

University of Oklahoma
Price College of Business
SEMINAR IN SOCIAL ENTREPRENEURSHIP (ENT 6970)
Summer, 2021 Syllabus

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Course Description and Objectives

This seminar is designed as a broad survey of major and foundational topics in the field of social entrepreneurship (SE). Its objectives are, (1) to familiarize you with some of the core concepts and primary theoretical underpinnings of the social entrepreneurship field; (2) to help you gain a stronger understanding of, and think critically about, the SE domain, including its research requirements and methods for publishing scholarly research; and, (3) to provide a forum where you can further develop the writing skills you will need as a social entrepreneurship scholar.

Class sessions will be devoted to reviewing and critiquing readings associated with major topics in the field including an overview of social entrepreneurship and the ongoing debate about SE definitions, and key concepts related to social entrepreneurship including social value creation, SE at different levels of analysis, hybrid organizing, poverty alleviation, alternative theoretical lenses through which to view SE research, and social impact measurement.

The status of social entrepreneurship as an academic field has strengthened over the past years and a primary purpose of the course is to develop your ability to do scholarly research in this area. Therefore, the seminar will also aid you in (1) developing, refining, and presenting your own research ideas; and (2) explaining the research and publication processes.

Course Materials

Required Readings

Electronic copies of required papers and book chapters, as shown in the Readings section below, will be posted to the course website (or emailed directly). Each session includes about 5 readings (articles or book chapters). The supplemental readings listed are not required but may be beneficial if you would like to read further on a topic.

Procedure for Managing an Intensive Course

To teach an intensive reading course effectively in just one week, you must complete the readings ahead of time. In the weeks preceding the one-week intensive session, plan to read the articles and prepare notes of your reading. The notes shall consist of brief article summaries and at least two discussion questions per session. Once you complete a section of readings, please submit your reading notes and discussion questions to me electronically.

Please submit reading notes and discussion questions on the following schedule:

Content Areas	Sessions	Time Frame to Submit Notes
Definitions and Theoretical Foundations, Adjacent Concepts, Social Value Creation	1, 2, and 3	Approximately 3 weeks prior to seminar
Alternative theoretical Lenses: Individual level, Process, Hybridity, Community	4, 5, 6, and 7	Approximately 2 weeks prior to seminar
Entrepreneurship and Poverty, Social Entrepreneurship Outcomes, Social Impact Measurement	8, 9, and 10	Approximately 1 week prior to seminar

Following this schedule will ensure the reading is completed in advance. Further, the notes submitted will be used to formulate discussion questions and other course planning.

Course Requirements and Student Evaluation Criteria

Classroom Participation:

Class Discussion	30%
Preparing Reading Notes and Discussion Questions	40%

Academic Research Paper	30%
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TOTAL	100%
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Class Discussion

Much of the learning that takes place in a doctoral seminar structured around readings occurs as a result of classroom discussion. Quality classroom discussions and a positive learning environment will be facilitated through appropriate pre-class preparation. Your cooperation and willingness to prepare in advance and actively participate in every class will ensure that we create the best possible learning environment. To make the class as successful as possible, therefore, advance preparation in considering the key issues in the day's readings is necessary.

The seminar format is ideal for fostering critical thinking by providing a setting where you can expand your understanding and explore new possibilities. Be willing to challenge what you have read and/or extend the authors' thinking with your own new insights. When reading assigned materials, ask:

- What are the major issues in this session's discussion?
- What are the contributions, if any, of a given article to the literature?
- What core claims and assumptions are being made in the article?

- How does it fit with other works we have read?
- Are the theory, methodologies and models presented appropriate?
- Are the links between the arguments and the evidence strong? appropriate?
- What criticisms of the readings are warranted?

