



COURSE SYLLABUS SUMMARY



Universidad de los Andes
Colombia

School of Management
Leadership for Life



SCALING STRATEGIES FOR SOCIAL ENTREPRENEURS

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July 5 – July 15 | Monday - Friday (6:00 pm – 9:00 pm) *Saturday (9:00 a.m. – 12:00 m.) ON-CAMPUS - PM

DESCRIPTION

This course introduces a market approach that social entrepreneurs use to scale their impact. The students will be introduced to the formula of "exchanging impact for resources" as a practice that social entrepreneurs are already using to create new markets and scale their impact.

During the course the students will discuss a market approach to scaling in which social entrepreneurs obtain the resources they need to scale by negotiating impact for resources. Based on this approach, the students will construct business models by three phases through which social enterprises can sustainably scale their impact:

- (Phase I) Negotiating impact for resources
- (Phase II) Designing operations
- (Phase III) Integrating financing and impact logics

The knowledge in this course is based on seven years of research, including more than one hundred cases of social enterprises in the Latin American region that have successfully scaled their impact through a market approach. To show how this approach play out in the real world, examples are used in the form of illustrative, real-world cases. Some entrepreneurs that are the protagonists of cases will be visiting the course in order for students to experience the cases In vivo.

This course is especially suitable for students that want to create a positive impact in society, but also to students that need to become aware of the challenges of sustainability for businesses in the XXI century.

OBJECTIVES

General purpose: Learn to develop business models that can generate positive impact in society.

Learning objectives:

- Experience the tensions of market and social and environmental impact.
- Design operations that integrate market and impact features.
- Identify the cultural components of an organization that integrates market and impact.

METHODOLOGY

Type	% of the course
Lecture	33%
Experiential learning and practice learning	33%
Case studies and InVivo cases	33%

EVALUATION

Case studies analysis and discussion 33%

Attendance and participation 33%

Final report of business model of a new social enterprise 33%

[The evaluation system can be subject to changes.](#)

PRE-REQUISITES

None

[Given the uncertainty related to Covid-19, the time schedule and delivery mode of the courses can be subject to changes according to government and institutional regulations.](#)