



Main academic disciplines

CSR and Sustainability
Entrepreneurship
Innovation

AURORA

Social Entrepreneurship and Business Model Innovation

Master summer course 2026

Copenhagen Business School
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CBS



**COPENHAGEN
BUSINESS SCHOOL**

Course content

Social Entrepreneurship describes the discovery and sustainable exploitation of opportunities to create business models which address humanity's social and environmental challenges. Social entrepreneurship generates disequilibria in market and non-market environments, by finding ways of turning societal problems into complementary assets. The course will develop capabilities in social opportunity identification as well as social enterprise modeling.

Description of the teaching methods

This intensive three-week course combines lectures, visits to Copenhagen-based social enterprises, and applied group work to enhance learning. You'll work in diverse teams to develop and critically reflect on a social business model, culminating in an investment-ready pitch at a final event. This hands-on approach equips you with in-demand impact investing skills.

The course is highly interactive, requiring active engagement and significant time commitment: class preparation (10-12 hours/week), lectures (12-14 hours/week), and group work (10-12 hours/week). Note that it's unsuitable for those working full- or part-time during the summer.

As a blended intensive programme (BIP), the course includes virtual components: two "pre-assignment" online sessions in June and two online sessions at the end to prepare for the exam project.

SDG's covered by this course:



Description of the exam procedure

Draw on the organizational theories discussed in the class and apply them to carry out a critical analysis of your social entrepreneurship business plan both in terms of the result (the business plan) as well as the process (group work experience). The evaluation of the reflection paper will be based on your ability to reflect on the learning objectives and apply these to both your business plan and its development process by drawing on relevant academic literature.

Course self-evaluation tool:

This course uses the seizmic SURVEY which is a practical evaluation tool that was developed to assess how study programs or courses contribute to address key societal challenges through entrepreneurship and innovation. Translated to multiple languages, it introduces students to a range of skills they can acquire throughout the course and collects data on acquiring these skills.

Blended format:

Online: 9, 16, 26 June, 2026 & 7 July 2026

On-site session: 22 June – 09 July 2026

Exam: 22 June - 13 July 2026: Home assignment written in parallel with the course

Nomination and application procedure:

Please contact your AURORA coordinator if you want to be nominated for this course. If you are selected, our summer university team will send you with the [AURORA application procedure](#).

Examination

Exam ECTS	7,5
Examination form	Home assignment - written product Individual exam
Size of written product	Max. 10 pages
Release of assignment	The Assignment is released in <u>Digital Exam</u> (DE) at exam start. Written product to be submitted on specified date and time.
Grading scale	<u>Z-point grading scale</u>
Examiner(s)	One internal examiner
Exam period	Summer
Course and exam timetable	https://www.cbs.dk/en/study/cbs-summer-university/exams
Make-up exam/re-exam	Same examination form as the ordinary exam1st retake: 72 hours home assignment, max. 10 pages. If the number of registered candidates for the make-up examination/re-take examination warrants that it may most appropriately be held as an oral examination, the programme office will inform the students that the make-up examination/re-take examination will be held as an oral examination instead.

Expected literature

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- Skloot, Edward. "Should not-for-profits go into business?." Harvard business review 61.1 (1983): 20-26.
- Guan, S., Tian, S., & Deng, G. (2021). Revenue diversification or revenue concentration? Impact on financial health of social enterprises. Public Management Review, 23(5), 754-774.
- Lüdeke-Freund, F. (2020). Sustainable entrepreneurship, innovation, and business models: Integrative framework and propositions for future research. Business Strategy and the Environment, 29(2), 665-681.
- Gur, Furkan Amil, and Thomas Greckhamer. "Know thy enemy: A review and agenda for research on competitor identification." Journal of Management 45.5 (2019): 2072-2100.
- Hockerts, Kai, and Rolf Wüstenhagen. "Greening Goliaths versus emerging Davids—Theorizing about the role of incumbents and new entrants in sustainable entrepreneurship." Journal of business venturing 25.5 (2010): 481-492.
- Hueske, Anne-Karen, and Edeltraud Guenther. "Multilevel barrier and driver analysis to improve sustainability implementation strategies: Towards sustainable operations in institutions of higher education." Journal of Cleaner Production 291 (2021): 125899.
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 - Yates, Brian T., and Mita Marra. "Social Return On Investment (SROI): Problems, solutions... and is SROI a good investment?." *Evaluation and program planning* 64 (2017): 136-144.
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