To excel on the basis of contributing to a positive learning environment has a different meaning than that traditionally associated with excellent participation. Classroom participation is often viewed as an individualistic basis for evaluation where one competes for “air time” and strives to demonstrate personal conceptual superiority. In contrast, students who excel on the basis of contributing to a positive learning environment will *take personal responsibility for the overall quality of the class discussion*. In an operational sense, a student contributes to a positive learning environment by:

- Being an active participant, but not a dominating participant.
- Being a good listener and demonstrating respect for others’ opinions.
- Making thoughtful, insightful comments, and not speaking just to be heard.
- Building on others’ comments.
- Asking questions, not just giving answers.
- Identifying key assumptions underlying discussion points and arguments.
- Judiciously playing the role of the “devil’s advocate”.
- Being constructive and positive in one’s comments.

Preparing Reading Notes and Discussion Questions

Prior to class, prepare reading notes/comments and two discussion questions based on the readings for each session. The questions and comments should reflect your own research interests as well as insights from readings from other classes. The point is for you to comment in your own terms on the ideas expressed in the readings for the day. The discussion questions can take any of several forms including, for example, major insights revealed in the reading, controversial assertions made in the reading, or your personal thoughts and observations that build on or otherwise emerge from the reading. The questions should be sent along with reading notes/reflections on the schedule described earlier.

Presentations During the Seminar

During the course of the seminar, students will be invited to present a research idea (either related to a current research project or an idea which the student has been thinking about and would like to develop further in the near future). No formal PowerPoint presentation is required. Students will be encouraged to think in terms of “boxes and arrows”—a concept that will be introduced during the first session of the seminar—and to map out their idea on a large piece of paper. The schedule of presentations will be discussed together at the beginning of the seminar.

Course Paper

After the course, students taking the seminar for course credit will need to complete the final assignment—an academic research paper for submission to a conference and/or journal. This is discussed in more detail below. **Please note:** *The due date for the final paper is end of the business day on Friday, October 29, 2021.*

An overarching goal of any doctoral program is to learn how to turn insightful scholarship and informed research into quality journal publications. Therefore, each student is expected to produce a course paper that endeavors to make a theoretical contribution to the field of social entrepreneurship. Empirical analysis is strongly encouraged; at a minimum, the paper should propose a way of testing the theoretical ideas it contains. The paper should integrate and extend prior theory and demonstrate originality in its approach.

Course paper guidelines. The course paper should be a scholarly exploration of a pre-approved topic within the social entrepreneurship domain. The paper may be either conceptual or empirical. A suggested target length for the paper is 25-35 pages (double spaced, 12 pt font). The paper should be formatted as if it will be submitted to a journal. The due date of October 30th will be timely for submitting your work to conferences such as the Sustainability, Ethics and Entrepreneurship Conference, the Babson College Entrepreneurship Research Conference, and the Academy of Management.

Academic Integrity

I assume that all of my students are honest and are interested in being evaluated for their own efforts. However, since that is not always the case, all individual assignments are just that - individual assignments. That does mean that you cannot use other class members as resources but make sure that the basic work is your own. Violations of university academic standards will be punished accordingly.

Disability Accommodation Policy

It should be noted that any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact me personally as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity.

READINGS

PLEASE NOTE: The papers in each session are listed in the suggested order of reading

Session 1 – Sunday, August 8th, 2:00-5:30

Defining Social Entrepreneurship – What it is and what it is not

Mair J, Marti I. 2006. Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business* **41**(1): 36-44.

Dacin MT, Dacin PA, Matear M. 2010. Social entrepreneurship: Why we don't need a new theory and how we move forward from here. *Academy of Management Perspectives* **24**(3): 37-57.

Bacq S, Janssen F. 2011. The multiple faces of social entrepreneurship: A review of definitional issues based on geographical and thematic criteria. *Entrepreneurship & Regional Development* **23**(5/6): 373-403.

Gupta P, Chauhan S, Paul J, Jaiswal MP. 2020. Social entrepreneurship research. A review and future research agenda. *Journal of Business Research* **113**: 209-229.

Choi N, Majumdar S. 2014. Social entrepreneurship as an essentially contested concept: Opening a new avenue for systematic future research. *Journal of Business Venturing* **29**(3): 363-376.

