



DEPARTMENT OF LEGAL STUDIES AND BUSINESS ETHICS

LGST 230: SOCIAL IMPACT AND RESPONSIBILITY

Fall 2019

Classroom: F70
Office: 651 JMH
Class Times: 3:00-6:00

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Office Hours: By appointment. Should you have any questions or concerns about the class, please do not hesitate to see me. Please contact me via email petkoski@wharton.upenn.edu to set up a meeting time.

INSTRUCTOR

D. Petkoski is a Lecturer and Senior Fellow at the Wharton School and serves as an adviser and consultant to the World Bank, ILO, IOE, OAS, other development organizations, governments, and global companies. At Wharton, he teaches courses on responsibility in global management, corporate responsibility and ethics, and social impact and responsibility in the MBA, undergraduate, and executive programs. He held various senior positions at the World Bank, including head of the Business, Competitiveness and Development Program. During his nearly 20 year tenure at the World Bank he focused on multi-disciplinary and multi-stakeholder approach to business and development issues; competitiveness and sustainable development at the national and corporate level; anti-corruption and ethics; collective action and the changing role of business in society; innovation and knowledge exchange; and leadership and leading and managing change. Four years ago, he co-launched Ideas for Action (I4A), a joint initiative created by the World Bank and the Zicklin Center at Wharton. I4A¹ is a knowledge and action-oriented platform that provides young leaders around the world with a unique opportunity to help shape the international development agenda with emphasis on the Sustainable Development Goals (SDGs). In addition to two Ph.D. (one in Economics and one in Electrical Engineering), he has an MPA from the Kennedy School of Government, Harvard University. He was a Fulbright Scholar at Harvard University and a Visiting Scholar at Massachusetts Institute of Technology.

OVERVIEW

What role can business, through its core activities and innovative partnerships, play in meeting local and global societal needs in protecting the environment, improving health and education, or

¹ The I4A Initiative has reached nearly 2,000,000 individuals by print and social media. Over 12,000 registered teams with more than 40,000 students and young professionals from 142 countries and territories sent nearly 6,000 proposals. In addition, Ideas for Action hosts special events at the IMF and World Bank Annual Meetings. For more details visit: <http://www.ideas4action.org/>

eradicating poverty? Are these needs properly captured by the Sustainable Development Goals (SDGs)? Does business have a responsibility to help meet these needs? What is the responsibility of the other stakeholders, including international financial institutions, such as the World Bank; foundations; non-government organizations; and development agencies? What are successful examples of business approaches to meeting these needs? Are there limits to what can and should be done through business? The evolution of social enterprise: are 'Hybrid' Organizations the answer? How to enhance social impact through leadership, social entrepreneurship, and disruptive social innovations? Can technology help solve societal problems? How to utilize the Women Entrepreneurs Finance Initiative?

This survey course provides students the opportunity to engage in an analysis of these and other issues that lie at the foundation of social impact and responsibility as an area of study. The students will have a choice to (1) work on community based projects, with support from the Netter Center for Community Partnerships (<https://www.nettercenter.upenn.edu/>); (2) submit their projects/proposals to the I4A program/competition with the World Bank, and (3) participate in IdeasLabs, jointly organized with the World Bank². Writing assignments will be tailored to meet students' individual needs and interests. Through cases, conceptual readings and guest lectures from practitioners, the course is designed to help students address the question: *"How should business enterprises, through their core activities and innovative partnerships, and business thinking be engaged to improve society in areas not always associated with business?"*

TARGET AUDIENCE

As a survey course, the course is designed to meet the interests of a wide range of students, including those who seek careers in social impact and those interested in learning more about this quickly growing and visible area of business. The course also is designed for students whose primary interest is not necessarily business but are interested to learn how the application of business thinking can address challenges in their area of interest, such as science, education, or health. The course is required for students pursuing the Secondary Concentration in Social Impact and Responsibility. No prior background is assumed and there are no prerequisites.

GRADING

Overall Contribution to Class (35%) The course is intended to allow students to develop the analytic skills and substantive framework to address challenges as they arise in business. Many of these challenges will involve justifying one's position to those in disagreement. To this end, the course emphasizes articulating reasoned arguments. Class participation is an integral component of this emphasis. Accordingly, unexcused absences will count against one's grade. Class attendance, class participation, class debates, case study analysis, assignments, project work, instructor evaluation, and peer ratings will comprise 35% of the grade. The Peer Rating component will work as follows. Each student will rate (on a secure website with confidentiality assured) each other student on a 1 (bottom) - 10 (top) scale based on that peer's overall, demonstrated contribution to the class's learning and

² In 2015 and 2016, respectively one project from Wharton was among the three winning submissions, out of nearly 400 submissions per year globally. In 2017 a project from Wharton was among the six finalists. For more details visit: <http://www.ideas4action.org/> or Facebook: https://www.facebook.com/ideas4action?view_public_for=1550087675237501

development. Comments on each student's specific contributions will be solicited and weighed in the "Contribution to Class" grade awarded by the instructor. The submission of a "legacy paper" is also required (pass/fail).

