

Social Entrepreneurship - Research from an Organizational and Institutional Perspective

In this course we will revisit research on social entrepreneurship. The course is designed for participants with a basic understanding of organization theory and entrepreneurship. The course does not require advanced knowledge of the topics. The course is most useful for students seeking to learn more about these topics and use them as a theoretical foundation for their papers. The course is organized as a research seminar and mostly based on the collective discussion of the assigned readings. These readings should give you a sense of the central concepts in the discipline. We will explore and expand upon these ideas in the classroom.

We are happy to announce that **Prof. Johanna Mair** from the Hertie School of Governance will lead this course. She is one of the leading authors in the field of social entrepreneurship and her seminal work has been published in Top-Tier journals such as the *Academy of Management Journal*, *Organization Studies*, *Journal of Management*, *Strategic Entrepreneurship Journal*, *Journal of Business Venturing* and *Journal of Business Ethics*, among others.

Registration: Please register for this doctoral seminar by sending an email with your CV and a short motivation to Nadine Hietschold (nadine.hietschold@business.uzh.ch) until July 31, 2018 (due to the GSB regulations, UZH doctoral students have priority). For questions regarding the seminar content, please contact Nadine Hietschold or Johanna Mair (mair@hertie-school.org). The workshop is worth 3 ECTS points.

DAY 1

Session 1: Organizational Research on Social Entrepreneurship Research - a Genealogy

- Mair, J., & Martí, I. 2006. Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1): 36-44.
- Santos, F. M. (2012). A positive theory of social entrepreneurship. *Journal of Business Ethics*, 111(3), 335-351.
- Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing—Insights from the study of social enterprises. *The Academy of Management Annals*, 8(1), 397-441.
- Kroeger, A., & Weber, C. (2014). Developing a conceptual framework for comparing social value creation. *Academy of Management Review*, 39(4), 513-540.
- Stephan, U., Patterson, M., Kelly, C., & Mair, J. (2016). Organizations driving positive social change: A review and an integrative framework of change processes. *Journal of Management*, 42(5), 1250-1281.
- Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review*, 42(3), 437-460.

Afternoon session

- Genealogy of biases in social entrepreneurship research:
 - Dees, J. G. 1998. The Meaning of Social Entrepreneurship.
 - Cho, A. H. 2004. Politics, Values and Social Entrepreneurship: A Critical Appraisal, In J. Mair, J. Robinson, & K. Hockerts (Eds.), *Social Entrepreneurship*: 34-56: Palgrave MacMillan.

- Ganz, M., Kay, T., & Spicer, J. 2018. Social Enterprise Is Not Social Change. *Stanford Social Innovation Review* (Spring 2018): 59-60.
- Introduction of ongoing student projects and research foci--- each student presents ideas in 5 min

DAY 2

Session 2: Intra and Inter-organizational Perspectives

What SEs do, how they create value, how they organize, what are their challenges

- Seelos, C., & Mair, J. 2007. Profitable business models and market creation in the context of deep poverty: A strategic view. *Academy of Management Perspectives*, 21(4): 49-63.
- Battilana, J., & Dorado, S. 2010. Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. *Academy of Management Journal*, 53(6): 1419-1440.
- Mair, J., Battilana, J., & Cardenas, J. 2012. Organizing for Society: A Typology of Social Entrepreneurial Models. *Journal of Business Ethics*, 111(3): 353-373.
- Pache, A. C., & Santos, F. (2013). Inside the hybrid organization: Selective coupling as a response to competing institutional logics. *Academy of Management Journal*, 56(4), 972-1001.
- Smith, W. K., & Besharov, M. L. Forthcoming. Bowing before Dual Gods: How Structured Flexibility Sustains Organizational Hybridity. *Administrative Science Quarterly*, 0(0): 0001839217750826.