Supplemental readings:

Austin J, Stevenson H, Wei-Skillern J. 2006. Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship Theory & Practice* **30**(1): 1-22.

Dacin MT, Dacin PA, Tracey P. 2011. Social entrepreneurship: A critique and future directions. *Organization Science* **22**(5): 1203-1213.

Dees GJ. 1998. The meaning of social entrepreneurship. *Kauffman Center for Entrepreneurial Leadership*.

Defourny J, Nyssens M. 2010. Conceptions of social enterprise and social entrepreneurship in Europe and the United States: Convergences and divergences. *Journal of Social Entrepreneurship* **1**(1): 32-53.

Lundmark A, Westelius A. 2019. Antisocial entrepreneurship: Conceptual foundations and a research agenda. *Journal of Business Venturing Insights*, 11.

Mair J, Battilana J, Cardenas, J. 2012. Organizing for society: A typology of social entrepreneuring models. *Journal of Business Ethics* **111**(3): 353-373.

Martin RL, Osberg S. 2007. Social entrepreneurship: The case for definition. *Stanford Social Innovation Review* **5**(2): 28-39.

Moss TW, Lumpkin GT, Short JC. 2010. Social entrepreneurship: A historical review and research agenda. In H Landstrom, FT Lohrke (Eds.), *Historical Foundations of Entrepreneurship Research*: 318-340. Northhampton, MA: Edward Elgar.

Peattie K, Morley A. 2008. Eight paradoxes of the social enterprise research agenda. *Social Enterprise Journal* **4**(2): 91-107.

Short JC, Moss TW, Lumpkin GT. 2009. Research in social entrepreneurship: Past contributions and future opportunities. *Strategic Entrepreneurship Journal* **3**(2): 161-194.

Zahra SA, Gedajlovic E, Neubaum DO, Shulman JM. 2009. A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing* **24**(5): 519-532.

Zahra S, Wright M. 2016. Rethinking the social role of entrepreneurship. *Journal of Management Studies* **53**(4): 610-629.

Session 2 – Monday, August 9th, 8:30-12:00

Distinguishing Social Entrepreneurship from Adjacent Concepts

Corporate Social Responsibility

Bansal P, Song HC. 2017. Similar but not the same: Differentiating corporate sustainability from corporate responsibility. *Academy of Management Annals* **11**(1): 105-149.

Social Innovation

Nicholls A. 2010. The legitimacy of social entrepreneurship: Reflexive isomorphism in a pre-paradigmatic field. *Entrepreneurship Theory and Practice* **34**(4): 611-633.

Shared Value

Porter ME, Kramer MR. 2011. Creating shared value. *Harvard Business Review* **89**(1/2): 62-77.

Institutional Entrepreneurship

Tracey P, Phillips NW, Jarvis O. 2011. Bridging institutional entrepreneurship and the creation of new organizational forms: A multilevel model. *Organization Science* **22**(1): 60-80.

Impact Investing

Hehenberger L, Mair J, Metz A. 2019. The assembly of a field ideology: An idea-centric perspective on systemic power in impact investing. *Academy of Management Journal* **62**(6): 1672-1704.

Supplemental readings

Cultural entrepreneurship

Hedberg LM, Lounsbury M. 2021. Not just small potatoes: Cultural entrepreneurship in the moralizing of markets. *Organization Science* **32**(2): 433-454.

Inclusive Innovation

George G, Baker T, Tracey P, Joshi H. 2019. Inclusion and innovation: A call to action. In G George, T Baker, P Tracey, H Joshi (Eds.). *Handbook of Inclusive Innovation*. Cheltenham, UK: Edward Elgar Publishing.

Nonprofit Entrepreneurship

Cooney K. 2006. The institutional and technical structuring of nonprofit ventures: Case study of a U.S. hybrid organization caught between two fields. *Voluntas: International Journal of Voluntary and Nonprofit Organizations* **17**(2): 137-155.

