



Research and Knowledge Building on Social Enterprises: TISS experience

**Satyajit Majumdar, Professor
Center for Social Entrepreneurship,
School of Management and Labour Studies,
Tata Institute of Social Sciences, Mumbai, India**

TISS Advantage vs. Disadvantage in 2006-07 for the Masters Programme in Social Entrepreneurship

Absence of role models

Absence of text books and literature

**Issues about Indian context literature vs.
anecdotes**

**Dynamic Curriculum - to drawing board
every fifth year**

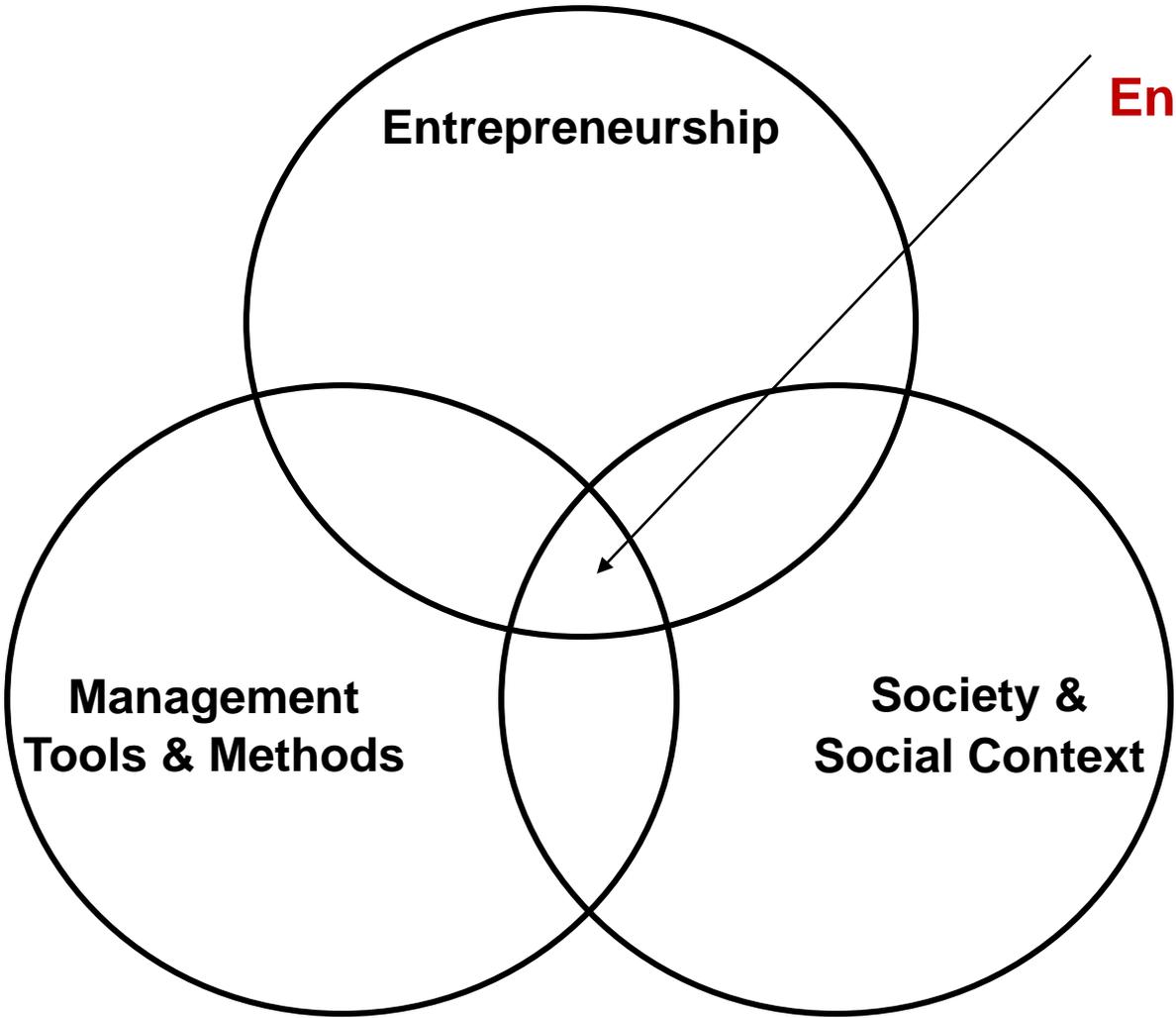
Premise

**Theory and Practice
as closed loop system**

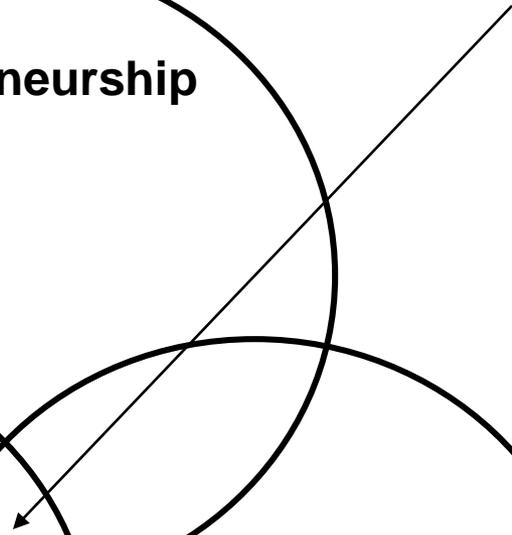
Our belief

- **Business and Social Entrepreneurship are ‘sciences’, can be taught and learnt**
- **Business and Social Entrepreneurship are Methods; Methods involve Principles and Processes**
- **Scholarly advancement is a function of the sensitivity of the researchers to search for new knowledge and theories which can be practiced**
- **Practice of Social Entrepreneurship is not new in India and theorising new practices and developing scholarly insights are critical for theoretical generalisation (if any) and for developing frameworks or points of view to question ‘the future’**

Our Masters Programme Framework



**Social
Entrepreneurship**



Published Research Papers on our Masters Programme

- **Creating Social Change Through Entrepreneurship Education: An Effectuation Model at Tata Institute of Social Sciences (TISS), Mumbai, India** (authored by Yaso Thiru, Satyajit Majumdar and Samapti Guha) in edited volume titled 'Technology and Innovations for Social Change, Springer, 2015
- **Dynamic curriculum development on social entrepreneurship – A case study of TISS** (authored by Rama Krishna Reddy Kummitha and Satyajit Majumdar) in The International Journal of Management Education, Vol 15, 2015

Knowledge (Theories) in Social Entrepreneurship

- **Field to grow only with theory driven research questions** (Short, Moss and Lumpkin, 2009)
- **Established theories – structuration, institutional theory, isomorphism, globalisation, agency, individualisation, and network theories** (Helen Haugh, 2006)
- **Potential research focus areas and theories – social value creation, opportunity creation and discovery, risk taking, innovation management, diffusion of innovation, role of technology, process of venture creation, relationship with institutions, simultaneous production and economic value** (Short, Moss and Lumpkin, 2009)

