



**Watson Institute at Lynn University
Transformative Entrepreneurship 1: Ideation
Major Requirement**

Catalog Description:

Ideation guides students through the process of refining a social enterprise idea. Students can expect to test assumptions and hypotheses to ultimately strengthen the quality of the idea behind their social enterprise. Throughout the semester, students will create a series of deliverables that each startup social entrepreneur should master: Stakeholder Map (bottom-up, middle-out and innovation matrix, and top-down), Messaging Platform, Business Model Canvas, Pitch Deck, and 180 Day Strategic Plan

Course Learning Outcomes:

Upon completion of the course, students should be able to:

- a) L.O. 1.1: Apply design thinking and design research, and how to use various ideation frameworks for establishing the root cause and possible solutions to an issue
- b) L.O. 1.2: Apply rapid prototyping to prototype ideas and test assumptions created in ideation phase.
- c) L.O. 1.3: Discuss peer organizations, current innovations, and their market niche
- d) L.O. 1.4: Analyze social venture marketing tools and messaging, and create a pitch for a social venture
- e) L.O. 1.5: Describe the business model canvas and design a business model canvas for a social venture
- f) L.O. 1.6: Create an in-depth stakeholder map, including bottom up, top down, and middle out stakeholders. Compare and contrast each stakeholder's model
- g) L.O. 1.7: Design a messaging platform for a social venture, including a 1-2 pager, 1 paragraph, and tagline
- h) L.O. 1.8: Create a 180-day strategic plan

Students will demonstrate that they have met these objectives through research assignments, course projects, and written assignments.



Required Text:

There is no required textbook. Readings for each class session are included in the syllabus and we will give you access to all required readings online. That being said, Watson fosters a culture where intrinsic motivation to learn and peer-teach thrives. Please continue doing your own learning outside of our requirements and share them with your fellow scholars and staff.

Course Requirements:

Overview of Responsibilities (basis of evaluation)

Assignments/Deliverables: Scholars will complete a series of deliverables (assignments) throughout the course of the semester. The quality of work and timeliness of completion will be factored into the grade.

Class Presence and Preparation: You are expected to be present in class each week—physically, intellectually and emotionally. In addition to weekly assignments that are based on that week’s course substance, there are readings, viewings or other exercises required to prepare for the following week’s class.

Team/Peer Evaluation: Informed by Goran Ekvall’s research about creative and productive work climates, we will craft criteria by which to hold ourselves accountable—as individuals and as a community—for maximizing learning. We will conduct evaluations in the middle and at the end of the course.

Grade Breakdown

Assignments/Deliverables	60
Class Presence and Preparation	20
Team/Peer Evaluation	20
TOTAL	100

Grading Scale:



Each student's final grade is based on the final average for the course requirements as compared to the university grade scale.

A	93 - 100
A-	90 - 92
B+	87 - 89
B	83 - 86
B-	80 - 82
C+	77 - 79
C	73 - 76
C-	70 - 72
D+	67 - 69
D	60 - 66
F	0 - 59

Extra credit is not applicable or available in this course.



Overview of Course Schedule and Assignments

Orientation

Week 1: Aug 31 - Welcome to Watson: Today you will get an introduction to Watson, Boulder and the community here at Chautauqua!

Materials:

Overview of TE1 Powerpoint – Describing the two parts of the class and key deliverables (stakeholder map, messaging platform, business model canvas, theory of change, pitch deck, and post-Watson plan)

Part 1: Stakeholder Map

Deliverable 1: Stakeholder Map - Bottom Up

Week 2: Sept 7 – Master Course TBD

Week 3: Sept 14 - Stakeholder Map - Bottom Up

Overview

- Development of deliverable: Stakeholder Map - Bottom Up
- Report out on stakeholder conversations
- Finalize and Hand-in Deliverable: Stakeholder Map - Bottom Up
- Report out on stakeholder conversations
- **Deliverable Due – Stakeholder Map: Bottom Up**

Materials

Blank Stakeholder Map Bottom Up for each scholar
Stakeholder Map Bottom Up Week 2 Powerpoint
Red, Yellow, and Green small post it notes
Model Stakeholder Map Bottom-Up for Watson
Model Design Research Questions for Watson