Dees GJ. 1998. Enterprising nonprofits. *Harvard Business Review* **76**(1): 54-67.

Gras DM, Mendoza-Abarca KI. 2014. Risky business? The survival implications of exploiting commercial opportunities by nonprofits. *Journal of Business Venturing* **29**(3): 392-404.

McDonald R. 2007. An investigation of innovation in nonprofit organizations: The role of organizational mission. *Nonprofit and Voluntary Sector Quarterly* **36**(2): 256-281.

Mendoza-Abarca KI, Anokhin S, Zamudio C. 2015. Uncovering the influence of social venture creation on commercial venture creation: A population ecology perspective. *Journal of Business Venturing* **30**(6): 793-807.

Smith BR, Knapp J, Barr TF, Stevens CE, Cannatelli BL. 2010. Social enterprises and the timing of conception. *Journal of Nonprofit & Public Sector Marketing* **22**(2): 208-134

Social Movements & Activism

Akemu O, Whiteman G, Kennedy S. 2016. Social enterprise emergence from social movement activism: The Fairphone case. *Journal of Management Studies* **53**(5): 846-877.

Briscoe F, Gupta A. 2016. Social activism in and around organizations. *Academy of Management Annals* **10**(1): 671-727.

Sustainable Entrepreneurship

Dean TJ, McMullen JS. 2007. Toward a theory of sustainable entrepreneurship: Reducing environmental degradation through entrepreneurial action. *Journal of Business Venturing* **22**(1): 50-76.'

Hart, S, Milstein M. 2003. Creating sustainable value. *Academy of Management Executive* **17**(2): 56-67.

Shepherd D, Patzelt H. 2011. The new field of sustainable entrepreneurship: Studying entrepreneurial action linking "What is to be sustained" with "What is to be developed." *Entrepreneurship Theory and Practice* **35**(1): 137-163.

Also

Agrawal A, Hockerts K. 2019. Impact investing: Review and research agenda. *Journal of Small Business & Entrepreneurship*: 1-29.

Bacq S, Lumpkin GT. 2014. Can social entrepreneurship researchers learn from family business scholarship? A theory-based future research agenda. *Journal of Social Entrepreneurship* **5**(3): 270-294.

Lasprogata G, Cotton M. 2003. Contemplating 'enterprise': The business and legal challenges of social entrepreneurship. *American Business Law Journal* **41**(1): 67-114.

Mason C, Kirkbride J, Bryde D. 2007. From stakeholders to institutions: the changing face of social enterprise governance theory. *Management Decision* **45**(2): 284-301.

Smith WK, Lewis MW. 2011. Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review* **36**(2): 381-403.

Session 3 – Monday, August 9th, 1:30-5:00

Opportunities and the Creation of Social Value

Young, R. 2006. For what it is worth: Social value and the future of social entrepreneurship. In A Nicholls (Ed.) *Social Entrepreneurship*: 56-73. Oxford, UK: Oxford University Press.

Di Domenico MD, Haugh H, Tracey P. 2010. Social bricolage: Theorizing social value creation in social enterprises. *Entrepreneurship Theory and Practice* **34**(4): 681-703.

Zahra SA, Rawhouser HN, Bhawe N, Neubaum DO, Hayton JC. 2008. Globalization of social entrepreneurship opportunities. *Strategic Entrepreneurship Journal* **2**(2): 117-131.

Hu X, Marlow S, Zimmermann A, Martin L, Frank R. 2019. Understanding opportunities in social entrepreneurship: A critical realist abstraction. *Entrepreneurship Theory and Practice* **44**(5): 1032-1056.

Biggart NW, Delbridge, R. 2004. Systems of exchange. *Academy of Management Review* **39**(1): 28-49.

Supplemental readings:

Brickson SL. 2007. Organizational identity orientation: The genesis of the role of the firm and distinct forms of social value. *Academy of Management Review* **32**(3): 864-888.