Entrepreneurship view

behavioural approach, social mission driven, resource mobilization, context focused

Social view

social mission and social value creation, social problem solving, meeting social needs, creating social change, entrepreneurs as change agents

Business Model view

stakeholders and business model, revenue model, investment

Knowledge view

currently no original theory, theories are emerging hence mostly case studies based scholarly work, conceptual work based on literature borrowed from other disciplines

Our concern on Good vs. Bad Theory

“Theory is insightful when it surprises, when it allows us to see profoundly, imaginatively, unconventionally into phenomena we thought we understood.” (Henry Mintzberg, Developing Theory about the Development of Theory, January, 2014)

“Kurt Lewin argued that “nothing is as practical as a good theory” (1945: 129)...Nothing is as dangerous as a bad theory... bad management theories are, at present, destroying good management practices. I have traced the source of the “badness” to two trends that have powerfully influenced the nature of business school-based research over several decades. On the one hand, what Clegg and Ross-Smith (2003) have described as “the hubris of physics envy” has led us to increasingly adopt **a narrow version of positivism together with relatively unsophisticated scientific methods to develop causal and testable theories.** On the other hand, the growing dominance of a particular ideology has focused us on solving the “negative problem” of containing the **costs of human imperfections.**” (Bad Management Theories are Destroying Good Management Practices- Sumantra Ghoshal, Academy of Management Learning and Education, 2005, Vol 4, No 1)

Our contribution in the Knowledge Domain –

- **Edited volume - Springer (2015); second in press – Rutledge (2018) and third in editorial process**
- **Research Conferences - National (3), South Asian (1) & International (3)**
- **Individual publications**

Our association in the Practice domain –

- **Incubated 42 Social Ventures till 2107**
- **Incubating Incubators**
- **Mentoring social and business ventures**
- **Faculty and Practitioners' Training**

Knowledge-Practice interfaces –

- **Innovative CSR implementation – alignment with Social Entrepreneurship**
- **National Entrepreneurship Award - Ministry of Skill Development and Entrepreneurship, Government of India**
- **BIRAC - Department of Biotechnology, Government of India**

