



UNIVERSITI KUALA LUMPUR BUSINESS SCHOOL

**FINAL EXAMINATION
JANUARY 2016 SEMESTER**

SUBJECT CODE : ECB 20203
SUBJECT TITLE : SOCIAL ENTREPRENEURSHIP
LEVEL : BACHELOR
TIME / DURATION : 9.00 AM - 12.00 P.M / 3 HOURS
DATE : 24th MAY 2016

INSTRUCTIONS TO CANDIDATES

1. Please read the instructions given in the question paper CAREFULLY.
2. This question paper is printed on both sides of the paper.
3. This question paper consists of TWO (2) sections; Section A and section B.
4. Answer **ALL** questions.
5. Please write your answers on the answer booklet provided.

THERE ARE (4) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.

SECTION A (Total: 40 marks)

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 1

- A. List and define **FIVE (5)** the process of Social Entrepreneurship. (10 marks)
- B. Describe **FIVE (5)** characteristics of Social Entrepreneur. (10 marks)

[20 marks]

Question 2

- A. State **FIVE (5)** main sources of opportunities for social entrepreneurs. (5 marks)
- B. Identify **TWO (2)** kinds of audiences, external and internal, in the business plan. (5 marks)
- C. The business model usually has **TEN (10)** building blocks. List and explain all of the building blocks accordingly. (10 marks)

[20 marks]

SECTION B (Total: 60 marks)

INSTRUCTION: Answer ALL questions.

Please use the answer booklet provided.

Question 3

By using Social Business Model Canvas, create a business model of your own chosen social enterprise. Justify all below with definition of each.

- a. What are your enterprise's customer segments?
- b. What are your enterprise's value propositions?
- c. Describe the enterprise's partnership network (key partner)?
- d. Describe your enterprise's channel interface?

(20 marks)

[20 marks]

Question 4

You have just accepted the position as the executive director of a medium-sized human service nonprofit called **Healthy Lives**, which promotes healthy living habits to the inner-city poor in your region. The agency was a start-up five years ago, and the social entrepreneur had significant initial success raising support from foundations and private donors. However, her interests in fundraising gradually waned, donors were neglected, and most fell into lapse. In looking at the file of former donors, you see approximately 90 percent are currently inactive, and only 5 percent are the core. The rest are either new, transition, or reactivated lapsed.

- A. Who are this organization's target donors? **(5 marks)**
- B. Outline a strategy to win-or wins back-these donors. **(5 marks)**

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- C. Outline a strategy to keep these donors. (5 marks)
- D. Outline how the current and future core can be lifted to higher donation levels. (5 marks)
- [20 marks]

Question 5

InsightArgentina (IA) is a nonprofit organization that seeks to improve the civil society conditions of Argentina by providing opportunities for people to volunteer. IA's mission is to "promote the development of a more engaged, socially aware, and active international community by facilitating experiential education programs that leave a lasting impact on participants and will contribute to the creation of a more sustainable civil and social sector." The organization's mission is accomplished by pairing up volunteers of all ages and backgrounds from around the world to a partnering organization in Argentina that needs assistance. The programs are for those looking for a nonconventional way to experience the life and culture of Argentina and expose them to some of the most important social issues of the area.

IA believes that international volunteering creates social value by benefiting both the volunteer and the host organization. Benefits to the volunteers include meaningful travel experience abroad and specific work training, an awareness of the life and culture of Argentina, and direct foreign language training, all of which are experiences that can also be added to a volunteers resume. The host organizations benefit by receiving skills assistance in areas that they lack from volunteers who are dedicated to Argentina and through financial support received through the program fees.

IA also seeks to pursue both financial and social responsibility. It is a social enterprise that works both to achieve a mission and have a self-sustaining business plan. This is an example of the double bottom line, in which they must make ends meet financially, while

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maximizing their social impact. This allows IA to put its resources directly towards its mission.

Most of the revenues generated by IA come from the program fees that participants pay to be a part of the volunteer operations. The program fees are divided between the host NGO to help fund the project the volunteer will be engaged in, administrative and operating costs, and donations to a partner organization, HelpArgentina. In an effort to be self-sustaining, IA has also established a venture capital fund, which invests both capital and time into projects.

A. Create a chart highlighting Insight Argentina's inputs, activities, outputs, outcomes and impacts.

(10 marks)

B. Which performance metrics are most appropriate for InsightArgentina to measure its social value? Why?

(10 marks)

[20 marks]

END OF QUESTION PAPER