Corner PD, Ho M. 2010. How opportunities develop in social entrepreneurship. *Entrepreneurship Theory and Practice* **34**(4): 635-659.

Dees GJ, Anderson B. 2003. For-profit social ventures. In ML Kourilsky, WB Walstad (Eds.), *Social Entrepreneurship*. Birmingham, UK: Senate Hall Academic Publishing.

Hlady-Rispal M, Servantie V. 2018. Deconstructing the way in which value is created in the context of social entrepreneurship. *International Journal of Management Reviews* **20**(1): 62-80.

Lazzarini, S. 2019. The nature of the social firm: Alternative organizational forms for social value creation and appropriation. *Academy of Management Review*, In-Press.

Weber C, Weidner K, Kroeger A, Wallace, J. 2017. Social value creation in interorganizational collaborations in the not-for-profit sector: Given and take from a dyadic perspective. *Journal of Management Studies* **39**(4): 513-540.

Session 4 – Tuesday, August 10th, 8:30-12:00
SE Theoretical Perspectives: An Individual Level Lens

Batson CD. 1998. Altruism and prosocial behavior. In DT Gilbert, ST Fiske, Lindzey G (Eds.), *The Handbook of Social Psychology* (4th ed.): 282-316. New York, NY: McGraw-Hill.

Bacq S, Alt E. 2018. Feeling capable and valued: A prosocial perspective on the link between empathy and social entrepreneurial intentions. *Journal of Business Venturing* **33**(3): 333-350.

Miller TL, Grimes MG, McMullen JS, Vogus TJ. 2012. Venturing for others with heart and head: How compassion encourages social entrepreneurship. *Academy of Management Review* **37**(4): 616-640.

Fauchart E, Gruber M. 2011. Darwinians, communitarians, and missionaries: The role of founder identity in entrepreneurship. *Academy of Management Journal* **54**(5): 935-957.

Santos F. 2012. A positive theory of social entrepreneurship. *Journal of Business Ethics* **111**(3): 335-351.

Supplemental readings:

Agafonow A. 2014. Toward a positive theory of social entrepreneurship: On maximizing versus satisficing value capture. *Journal of Business Ethics* **125**(4): 709-713.

Arend RJ. 2013. A heart-mind-opportunity nexus: Distinguishing social entrepreneurship for entrepreneurs. *Academy of Management Review* **38**(2): 313-315.

Hemingway CA. 2005. Personal values as a catalyst for corporate social entrepreneurship. *Journal of Business Ethics* **60**(3): 233-249.

Smith IH, Woodworth WP. 2012. Developing social entrepreneurs and social innovators: A social identity and self-efficacy approach. *Academy of Management Learning & Education* **11**(3): 390-407.

Van de Ven AH, Sapienza HJ, Villanueva J. 2007. Entrepreneurial pursuits of self- and collective interests. *Strategic Entrepreneurship Journal* **1**(3-4): 353-370.

Waddock SA, Post JE. 1991. Social entrepreneurs and catalytic change. *Public Administration Review* **51**(5): 393-401.

Session 5 – Tuesday, August 10th, 1:30-5:00
SE Theoretical Perspectives: A Process Lens

Lumpkin GT, Moss TW, Gras DM, Kato S, Amezcua AS. 2013. Entrepreneurial processes in social contexts: How are they different, it at all? *Small Business Economics* **40**(3): 761-783.

Moss TW, Short JC, Payne GT, Lumpkin GT. 2010. Dual identities in social ventures: An exploratory study. *Entrepreneurship Theory and Practice* **35**(4):805-830.

Gehman J, Grimes MG. 2017. Hidden badge of honor: How contextual distinctiveness affects category promotion among Certified B Corporations. *Academy of Management Journal* **60**(6): 2294-2320.

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.

Luo GT, Kaul, A. 2018. Private action in public interest: The comparative governance of social issues. *Strategic Management Journal* **40**(4): 476-502.

