>
<td>Determining the Best Venture</td>
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<td>4-Feb</td>
<td>Bunche 2209A</td>
<td>Student Teams Only</td>
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<td>6</td>
<td>11-Feb</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Applying the SWOT Analysis</td>
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<td>7</td>
<td>18-Feb</td>
<td>Bunche 2209A</td>
<td>Student Teams Only</td>
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<td>8</td>
<td>25-Feb</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Market Research*</td>
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<td>9</td>
<td>4-Mar</td>
<td>Bunche 2209A</td>
<td>Student Teams Only</td>
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<td>10</td>
<td>11-Mar</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Effective Sales &amp; Marketing**</td>
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<td>11</td>
<td>1-Apr</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Your Business Model***</td>
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<td>12</td>
<td>8-Apr</td>
<td>Bunche 2209A</td>
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<td>13</td>
<td>15-Apr</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Financials Matter****</td>
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<td>14</td>
<td>22-Apr</td>
<td>Bunche 2209A</td>
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<td>15</td>
<td>29-Apr</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Preparing to Pitch-What, to Whom?</td>
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<td>16</td>
<td>6-May</td>
<td>Bunche 2209A</td>
<td>Student Teams Only</td>
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<td>17</td>
<td>13-May</td>
<td>Strathmore Bldg, Rm 200 (Career Center 2nd Fl)</td>
<td>Practice Pitch</td>
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<td>18</td>
<td>Fri 5/23</td>
<td>Young Research Library, Conference Room</td>
<td>Preliminary Showcase</td>
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<td>19</td>
<td>27-May</td>
<td>Bunche 2209A (2nd Floor)</td>
<td>Debrief Presentations &amp; Course</td>
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<td>20</td>
<td>Fri 6/6</td>
<td>DeNeve, Plaza Room</td>
<td>Showcase Final &amp; Symposium</td>
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Academic Requirements of Students and Grading

Students are expected to attend all class sessions 6:15 – 9:30 Tuesday for both Winter and Spring Quarter (Econ 173A and 173B). Homework to be completed by each team of students with be assigned following the almost all of the class sessions, with each homework assignment due the following week. Students will have to make a significant in-class presentation Feb. 11 (173 A) and May 13 (173 B). Student teams will have to submit a written market research study (roughly 20 pages plus data appendices) by the end of finals week Winter Quarter for Econ 173A and a written full business plan (roughly 40 pages plus appendices) by May 7 for Econ 173B. Students will then be expected to work with their not for profit staff to prepare for the two rounds of competition.

Students’ grades will be determined as follows.

Each team of students will receive a baseline grade for Econ 173A and Econ 173B based on their homework submissions (15%) their in class presentations (15%) their written market research study submitted at the end of Winter Quarter (30%) and their Business Plan submitted prior to the competitions Spring Quarter (40%). We will also ask the not for profit staff working with each team to submit a short evaluation of each student on the team at the end of Winter Quarter and another at the end of Spring Quarter. Individual students’ grades can be higher or lower than that assigned to their team based on these evaluations and discussion of them between Prof. Atkeson and individual student team members. Each student will receive a single grade that applies to both quarters at the end of the two-quarter sequence. Students will be given provisional feedback on their performance at the end of Winter Quarter.

Readings:

In addition to the materials provided to the students and not for profit staff during the joint workshops, students will be expected to read the following material on the topics being covered in the workshops. This material will be made available through the course website.

On Teamwork and Project Management:


“A Framework for Action: Important First Steps” Chapter 4 of Managing Projects Large and Small 2004

On SWOT Analysis


“SWOT Analysis I: Looking Outside for Threats and Opportunities” Harvard Business School 2006


12/29/13
On Business Planning


On Market Research

“Note on Market Research” Alicia Steiger, Stanford Business School June 2004


On Marketing

“Brands and Branding” Douglas Holt, Teaching Note. Harvard Business School

“Understanding Brands” Anat Keinan and Jill Avery Harvard Business School 2008


On Financial Forecasting

“Note on Financial Forecasting” Revised April 1983. Harvard Business School