Edited Volumes by our Centre for Social Entrepreneurship

- **Technology, Innovation and Social Change** edited by Satyajit Majumdar, Samapti Guha and Nadiya Marakkath, Springer, 2015
- **Social Entrepreneurship and Sustainable Development** edited by Archana Singh and Edakkandi Meethal Reji, Routledge, 2018 (in press)
- **Methodological Issues in Social Entrepreneurship Knowledge and Practice** edited by Satyajit Majumdar and Edakkandi Meethal Reji, Springer, 2018/19 (under editorial process)

**Social Entrepreneurship
viewed, practiced and
explained differently**

**No clear definition in India,
we do not need any**

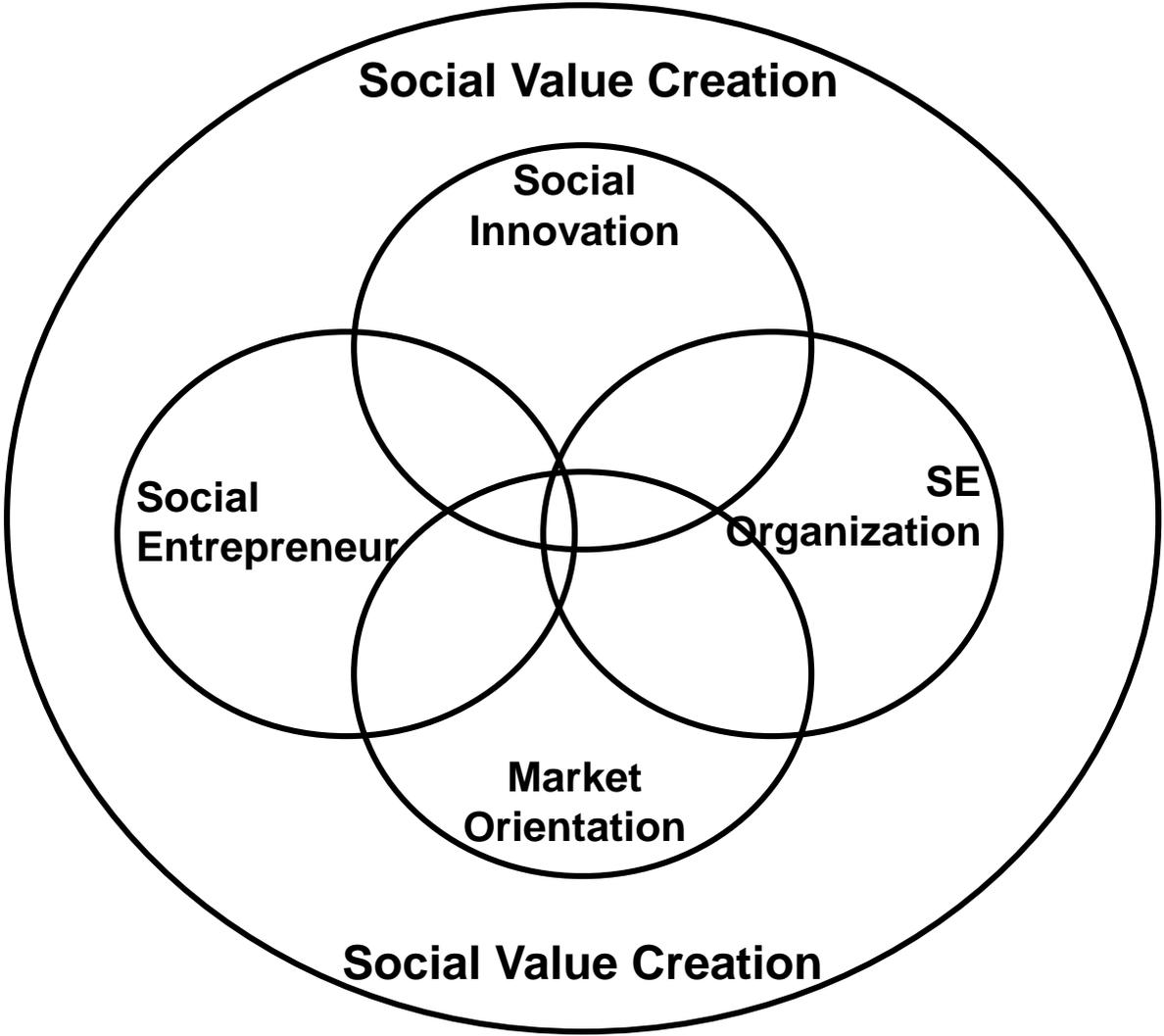
Social Entrepreneurship is Essentially Contested Concept (ECC) and Cluster Concept

