



Creativity and Innovation in NGOs: Understanding How to Become a Social Entrepreneur

Summer 2019



Instructor: Ram A. Cnaan, Ph.D.

During July 2019: By appointment. Students are encouraged to set times to meet.
After July 2019: Messages may be left at +1.215.898.5523 or email: cnaan@upenn.edu

I. Course Purpose

This course will discuss an interesting phenomenon in the world of nonprofit (nongovernmental) organizations. NGOs are expected to work and care in areas the government is neglecting and for-profit companies are finding not profitable. As such, one would expect these NGOs to be innovative and adaptive. In reality, most NGOs are not innovative. In this course, we will discuss some interesting topics such as: What is innovation? What is nonprofit innovation? How does it happen? Who is behind NGO innovations? Are social innovations associated with social entrepreneurs? The course is relevant to students interested in the NGO sector, to those interested in organizational change, and to those who are interested in management and leadership.

In addition to a few conceptual presentations by the class instructor and their follow-up discussions, the course will focus on cases of innovative NGOs or innovation in NGOs. The material for the course is based on a book that the instructor is editing. As such, it will be based on the most current knowledge in the field.

Students will participate in discussions, will present a case of NGO innovation, and will be asked to write a final paper on any NGO that they know or have read about that has applied innovation.



II. Methodology (Course structure)

The class will function in a seminar format. It will meet four times a week for the month of July. We will start by focusing on key issues of social innovation and social entrepreneurship and their importance in the lives of individuals, as well as the functioning of groups and societies. We will discuss innovation, resistance to innovation, and analyze successful cases on social innovation. Students' issues and experiences from Korea or abroad will be integrated with course content.

We will also discuss key issues in social sciences research methodology with an emphasis in case study as a method of knowledge generation.

The principal teaching methodology will involve a seminar in which students are expected to review the literature, participate in discussions, and make class presentations.

III. Educational objectives

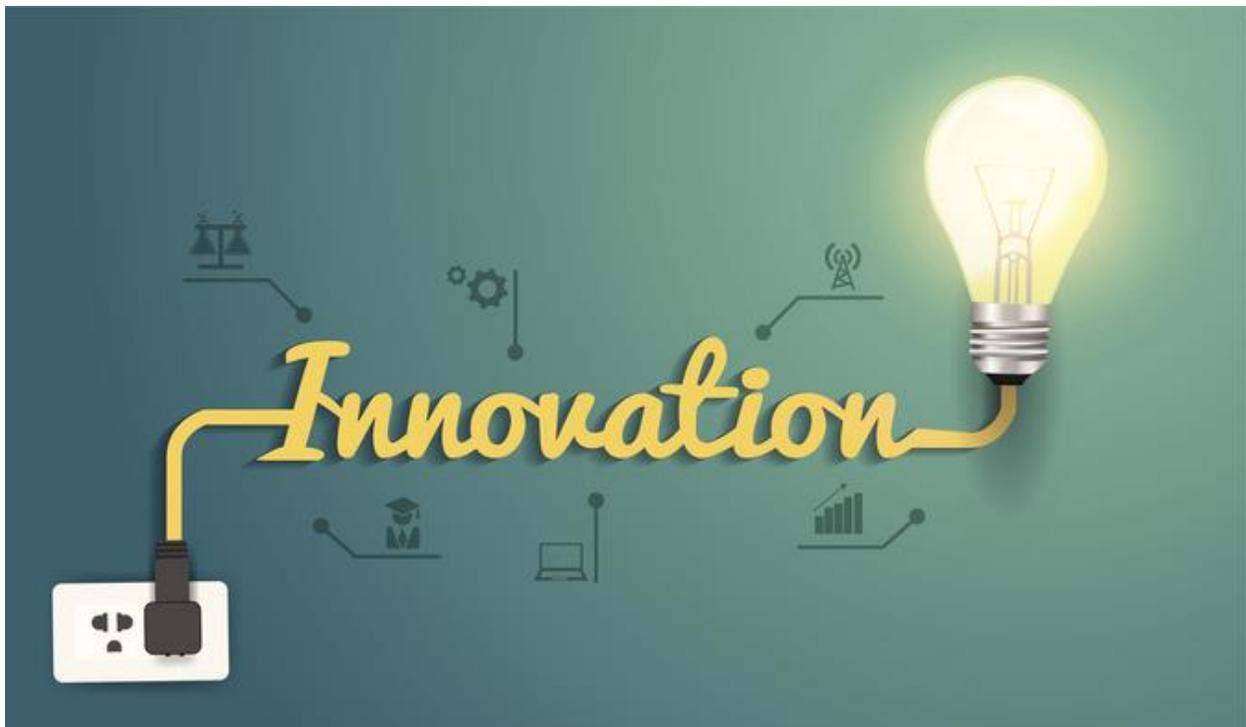
1. To understand what social innovation and social entrepreneurship mean and how these concepts differ and what the differences imply.
2. To understand the importance of social innovation for NGOs and society at large..
3. To understand the complexity and special nature of managing and practicing social innovation in NGOs.
4. To be able to analyze an NGO's social innovation and understand its history, type, development, and impact.
6. To understand the difficulty and variation in becoming a social entrepreneur.
7. To understand the process and methods of learning from organizational case studies.
8. Students will understand the language and methods of systematic inquiry through empirical social research as it applies to research on nonprofit organizations.