Midterm Exam (25%) A midterm exam, given in class, will account for 25% of the available points. The midterm exam will focus on utilizing the readings in case study analysis.

Final Project: Analysis of Potential for Social Impact (40%): At the very beginning of the semester, students are required to specify a societal need and to evaluate the potential and appropriateness for the need to be met through a business-based approach. Examples of business-based approaches include harnessing existing business enterprises, starting a new business or social enterprise, government policies to encourage business involvement, and applying business skills and thinking to non-business organizations.

Legacy Assignment (Due Date: **Beginning of Second Session**): Students will be required to submit a short note two pages in length (12-point type, doubled spaced) on *My Legacy: In 2050, when you look back at your life (both personal and professional) what will you consider to be your main achievement – your legacy?* Students should bring a hard copy to be submitted at the beginning of the second session as well as send the assignment by email prior to class. Pass/Fail grade.

Final grades, consisting of class participation, project work, class debates, and assignments (35%), mid-term (25%) and the final project (40%), may be adjusted to conform to an acceptable distribution. This curve may increase or decrease the final grade awarded.

Change of Grades: With the exception of clerical/coding errors, there will be no change of grades issued after final grade sheets are delivered to the University Registrar.

EXPECTATIONS

Class will be conducted according to concert rules:

- Class starts and ends exactly on time. Students and faculty are expected to be timely.
- Students are to sit according to a seating chart.
- Students should remain in attendance for the duration of class, except in an emergency.
- Students should display nameplates.
- Aside from cases of major illness, an absence may be excused only with prior notice to the professor – who will decide in accordance with his own discretion whether or not to excuse the absence.
- No computers, tablets, or other electronic devices may be used in class. Nope, not kidding.

GUEST SPEAKERS

Guest speakers are invited to address the topics in the course. Whenever possible, opportunities will be arranged for students to interact with speakers outside of class. **The order and content of topics in the reading list and calendar may change depending on the schedule of guest speakers.**

READING LIST AND COURSE OUTLINE

There is no textbook for this course. This syllabus and the readings **are subject to change** at the discretion of the instructor to accommodate the flow and interests of the class. New cases and material may be substituted for those listed. If unsure of any assignments, please ask for clarification at the end of class. **Canvas should list specific assignments and due dates.** “S” = material available through Study.net (<https://www.study.net>). All other materials are available through Canvas (<https://wharton.instructure.com/login>) drawn from a variety of primary and secondary sources. The reading for each class must be completed before the lesson for which it is assigned.

SUMMARY:

Class 1, September 9

OVERVIEW OF THEMES; QUESTIONS; APPROACHES; AND THE NEW NORMAL

Class 2, September 16

WHAT’S A BUSINESS FOR; WHOSE RESPONSIBILITY; AND WHAT’S THE NEED FOR MEASUREMENT AND HOW HARD IS TO MEASURE SOCIAL IMPACT?

Class 3, September 23

INNOVATION LAB: FROM EXECUTIVE SUMMARY TO FULL PROPOSAL – EXPLORING COMPLEMENTARITY AND IMPACT

Class 4, September 30

ENHANCING IMPACT THROUGH LEADERSHIP, SOCIAL ENTREPRENEURSHIP, AND DESRUPTIVE INNOVATIONS

Class 5, October 7

MANAGING COMPLEXITY; VALUES; AND THE EVOLUTION OF SOCIAL ENTERPRISE: ARE “HYBRID” ORGANIZATIONS THE ANSWER?

Class 6, October 14

THE HARD TRUTH ABOUT INNOVATIVE CULTURES and MIDTERM REVIEW

Class 7, October 21

Midterm exam

Class 8, October 28

SOCIAL INNOVATION: HOW ORGANIZATIONS CREATE SOCIAL VALUE AND CAN TECHNOLOGY HELP SOLVE SOCIAL PROBLEMS? and Midterm Exam Review

Class 9, November 4

THE CHANGING LANDSCAPE OF SOCIAL-IMPACT INVESTING: FINANCING FOR DEVELOPMENT; BLENDED FINANCE; AND WOMEN ENTREPRENEURS FINANCE INITIATIVE

Class 10, November 11

RESPONSIBILITIES IN FRONTIER MARKETS: BoP AND THE ROLE OF NONPROFITS

Class 11, November 18

LEADING AND MANAGING CHANGE: FROM PERSONAL TO ORGANIZATIONAL CHANGE FOR SOCIAL IMPACT; THE ROLE OF WOMEN LEADERS; AND THE CHANGING ROLE OF FOUNDATIONS

Class 12, November 25

GLOBAL ENTREPRENEURIAL ECOSYSTEM: MANAGING THE ECOSYSTEM, CREATIVE CAPITALISAM, AND THE CHALLENGE OF IMPLEMENTATION – ARE INNOVATIVE PARTNERSHIPS AN ANSWER?

Class 13, December 2

PROJECTS PRESENTATION

Class 14, December 9

COURSE REVIEW AND TAKEAWAYS