Supplemental readings:

Desa G, Basu, S. 2013. Optimization or bricolage? Overcoming resource constraints in global social entrepreneurship. *Strategic Entrepreneurship Journal* **7**(1): 26-49.

Grimes M. 2010. Strategic sensemaking within funding relationships: The effects of performance measurement on organizational identity in the social sector. *Entrepreneurship Theory and Practice* **34**(4): 763-783.

Grimes M, Williams TA, Zhao EY. 2018. Anchors aweigh: The sources, variety, and challenges of mission drift. *Academy of Management Review*, In-Press.

Kistruck, GM, Beamish, P. 2010. The interplay of form, structure, and embeddedness in social intrapreneurship. *Entrepreneurship Theory and Practice* **34**(4): 735-761.

Meyskens M, Robb-post C, Stamp JA, Carsrud AL, Reynolds PD. 2010. Social ventures from a resource-based perspective: An exploratory study assessing global Ashoka fellows. *Entrepreneurship Theory and Practice* **34**(4): 661-680.

Miller TL, Wesley CL II. 2010. Assessing mission and resources for social change: An organizational identity perspective on social venture capitalists' decision criteria. *Entrepreneurship Theory and Practice* **34**(4): 705-733.

Perrini F, Vurro C, Costanzo, LA. 2010. A process-based view of social entrepreneurship: From opportunity identification to scaling-up social change in the case of San Patrignano. *Entrepreneurship & Regional Development* **22**(6): 513-534.

Shaw E, Carter S. 2007. Social entrepreneurship: Theoretical antecedents and empirical analysis of entrepreneurial processes and outcomes. *Journal of Small Business and Enterprise Development* **14**(3): 418-434.

Shockley GE, Frank PM. 2011. Schumpeter, Kirzner, and the field of social entrepreneurship. *Journal of Social Entrepreneurship* **2**(1): 6-26.

Summers DB, Dyck B. 2011. A process model of social intrapreneurship within a for-profit company: First Community Bank. In Lumpkin GT, Katz J (Eds.) *Advances in Entrepreneurship, Firm Emergence and Growth: Volume 13: Social and Sustainable Entrepreneurship*: 139-174. Bingley, UK: Emerald Group Publishing.

Tracey P, Jarvis O. 2007. Toward a theory of social venture franchising. *Entrepreneurship: Theory & Practice* **31**(5): 667-685.

Session 6 – Wednesday, August 11th, 8:30-12:00 **SE Theoretical Perspectives: A Hybridity Lens**

Smith WK, Gonin A, Besharov ML. 2013. Managing social-business tensions: A review and research agenda for social enterprise. *Business Ethics Quarterly* **23**(3): 407-442.

Battilana J, Lee M. 2014. Advancing research on hybrid organizing—Insights from the study of social enterprises. *Academy of Management Annals* **8**(1): 397-441.

Shepherd DA, Williams TA, Zhao EY. 2019. A framework for exploring the degree of hybridity in social entrepreneurship. *Academy of Management Perspectives* **33**(4): 491-512.

Mair J, Mayer J, Lutz E. 2015. Navigating institutional plurality: Organizational governance in hybrid organizations. *Organization Studies* **36**(6): 713-739.

Smith, WK, Besharov ML. 2019. Bowing before dual gods: How structured flexibility sustains organizational hybridity. *Administrative Science Quarterly* **64**(1): 1-44.

Supplemental readings

Battilana J, Dorado S. 2010. Building sustainable hybrid organizations: The case of commercial microfinance organizations. *Academy of Management Journal* **53**(6): 1419-1440.

Battilana J, Lee M, Walker J, Dorsey C. 2012. In search of the hybrid ideal. *Stanford Social Innovation Review* **10**(3): 50-55.

Dart R. 2004. The legitimacy of social enterprise. *Nonprofit Management and Leadership* **14**(4): 411-424.

Di Domenico MD, Tracey P, Haugh H. 2009. The dialectic of social exchange: Theorizing corporate-social enterprise collaboration. *Organization Studies* **30**(8): 887-907.