IV. Course requirements

Students are expected to:

1. Come to class prepared, having read the assigned readings prior to each class.
Note—*missing more than two classes for whatever reason will result in failing the course*. That includes any of the four field trips that are part of the course.
2. Participate actively and relevantly in class discussions and experiential exercises.
3. Present the reading material in class at least twice during the semester.
4. Demonstrate an integration of theory with field practice in class and the field.



Bases for Evaluation of Students:

1. Class participation: attendance, oral participation, participation in experiential exercises, and peer discussion assignments (pre-requisite to obtaining a passing grade).
2. Quality of written and oral presentation of final assignment: all papers should be graduate level quality, well documented using APA format and submitted on time (40%).
3. Two or more presentations of class reading to the class: summarize the reading and lead a 15-minute discussion with prepared questions for class discussion and apply the reading material to the reality of your own country, if different from Korea (20%).

V. Specific requirements

Assignment # 1 Class presentations (20% of final grade)

Each student is expected to take responsibility for two chapters/articles in the reading requirement. The students are expected to:

- Summarize the key issues/concepts raised in the chapter;
- Supplement the reading with additional material from sources outside the required reading;
- Come up with 7-10 questions for class discussion; and lead a 15-20 minute class discussion on the topic.

Assignment # 2 Interviews (30% of final grade)

Each student will be expected to identify an NGO in Seoul or elsewhere. The student(s) will contact the agency and will schedule an interview on the third week of the course. The student(s) will study written and electronic material about the NGO prior to the interview. The interview will focus on how this NGO initiated and implemented a social innovation.

Assignment # 3 Final paper (written and presented) Due: when class ends (50% of final grade)

For the final paper, students will be required to write a group paper (8-10 pages) synthesizing issues pertaining to the NGO they studied and analyze the social innovation using class material and reading material. Students will present their paper orally on the last day of class.

VI. Textbooks

Cnaan, R. A., & Vinokur-Kaplan, D. (In press). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.

Gou, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence based approach to creating social value*. San Francisco: Jossey Bass.

Selection of articles and documents will be added as the course goes by: All are available on the internet.

VII. Course Content

Session 1.

Overview

- A. Introduction of professor to class and class participants to the professor.
- B. Review of course purpose and requirements.
- C. Innovation and social innovation: Definitions and distinctions. (Class discussion).
- D. Student perceptions of the role of innovation in the social sector.
- E. Division of assignments.

Session 2.

What are social innovation and social entrepreneurship?

Readings:

Ram A. Cnaan and Diane Vinokur-Kaplan, Social innovation: Definitions, clarifications, and a new model. (Chapter 1 in Cnaan and Vinokur-Kaplan book)

Björn Schmitz, Social Entrepreneurship, Social Innovation and Social Mission Organizations: Towards a Conceptualization (Chapter 2 in Cnaan and Vinokur-Kaplan book)

- A. Definitions of social innovation and social entrepreneurship.
- B. The complex world of social innovation.
- C. Mapping the world of social innovation
- D. Understating social enterprise, social business, and democratic business.
- E. The difference between innovation and social innovation.



Session 3.

Becoming a social entrepreneur

Reading:

Gou, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence based approach to creating social value*. San Francisco: Jossey Bass. (Chapters 1-5).

- A. What is a social entrepreneurship?
- B. Social entrepreneurship and organizational behavior.
- C. Discovering and creating social entrepreneurial opportunities.
- D. From opportunities to action.
- E. From action to impact.

Session 4.