Afternoon session

- Selected student presentations and discussion

DAY 3

Session 3: Institutional Context Revisited

- Mair, J., Martí, I., & Ventresca, M. J. 2012. Building Inclusive Markets in Rural Bangladesh: How Intermediaries Work Institutional Voids. *Academy of Management Journal*, 55(4): 819-850.
- Battilana, J., Sengul, M., Pache, A.-C., & Model, J. 2015. Harnessing Productive Tensions in Hybrid Organizations: The Case of Work Integration Social Enterprises. *Academy of Management Journal*, 58(6): 1658-1685.
- Kerlin, J. A. 2013. Defining Social Enterprise Across Different Contexts: A Conceptual Framework Based on Institutional Factors. *Nonprofit and Voluntary Sector Quarterly*, 42(1): 84-108.
- Stephan, U., Uhlaner, L.M. & Stride, C. (2015). Institutions and Social Entrepreneurship. The Role of Institutional Voids, Institutional Support and Institutional Configurations. *Journal of International Business Studies*, 46, 308-331
- Zhao, E. Y., & Wry, T. 2016. Not All Inequality Is Equal: Deconstructing the Societal Logic of Patriarchy to Understand Microfinance Lending to Women. *Academy of Management Journal*, 59(6): 1994-2020.

- Greenwood, R., Raynard, M., Kodeih, F., Micelotta, E. R., & Lounsbury, M. 2011. Institutional Complexity and Organizational Responses. *The Academy of Management Annals*, 5(1): 317-371.

Afternoon session

- Selected student presentations and discussion

DAY 4

Session 4: Combining rigor and relevance

Topic 1 - How to combine theoretical insights and in-depth field work

- Mair, J., Wolf, M., & Seelos, C. 2016. Scaffolding: A Process of Transforming Patterns of Inequality in Small-Scale Societies. *Academy of Management Journal* (59): 2021-2044.

Topic 2 - How can we build a knowledgebase that advances theory and practice

I will present the award winning book *Innovation and Scaling for Impact – How Effective Social Enterprises do it*” (with Christian Seelos)

- Seelos, C., & Mair, J. 2017. *Innovation and Scaling for Impact: How Effective Social Enterprises Do It*. Stanford University Press.

Grading: 50% course participation and presentation, 50% research proposal

Preparation and in-class tasks (participation and presentation): Everyone must read every paper in the syllabus and we will have a conversation across papers. The instructor will facilitate the discussion, provide additional information and summarize key points. During a session, the conversation will inevitably broaden to go beyond the papers, but we will begin with a thorough understanding of the papers as concrete examples of research. Your responsibility is to engage each other in developing the best critical understanding of each paper and the larger topics. We will also dedicate some time to identify and discuss research ideas. To make the classes successful, please read all assigned papers and form your own view about the following:

1. What is the basic argument/point made by the author(s)? What are its strengths?
2. What are the weaknesses of the argument, and/or the empirical method?
3. If you disagree with an argument or method, what would it take to convince you?
4. What alternative explanations can account for the findings of the authors?
5. Prepare two to three questions that you would like to see addressed during the discussion.

In the afternoon of the first day, each student presents his or her ongoing (dissertation) research projects in 5 minutes. In this way, the class gets an understanding of each student’s theoretical focus. In addition, students can take the opportunity and prepare a short presentation (approx. 15 minutes) on their in-progress research with the goal of aiding the students in further developing his or her research. The presentation is based on a student’s working paper. If students are interested in a presentation, they should submit their working paper (as available; length of 10-30 pages) to Johanna Mair via email by **September 10, 2018**. Presentation slots are 30 minutes in length, whereas the presentation itself should not take longer than 15 minutes. The remaining time is scheduled for peer and instructor feedback.

Follow-up work (research proposal): Each students writes a short proposal for one new research questions coming out from the in-class discussions (5 pages). The research proposal is not to summarize the material covered in class, but to pose a new question and describe how you would find an answer to it. Lay out your conceptual argument and research question, and then spend the rest of the document describing how you would conduct a research project to address them. This assignment is due on **November 30, 2018** (send it via email to Johanna Mair). The assessment criteria include theory comprehension and contribution, coherence and structure of the proposal and originality.

Time table:

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| <i>17th of Sept.</i> 9am-12pm 1pm-4pm | Organizational Research on Social Entrepreneurship Research - a Genealogy Genealogy of biases in social entrepreneurship research, Introduction of ongoing student projects and research foci |
| <i>18th of Sept.</i> 9am-12pm 1pm-4pm | Intra and Inter-organizational Perspectives Selected student presentations and discussion |
| <i>19th of Sept.</i> 9am-12pm 1pm-4p | Institutional Context Revisited Selected student presentations and discussion |
| <i>20th of Sept.</i> 9am-12pm 1pm-2pm | Combining rigor and relevance Lunch at Restaurant Linde |

Location: University of Zurich, UNK-E-2, Universitätsstr. 84, 8006 Zürich