Dorado S, Ventresca MJ. 2013. Crescive entrepreneurship in complex social problems: Institutional conditions for entrepreneurial engagement. *Journal of Business Venturing* **28**(1): 69-82.

Ebrahim A, Battilana J, Mair J. 2014. The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations. *Research in Organizational Behavior* **34**: 81-100.

Jay J. 2012. Navigating paradox as a mechanism of change and innovation in hybrid organizations. *Academy of Management Journal* **56**(1): 137-159.

Katre A, Salipante P. 2012. Start-up social ventures: Blending fine-grained behaviors from two institutions for entrepreneurial success. *Entrepreneurship Theory and Practice* **36**(5): 967-994.

Kent D, Dacin MT. 2013. Bankers at the gate: Microfinance and the high cost of borrowed logics. *Journal of Business Venturing* **28**(6): 759-773.

Khavul S, Chavez H, Bruton, GD. 2013. When institutional change outruns the change agent: The contested terrain of entrepreneurial microfinance for those in poverty. *Journal of Business Venturing* **28**(1): 30-50.

Maguire S, Hardy C, Lawrence TB. 2004. Institutional entrepreneurship in emerging fields: HIV/AIDS treatment advocacy in Canada. *Academy of Management Journal* **47**(5): 657-679.

McMullen JS, Warnick B. 2016. Should we require every new venture to be a hybrid organization? *Journal of Management Studies* **53**(4): 630-662.

Pache, A-C, Santos, F. 2013. Inside the hybrid organization: Selective coupling as a response to conflicting institutional logics. *Academy of Management Journal* **56**(4): 972-1001.

Ruebottom T. 2013. The microstructures of rhetorical strategy in social entrepreneurship: Building legitimacy through heroes and villains. *Journal of Business Venturing* **28**(1): 98-116.

Santos F, Pache AC, Birkholz C. 2015. Making hybrids work: Aligning business models and organizational design for social enterprises. *California Management Review* **57**(3): 36-58.

Shepherd DA, Williams TA, Zhao EY. 2019. A framework for exploring the degree of hybridity in social entrepreneurship. *Academy of Management Perspectives*, In-Press.

Sud M, VanSandt C, Baugous A. 2009. Social entrepreneurship: The role of institutions. *Journal of Business Ethics* **85** (Supplement 1): 201-216.

Townsend DM, Hart TA. 2008. Perceived institutional ambiguity and the choice of organizational form in social entrepreneurial ventures. *Entrepreneurship Theory and Practice* **32**(4): 685-700.

Session 7 – Wednesday, August 11th, 1:30-5:00
SE Theoretical Perspectives: A Community Lens

Peredo AM, Chrisman JJ. 2006. Toward a theory of community-based enterprise. *Academy of Management Review* **31**(2): 309-328.

Lumpkin GT, Bacq S, Pidduck RJ. 2018. Where change happens: Community-level phenomena in social entrepreneurship research. *Journal of Small Business Management* **56**(1): 24-50.

Lumpkin GT, Bacq S. 2019. Civic wealth creation: A new view of stakeholder engagement and societal impact. *Academy of Management Perspectives* **33**(4): 383-404.

Shepherd DA, Williams TA. 2014. Local venturing as compassion organizing in the aftermath of a natural disaster: The role of localness and community in reducing suffering. *Journal of Management Studies* **51**(6): 952-994.

Marquis C, Battilana J. 2009. Acting globally but thinking locally? The enduring influence of local communities on organizations. *Research in Organizational Behavior* **29**: 283-302.

Supplemental readings:

Berrone P, Gelabert L, Massa-Saluzzo F, Rousseau HE. 2016. Understanding community dynamics in the study of grand challenges: How nonprofits, institutional actors, and the community fabric interact to influence income inequality. *Academy of Management Journal* **59**(6): 1940-1964.