New social innovations I

Reading:

Robert J. Wineburg, & Odell Cleveland, Welfare Reform Liaison Project (WRLP): From job training to community development (Chapter 3 in Cnaan and Vinokur-Kaplan book)

Ram A. Cnaan & Lynne Coughlin Samson, HelpHOPELive: Meeting financial needs in medical crises (Chapter 4 in Cnaan and Vinokur-Kaplan book)

Charles Heying, Café au Play: Creating a family centered social space in Portland, Oregon (Chapter 5 in Cnaan and Vinokur-Kaplan book)

Schröer, Andreas, Dialogue in the Dark: Mainstreaming blind people in Germany (Chapter 11 in Cnaan and Vinokur-Kaplan book)

- A. Coming up with the idea of social innovation.
- B. Marketing the idea of new innovation.
- C. Discussing cases of successful new social innovations.

Session 5.

New social innovations II

Reading:

Micheal L. Shier & Femida Handy, GiveIndia: Web donations in an emerging philanthropic market (Chapter 7 in Cnaan and Vinokur-Kaplan book)

Lucas Meijs, Resto VanHarte: A Dutch Restaurant Assisting Others to Overcome Social Isolation (Chapter 9 in Cnaan and Vinokur-Kaplan book)

Michal Almog-Bar, Krembo Wings: A youth organization for children with disabilities in Israel (Chapter 12 in Cnaan and Vinokur-Kaplan book)

- A. The creative idea.
- B. Generating support and resources.
- C. Convincing others.
- D. Trials and errors.
- E. Visionaries and executors.
- F. Ideas for social innovations.
- G. Findings similarities and tools for analyzing social innovations.

Session 6.

Social innovation from within

Reading:

Gou, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence based approach to creating social value*. San Francisco: Jossey Bass. (Chapters 7-8).

Alan J. Abramson, Lehn M. Benjamin, & Stefan Toepler, Metro TeenAIDS: Serve and advocate (Chapter 18 in Cnaan and Vinokur-Kaplan book)

Björn Schmitz, Social innovations in mature, faith-based, social service nonprofit organizations – Two German case studies (Chapter 20 in Cnaan and Vinokur-Kaplan book)

- A. Social entrepreneurship: Innovation from within.
- B. Managing the social entrepreneurship process.
- C. Changing directions: Instituting social innovation and breaking away from old practices.
- D. Encouraging innovation while sailing through.

Session 7.

Using case study as a research method

Reading:

Gerring, John (2004). What is a case study and what is it good for? *American Political Science Review*, 98(2), 341-354.

This article will be used by each student to plan and analyze the case they wish to use for the final paper. Class will not meet that day but students will write a 2-3 NOWpage and bullet-point key themes from the article to share with other students.

Session 8.

Social innovation through collaboration

Reading:

Margaret F. Sloan, The Center for Rural Development in Appalachia: Linking 45 counties for better service delivery (Chapter 13 in Cnaan and Vinokur-Kaplan book)

Avis C. Vidal, Living Cities: Reinventing philanthropy to serve poor communities (Chapter 14 in Cnaan and Vinokur-Kaplan book)

- A. Social innovation via collaboration.
- B. The hardship of achieving collaboration from all stakeholders.
- C. Giving and taking in a social collaboration.

Session 9.

Intra-organizational innovations

These organizations managed to undergo innovation within themselves. Successful and resourceful organizations that managed to avoid stagnation.

Reading:

Martti Muukkonen, The YMCA – a pioneer of organizational innovations (Chapter 16 in Cnaan and Vinokur-Kaplan book)

Dianne Vinokur-Kaplan & Jonathan Spack, Helping social change to bloom: Two capacity-building innovations at Third Sector New England (Chapter 17 in Cnaan and Vinokur-Kaplan book)

Chulhee Kang & Sangchul Lee, Empowering Social Workers in Social Service Organizations in South Korea (Chapter 19 in Cnaan and Vinokur-Kaplan book)

Bruce Sievers & Henry Jones, Seacology: A win-win collaboration to protect island environments and peoples. (Chapter 10 in Cnaan and Vinokur-Kaplan book)

Session 10.

Managing social innovation: From idea to success

Reading:

Diane Vinokur-Kaplan & Ram A. Cnaan, Lessons learned: What do we now know of nonprofits' social innovations? (Chapter 21 in Cnaan and Vinokur-Kaplan book)

Gou, C., & Bielefeld, W. (2014). *Social entrepreneurship: An evidence based approach to creating social value*. San Francisco: Jossey Bass. (Chapters 11).

- A. The innovation process from the perspective of the social entrepreneur.
- B. The road to social innovation.
- C. If it was so easy...there would be many more social innovations.

Session 11.

Report writing

This session will be devoted to a short class meeting to discuss general issues pertaining to the final paper and the presentations. It will be followed by one-on-one meeting of each student with the class instructor to discuss the structure and content of the paper.

Session 12.

Final session

Students' presentations of final papers.