Deliverable 2: Stakeholder Map - Middle Out and Innovation Matrix

Week 4: Sept 21 – Master Course - TBD

Week 5: Sept 28 - Stakeholder Map - Middle Out and Email Training

Overview



- Training: Innovation Matrix, thank you's, cold emailing, boomerang, and email address finding
- Development of deliverable: Stakeholder Map - Middle Out and Innovation Matrix
- Report out on stakeholder conversations
- Finalize and hand-in Deliverable: Stakeholder Map - Middle Out and Innovation Matrix
- **Deliverable Due – Stakeholder Map: Middle Out**

Materials

4 Tips to Being an Email Champion (Email Etiquette Training)
Powerpoint
3 Tips to an Unforgettable Thank You Powerpoint
Innovation Matrix Instructions
Blank Innovation Matrix
Model Innovation Matrix for Watson
Powerpoint for workshop time
Blank Stakeholder Map Middle Out
Red, Yellow, and Green small post it notes

Deliverable 3: Stakeholder Map - Top Down

Week 6 : Oct 5 - Stakeholder Map - Top Down and Top-down Change

Overview

- Report out on stakeholder conversations
- Training: Top-down change, email etiquette, and thank you's
- Development of deliverable: Stakeholder Map - Top Down

Materials

Root Cause Analysis Powerpoint
Stakeholder Map – Top Down Powerpoint
Model Stakeholder Map Top Down for Watson
Red, Yellow, and Green small post it notes

Week 7: Oct 12 - Stakeholder Map - Top Down and Top-down Change

Overview

- Report out on stakeholder conversations
- **Finalize and hand-in Deliverable: Stakeholder Map**

Materials

Stakeholder Map – Top Down Powerpoint
Model Stakeholder Map Top Down for Watson



Red, Yellow, and Green small post it notes

Part 2: Theory of Change

Week 8: Oct 20 (during Lab on Oct 20 from 2-4pm) - Theory of Change and Impact Metrics

Overview

- Activity: Small group hot seats of Theory of Change
- Finalize and hand in of deliverable: Theory of Change
- **Deliverable Due – Theory of Change**

Materials

**Theory of Change Powerpoint
Impact Metrics Powerpoint**

Part 3: Messaging Platform

Deliverable 1: Messaging Platform: Tagline and 1 Paragraph

Week 9: Oct 19 – Master Course - TBD

Week 10: Oct 26 - Messaging Platform: 1 paragraph and optional tagline

Overview

- Training: Messaging principles of Made to Stick: SUCCESS
- Activity: Hot seat of messaging drafts
- Development of deliverable: Messaging Platform - 1 Paragraph and Optional tagline
- Training: Models and best practices of strong 1 paragraph
- Activity: Hot seat of messaging drafts
- Finalize and hand in of deliverable: Messaging Platform - 1 Paragraph and optional tagline

Materials

**Powerpoint for workshop time
One Paragraph and Optional Tagline Powerpoint
Made to Stick Powerpoint
One Paragraph, One Sentence, and Optional Tagline Worksheet**

Deliverable 2: Messaging Platform: 1-2 Pager



Week 11: Nov 9 – Master Course - TBD

Week 12: Nov 16 (During Lab on Nov 17 from 2-4pm) - Messaging Platform: 1-2 pager Overview

- Training: Models of strong 1-2 pagers
- Activity: Development of graphics
- Finalize and hand in deliverable: Messaging Platform - 1-2 Pager

Materials

1-2 Pager Powerpoint

Part 4: Business Model Canvas or Finances

Deliverable 1: Finances

Week 13 (option 1): Nov 30 - Finances

Overview

- Training: Financials
- Activity: Develop assumptions and financials
- Development of deliverable: Financials
- **Deliverable Due – Financials**

Materials

Financial Model Presentation

Deliverable 2: Business Model Canvas

Week 13 (option 2): Nov 30 – Business Model Canvas

Overview

- Training: The Business Model Canvas as a tool
- Activity: Small group hot seats of BMC
- Development of deliverable: Business Model Canvas
- **Deliverable Due – Business Model Canvas**

Materials

**Business Model Canvas Presentation
Powerpoint for workshop time
Business Model Canvas Posters**



Part 4: Pitch Deck

Week 14: Dec 7 – Master Course and Pitch Coaching

Overview

- Development of a pitch deck
- Pitching practice to prepare for the Summit

Materials: TBD by Master Course Teacher

Part 5: Post Watson Plan

Week 15: Dec 14 – 180 Day Strategic Plan

Overview

- Training: Work plan creation
- Activity: Presentations of post-Watson workplan
- Finalize and hand in deliverable: post-Watson workplan

Materials

Powerpoint for workshop time
Workplan Creation Powerpoint

Guiding Principles

A few Guiding Principles

Peer to Peer Feedback:

Throughout the creation process, you each are each other's best assets. The peer to peer feedback that scholars give each other we repeatedly find to be some of the most helpful. In addition, you will be running each deliverable by master course teachers, mentors and the Watson team, but don't forget that the feedback of your peers will form your foundation.