Estrin S, Mickiewicz T, Stephan U. 2013. Entrepreneurship, social capital, and institutions: Social and commercial entrepreneurship across nations. *Entrepreneurship Theory and Practice* **37**(3): 479-504.

Gieryn TF. 2000. A space for place in sociology. *Annual Review of Sociology* **26**(1): 463-496.

Haugh H. 2007. Community-led social venture creation. *Entrepreneurship Theory and Practice* **31**(2): 161-182.

Marti I, Courpasson D, Barbosa SD. 2013. “Living in the fishbowl”: Generating an entrepreneurial culture in a local community in Argentina. *Journal of Business Venturing* **28**(1): 10-29.

Montgomery AW, Dacin PA, Dacin MT. Collective social entrepreneurship: Collaboratively shaping social good. *Journal of Business Ethics* **111**(3): 375-388.

Murphy M, Danis WM, Mack J. 2020. From principles to action: Community-based entrepreneurship in the Toquaht Nation. *Journal of Business Venturing* **35**(6): 106051.

O'Mahony S, Lakhani K. 2011. Organizations in the shadow of communities. In C Marquis, M Lounsbury, R Greenwood (Eds.) *Communities and Organizations. Research in the Sociology of Organizations* (Volume 33): 3-36. Bingley, UK: Emerald Group Publishing.

Slade Shantz A, Kistruck GM, Pacheco DF, Webb JW. 2020. How formal and informal hierarchies shape conflict within cooperatives: A field experiment in Ghana. *Academy of Management Journal*, **63**(2): 503-529.

Williams TA, Shepherd DA. 2016. Victim entrepreneurs doing well by doing good: Venture creation and well-being in the aftermath of a resource shock. *Journal of Business Venturing* **31**(4): 365-387.

Session 8 – Thursday, August 12th, 8:30-12:00 **Entrepreneurship at the Base of the Pyramid (BOP)**

Mair J, Marti I. 2009. Entrepreneurship in and around institutional voids: A case study from Bangladesh. *Journal of Business Venturing* **24**(5): 419-435.

Slade Shantz A, Kistruck GM, Zietsma C. 2018. The opportunity not taken: The occupational identity of entrepreneurs in contexts of poverty. *Journal of Business Venturing* **33**(4): 416-437.

Dencker J, Bacq S, Gruber M, Haas M. 2021. Reconceptualizing necessity entrepreneurship: A contextualized framework of entrepreneurial processes under the condition of basic needs. *Academy of Management Review* **46**(1): 60-79.

Sutter C, Bruton GD, Chen J. 2019. Entrepreneurship as a solution to extreme poverty: A review and future research directions. *Journal of Business Venturing* **34**(1): 197-214.

McMullen JS. 2011. Delineating the domain of development entrepreneurship: A market-based approach to facilitating inclusive economic growth. *Entrepreneurship Theory and Practice* **35**(1): 185-193.

Supplemental readings:

Alvarez SA, Barney JB. 2014. Entrepreneurial opportunities and poverty alleviation. *Entrepreneurship Theory and Practice* **38**(1): 159-184.

Gras D, Nason, RS. 2015. Bric by bric: The role of the family household in sustaining a venture in impoverished Indian slums. *Journal of Business Venturing* **30**(4): 546-563.

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Session 9 – Thursday, August 12th, 1:30-5:00
Outcomes of Social Entrepreneurship

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SE Scholars Panel Discussion

Session 10 – Friday, August 13th, 8:30-12:00
Social Impact Measurement: Challenges and Future Research

Kanter RM, Summers VD. 1987. Doing well while doing good: Dilemmas of performance measurement in non-profit organizations and the need for a multiple constituency approach. In WW Powell (Ed.), *The nonprofit sector: A research handbook*: 154-166. New Haven, CT: Yale University Press.

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Lepoutre J, Justo R, Terjesen S, Bosma N. 2013. Designing a global standardized methodology for measuring social entrepreneurship activity: The global entrepreneurship monitor social entrepreneurship study. *Small Business Economics* **40**(3): 693-714.

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