Course review and summary.

Celebration!



Suggested reading

- Alvord, S. H., Brown, L. D., & Letts, C. (2004). Social entrepreneurship and social transformation: An exploratory study. *Journal of Applied Behavioral Science*, 40(3), 260-282.
- Borins, S. (Ed.). (2008). *Innovations in government: Research, recognition, and replication*. Washington, DC: Brookings Institution Press.
- Center for Social Innovation at The Stanford University Graduate School of Business (2014). *Social innovation*. Retrieved from: <http://csi.gsb.stanford.edu/social-innovation>
- Chell, E., Nicolopoulou, K., & Karatas-Özkan, M. (2010). Social entrepreneurship and enterprise: International and innovation perspectives. *Entrepreneurship & Regional Development*, 22(6), 485-493.
- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 17(6), 1154-1191.
- Dacin, T. M., Dacin, P. A., & Tracey, P. (2011). Social entrepreneurship: A critique and future directions. *Organization Science*, 22(5): 1203-1213.
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal* 34(3), 555-590.
- Damanpour, F., & Schneider, M. (2008). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration Research and Theory* 19(3), 495-522.
- Dawson, P., & Daniel, L. (2010). Understanding social innovation: A provisional framework. *International Journal of Technology Management*, 51(1), 9-21.
- Dees, G.J. (2012). A tale of two cultures: Charity, problem solving, and the future of social entrepreneurship. *Journal of Business Ethics*, 111(3), 321-334.
- Dodgson, M. (2011). Exploring new combinations in innovation and entrepreneurship: Social networks, Schumpeter, and the case of Josiah Wedgwood (1730-1795). *Industrial and Corporate Change*, 20, 1119-1151.
- Drucker, P. F. (1987). Social innovation: Management's new dimension. *Long Range Planning*, 20(6), 29-34.

European Union (2012). *Strengthening social innovation in Europe: Journey to effective assessment and metrics*.

Retrieved from: http://ec.europa.eu/enterprise/policies/innovation/files/social-innovation/strengthening-social-innovation_en.pdf

Hull, C. E., & Lio, B. H. (2006). Innovation in non-profit and for-profit organizations: Visionary, strategic and financial considerations. *Journal of Change Management*, 6(1), 53-65

Karlan, D. (2014). *Innovation, inclusion and trust: The role of non-profit organisations in microfinance*. Surrey, UK: Plan Limited.

Leadbeater, C. (2007). *Social enterprises and social innovation: strategies for the next ten years*. A social enterprise think piece for the Cabinet Office of the Third Sector. Retrieved from:

http://www.charlesleadbeater.net/cms/xstandard/social_enterprise_innovation.pdf

McCraw, T. K. (2010). *Prophet of Innovation: Joseph Schumpeter and Creative Destruction*. Cambridge, MA: Harvard University Press.

Mulgan, G. (2006). The Process of Social Innovation. *Innovations: Technology, Governance, Globalization*, 1(2), 145-162.

Mulgan, G., Tucker, S., Ali, R., & Sanders, B. (2007). *Social innovation – What it is, why it matters and how it can be accelerated*. London: Young Foundation.

Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). *The open book of social innovation*. London: The Young Foundation.

Nicholls, A., & Murdoch, A. (2012). The nature of social innovation. In A. Nicholls, & A. Murdoch (Eds.), *Social Innovation - blurring boundaries to reconfigure markets*, (pp. 1- 30). New York: Palgrave Macmillan.

Osborne, S. 1998. Naming the beast. Defining and classifying service innovations in social policy. *Human Relations*, 51, (9), 1133–1154.

Osborne, S. P., & Brown, L. (2011). Innovation, public policy and public services delivery in the UK: The word that would be king? *Public Administration*, 89(4), 1335–1350.

Osborne, S., McLaughlin, K. & Chew, C. (2008). The once and future pioneers? The innovative capacity of voluntary organizations and the provision of public services: A longitudinal approach. *Public Management Review*, 10, 1, 51–70.

Phillis, J. A. Jr., Deiglmeier, K., & Miller, D. T., (2008). Rediscovering social innovation. *Stanford Social Innovation Review*, Fall 6 (4), 36.

Pol, E., & Carroll, P. (2006). *An introduction to economics with an emphasis on innovation*. London: Thomson

Schumpeter, J. A. (1912). *Theorie der wirtschaftlichen Entwicklung*. Berlin: Duncker und Humbolt.

Van Gorp, S. A. (2012). *Innovation in the nonprofit organizational context: examining the strategic significance of systems trust and individual resistance to change*. Unpublished doctoral dissertation, University of Iowa.

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