Mutual Respect:



Feel free to disagree with something someone is saying or a viewpoint they are putting forth, but make your point by acknowledging the good in what they say and respectfully disagreeing with their POV on the specific issue. If you follow a respectful disagreement on facts, or issues, or analysis, you will develop a habit that will carry you further in your career than if you purposefully slam everyone who does not hold the same POV that you do. Besides, if you are to be successful in this class or in your career, you have to do your best to make everyone in the class or in your organization as successful as you hope to be.

Assignments:

All assignments that are turned in must be in a professional format. We will not accept hand written assignments or documents that you would not put in front of a customer or stakeholder. We expect professional quality work.

Deliverables:

Every month, TE will focus on a specific deliverable related to your project, idea, or venture. We'll introduce the theme, create objectives, bring in Master Course Teachers specifically around that topic, and have peer feedback and co-working times designed for you to create the deliverable needed. Regularly, the scholars will present their deliverables and progress.

Do not use skepticism as an excuse for inaction:

A Olympic training coach once said, "This approach could be totally wrong, but it a hypothesis worth disproving." Science starts with educated guesses. Then it is all trial and error. Sometimes you predict correctly from the outset. More often, you make mistakes and stumble across unexpected findings, which lead to new questions and ultimately to progress.

Do not use skepticism as a thinly veiled excuse for inaction or remaining in your comfort zone. Find the most promising option to test in real life through iteration and do not let skepticism hold you back.

Work for Mastery:

Real life is not measured on a scale of F-A or percentage points. Rather, we think that "C" work just means it is not yet finished. Plan on creating work, then getting feedback and reiterating it many times, each time getting a little better. Put in the work to keep improving towards mastery. In the real world, no one gives you grades and "C's" do not get degrees. This is practice in aiming for a goal and following through rather than giving up when you are almost there. When Watson staff and scholars agree you have reached mastery of a topic, then you will know you have reached the next level.

Enjoy it:



You will witness and go through a lot of different experiences and possibly screw-ups. Watson is meant to be a safe place to experiment, get things wrong, mess up, and then get things right. Enjoy it! We are here to throw ourselves deeply into the work we are passionate about. Work hard and don't forget that joy is the basis for what we do.



Appendix A:

Watson Institute at Lynn University MISSION, VISION, GOALS AND LEARNING OUTCOMES

MISSION:

Watson Institute's mission is to design and deliver a degree that maximizes the positive social impact students and alumni can create throughout their lifetimes.

VISION:

Watson Institute at Lynn University aims to unleash next generation talent to solve the toughest social, environmental, and economic challenges facing the world.

GOALS AND STUDENT LEARNING OUTCOMES:

The coursework of Watson Institute is designed to achieve the following goals:

CORE GOALS:

Goal #1: Describe and apply the process of developing and refining a social enterprise idea. Relevant Course: [Transformative Entrepreneurship 1: Ideation](#)

L.O. 1.1: Apply design thinking and design research, and how to use various ideation frameworks for establishing the root cause and possible solutions to an issue

L.O. 1.2: Apply rapid prototyping to prototype ideas and test assumptions created in ideation phase.

L.O. 1.3: Discuss peer organizations, current innovations, and their market niche

L.O. 1.4: Analyze social venture marketing tools and messaging, and create a pitch for a social venture

L.O. 1.5: Describe the business model canvas and design a business model canvas for a social venture

L.O. 1.6: Create an in-depth stakeholder map, including bottom up, top down, and middle out stakeholders. Compare and contrast each stakeholder's model

L.O. 1.7: Design a messaging platform for a social venture, including a 1-2 pager, 1 paragraph, and tagline

L.O. 1.8: Create a 180-day strategic plan

Goal #2: Describe key challenges faced during the process of starting a social enterprise and apply the skills of transformative action to overcome those challenges. Relevant Course: [The Changemaker 1: Ideation](#)



L.O. 2.1: Identify, describe and apply the principles of transformative action to their own lives and social entrepreneurial endeavors

L.O. 2.2: Describe the principles of positive psychology and apply positive psychology to their social entrepreneurial endeavors

L.O. 2.3: Describe the principles of self-efficacy and design a series of skills and tools to increase their own self-efficacy

L.O. 2.4: Describe common obstacles social entrepreneurs face and practice overcoming those obstacles

L.O. 2.5: Apply the principles of transformative action to build broad-reaching coalitions of partners

L.O. 2.6: Practice the skill of resourcefulness to begin the social entrepreneurial process in a resource limited environment

Goal #3: Practice and apply a set of foundational hard skills necessary for starting a social enterprise.
Relevant Course: [Lab 1](#)

L.O. 3.1: Employ and apply key functions of Excel towards the development of a social venture

L.O. 3.2: Employ and apply web design software to create a website for a social venture

L.O. 3.3: Practice strategic planning and design a strategic plan for a social venture

L.O. 3.4: Design goals using the SMART framework and practice managing their time effectively to achieve those goals

L.O. 3.5: Identify and analyze their target market

L.O. 3.6: Describe and practice the process of turning an idea into a social enterprise

L.O. 3.7: Identify and apply available resources for self-directed learning

L.O. 3.8: Identify the key legal issues faced by startup social enterprises and apply available legal resources

L.O. 3.9: Practice strategies for effective oral and written communications

L.O. 3.10: Practice strategies of effective networking and building alliances

L.O. 3.11: Describe and create a founders' agreement



L.O. 3.12: Practice soft skills of relationship/partnership building

L.O. 3.13: Practice basic financial modeling

L.O. 3.14: Practice and apply graphic design tools towards a social venture

Goal #4: Describe the goal setting process and practice creating and achieving goals relevant to the progress of a social enterprise. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 4.1: Design ambitious and achievable goals aimed at progressing a social venture

L.O. 4.2: Complete the goals they set and demonstrate progress made in a social venture

Goal #5: Practice working collaboratively with peers to overcome common challenges faced by their peers during the process of starting a social enterprise. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 5.1: Practice alongside peers collaboratively solving problems faced by their peers which are common to many startup social enterprises

L.O. 5.2: Analyze common problems faced by startup social enterprises

Goal #6: Practice building relationships and meeting with mentors, engaging mentors, following up with mentors, thanking mentors and maximizing the value of mentors' time. Relevant Courses: [Lab 2-3](#), [Lab 5-6](#), [Lab 8-9](#), [Lab 10-11](#)

L.O. 6.1: Create lasting relationships with mentors relevant to a social enterprise

L.O. 6.2: Practice effectively engaging a team of advisors to work through individualized challenges faced in the development of a social enterprise

L.O. 6.3: Practice the skills of relationship building necessary for forming a coalition of partners, mentors, and advisors

Goal #7: Describe, practice and apply a step-by-step methodology to rapidly and systematically validate their business model. Relevant Course: [Transformative Entrepreneurship 3: Business Model Validation](#)

L.O. 7.1: Identify the foundational assumptions of a social venture by completing a venture map

L.O. 7.2: Describe and practice a repeatable process for how to do customer discovery



L.O. 7.3: Describe the rapid prototyping process and practice creating 1-2 prototypes of a key element of a social venture

L.O. 7.4: Use real prototypes with real customers

L.O. 7.5: Describe and practice financial modeling for social enterprises

L.O. 7.6: Create a budget and financial model for a social enterprise

L.O. 7.7: Create a break-even analysis of their social enterprise and identify the key cost and financial assumptions of their social enterprise

L.O. 7.8: Create a 3-6 month operating plan

L.O. 7.9: Analyze the foundational assumptions underpinning their venture

Goal #8: Practice and apply the virtues and character traits necessary to accomplish both personal and social entrepreneurial goals. Relevant Course: [The Changemaker 2: Virtuous Entrepreneur](#)

L.O. 8.1: Create their own definition of what it means to be authentically virtuous in their social entrepreneurial endeavors and lives more broadly

L.O. 8.2: Identify and describe their fatal virtues and complimentary virtues that will impact their success as social entrepreneurs and leaders

L.O. 8.3: Practice self-awareness of their own leadership within their social entrepreneurial endeavors by creating a LeaderShape and their corresponding self-assessment

L.O. 8.4: Design and apply three transformation experiments to gain familiarity with the process of self-assessment, improvement, and reflection upon their virtues to improve their capacity as social entrepreneurs

L.O. 8.5: Create a working definition of discernment and apply it to their own lives and social entrepreneurial endeavors

L.O. 8.6: Create a working definition of freedom and apply it to their own lives and social entrepreneurial endeavors

Goal #9: Practice and apply a set of hard skills necessary for launching a social enterprise. Relevant Course: [Lab 4](#)

L.O. 9.1: Describe and best practices in branding and apply to a social venture



L.O. 9.2: Describe and best practices in search engine optimization and social media marketing and apply to a social venture

L.O. 9.3: Describe best practices in public relations and apply to a social venture

L.O. 9.4: Describe best practices in creating and managing boards and practice by designing and/or building a board for a social venture

L.O. 9.5: Describe best practices in creating and managing an executive team and practice by designing and/or building an executive team for a social venture

L.O. 9.6: Describe best practices in creating an internal and external communication system and practice by designing and/or building a communication system for a social venture

L.O. 9.7: Describe best practices in creating culture and values and practice by designing culture and values for a social venture

L.O. 9.8: Describe best practices in delegation and practice by designing a management process for a social venture

L.O. 9.9: Describe best practices in creating strategic partnerships and practice by designing and/or building a strategic partnership for a social venture

L.O. 9.10: Describe key types of insurance for social enterprises (liability, D&O, key-man) and determine which insurance is necessary for a venture

L.O. 9.11: Identify core competencies and areas to outsource, and then apply by articulating the core competencies and designing an outsourcing strategy for a social venture

L.O. 9.12: Describe the process necessary to establish a legal entity and then create operating agreements, bylaws, and articles of incorporation for a social venture

L.O. 9.13: Describe relevant legal issues, tax requirements, and record keeping necessary and practice by applying to a social venture

L.O. 9.14: Describe best practices in bootstrapping and growth hacking and apply to a social venture

Goal #10: Describe and practice the fundraising process for both for-profit and non-profit social enterprises. Relevant Course: [Transformative Entrepreneurship 3: Funder Readiness](#)



L.O. 10.1: Describe what it takes to get from point A (needing money) to point B (successfully closing a round of funding)

L.O. 10.2: Design a one and three-year strategic plan

L.O. 10.3: Describe and practice the elements of being funder ready

L.O. 10.4: Apply the elements of funder readiness to a social venture

L.O. 10.5: Design and implement an action plan to fundraise

L.O. 10.6: Practice asking funders

L.O. 10.7: Describe how to design an evaluation system and appropriate metrics to track the impact of a social enterprise and practice by creating an evaluation system and appropriate metrics for a social venture

Goal #11: Describe best practices in building and strengthening teams for social enterprises and apply those principles to building and strengthening an actual team for a social enterprise. Relevant Course: [The Changemaker 3: Transformative Team](#)

L.O. 11.1: Analyze the complexity of leadership and team building within the social entrepreneurial context

L.O. 11.2: Design an organizational roles and responsibilities document and identify gaps in a team that can help inform the creation of a job description

L.O. 11.3: Analyze best practices in compensation scales and apply those principles to designing a compensation scale for their organization

L.O. 11.4: Analyze best practices in recruiting strong candidates, selection, and interviewing and apply those principles to designing a hiring process

L.O. 11.5: Analyze and apply the legal implications of hiring and building a team

L.O. 11.6: Analyze and apply conflict management principles towards building a strong team

L.O. 11.7: Analyze and apply team motivators within a social entrepreneurial team

L.O. 11.8: Describe the functional organization chart tool and apply it to a social entrepreneurial venture to create alignment

L.O. 11.9: Analyze best practices and design a communication system for a startup social enterprise team



Goal #12: Apply a set of hard skills necessary for growing a social enterprise. Relevant Course: Lab 7

L.O. 12.1: Compare and contrast best practices in raising capital (investment, grant and donor) and apply to a social venture

L.O. 12.2: Analyze best practices in sales techniques and approaches and apply to a social venture

L.O. 12.3: Analyze best practices in cash flow management and practice by creating a cash flow document for a social venture

L.O. 12.4: Analyze best practices in financial modeling and practice by creating a financial model for a social venture

L.O. 12.5: Describe best practices in unit economics and practice by analyzing the unit economics of a social venture

L.O. 12.6: Analyze best practices in customer relationship management and practice by designing and/or building a customer relationship management system for a social venture

L.O. 12.7: Describe best practices in financial reports and reporting and practice by creating financial reports for a social venture

L.O. 12.8: Describe the concept of and how to calculate customer acquisition costs and practice by analyzing the customer acquisition costs for a social venture

L.O. 12.9: Analyze best practices in creating sales models and practice by designing a sales model for a social venture

L.O. 12.10: Analyze best practices in pre-sales and design a pre-sale strategy for a social venture

L.O. 12.11: Describe the concept of leads and practice by developing a leads list for a social venture

L.O. 12.12: Analyze best practices in customer retention and then apply by designing a customer retention strategy for a social venture

L.O. 12.13: Analyze best practices in customer satisfaction and apply by designing a customer satisfaction strategy for a social venture

L.O. 12.14: Analyze best practices in investor due diligence and apply by completing a mock due diligence process for a social venture



L.O. 12.15: Analyze best practices in negotiation and apply by completing a mock negotiation process relevant to a social venture

Goal #13: Synthesize experiences, entrepreneurial principles, and venture frameworks into the completion of a rigorous, research-backed thesis. Relevant Courses: [Transformative Entrepreneurship 4: Thesis](#)

L.O. 13.1: Practice skills in finding and analyzing research

L.O. 13.2: Demonstrate expertise in the field relevant to a social enterprise

L.O. 13.3: Practice grounding the problem and solution a social venture is focused on in evidence, fact, and rigor

L.O. 13.4 Analyze extensively the topic area of a social enterprise

L.O. 13.5: Complete an in depth, evidence backed thesis on a social enterprise

L.O. 13.6: Design an experiential learning process that supplements the evidence-backed thesis with personal experience

L.O. 13.7: Create a thesis advisory committee of topic experts who both serve to help inform the content of the thesis and provide mentorship and guidance throughout the thesis writing process

L.O. 13.8: Debate key concepts in their thesis in front of a panel to verbally reinforce their findings

Goal #14: Complete an in-depth portfolio of his/her past, present, and future to demonstrate understanding and self-awareness of his/her life to date and future trajectory. Relevant Course: [The Changemaker 4: Portfolio](#)

L.O. 14.1: Demonstrate a deeper understanding of their lives to date and who they have become through answering a series of in depth questions about their past

L.O. 14.2: Through answering a series of in depth questions about their present, demonstrate a deeper understanding of their current skills, resources, opportunities, and purpose

L.O. 14.3: Through answering a series of in depth questions about their future, demonstrate a deeper understanding of their next steps post-graduation and trajectories as social entrepreneurs and leaders

L.O. 14.4: Create an extensive network of leading social entrepreneurs who can serve as mentors beyond the completion of their degree



L.O. 14.5: Analyze the path they are on and how it ties into their overall life story and describe their purpose and next steps as social entrepreneurs

Goal #15: Apply a set of hard skills necessary for leading a social enterprise. Relevant Course: Lab 10

L.O. 15.1: Analyze best practices in motivating and promoting and apply concepts to a social venture

L.O. 15.2: Analyze best practices in social enterprise management and apply concepts to a social venture

L.O. 15.3: Analyze best practices in managing conflict and practice by simulating managing conflict in a social venture

L.O. 15.5: Practice methods of strengthening self-confidence and esteem and practice in a social venture

L.O. 15.6: Analyze best practices in human resources for early stage social enterprises and design a HR strategy for a social venture

L.O. 15.7: Compare and contrast character traits of social entrepreneurs and create a profile of their own personality and character profile as a social entrepreneur

L.O. 15.8: Analyze best practices in constructing teams for social enterprises and apply to a social venture

L.O. 15.9: Analyze best practices in process design, development and workflow and practice by creating and managing a process for a social venture

L.O. 15.10: Describe key concepts in employment law, employee agreements, letters of offer and non-compete agreements within social enterprise and create draft agreements for a social venture

L.O. 15.11: Analyze best practices in leadership and decision making within social enterprise and practice within a social venture