(Choi and Majumdar, 2013, in Journal of Business Venturing, Elsevier)

- **No definition needed, it is a ‘cluster concept’**
- **Collaborate to build knowledge**
- **Choose the sub-concept(s), take ‘a position’**
- **The sub-clusters are –**
 - social value creation,**
 - social entrepreneur,**
 - social entrepreneurial organization,**
 - market orientation, and**
 - social innovation**

Social Entrepreneurship is Essentially Contested Concept (ECC) and Cluster Concept

(Choi and Majumdar, 2013, in Journal of Business Venturing, Elsevier)



**Social Enterprises aspire to
create social value with
sustainable value chain**

Context and Case Based

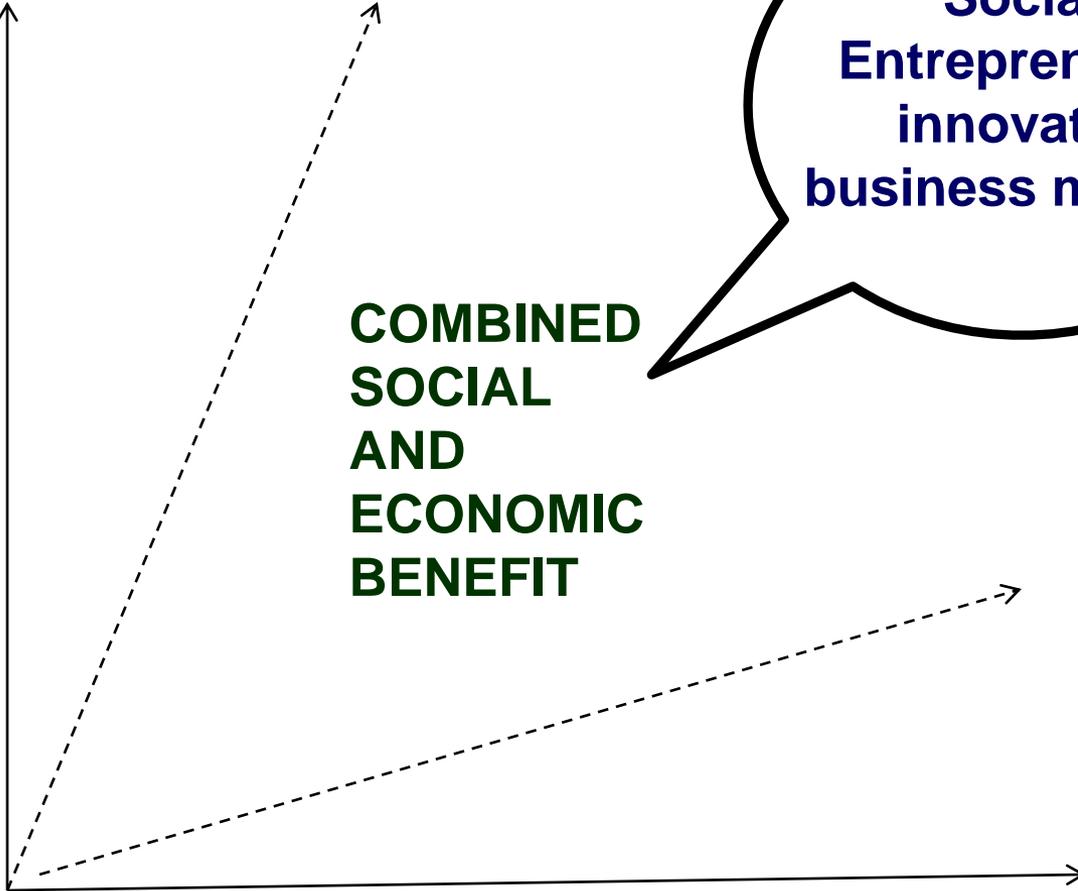
- **Process of social value creation includes dimensions - opportunity identification, resource mobilization, social value, capabilities of social entrepreneur** (The process of social value creation: A multiple-case study on social entrepreneurship in India, Archana Singh, Springer, 2016)
- **Financial inclusion for empowerment of marginalized women – using social entrepreneurship process to build a sustainable model** (Social Entrepreneurship as a Tool for Women Empowerment through Financial Inclusion: The Role of Values in Ethical Decision Making in Leszek Karczewski, and Henryk A. Kretek (Eds.), “Cultural, Social, Legal and Ethical Aspects of Management and Economics”- Archana Singh, Raciborz, PWSZ w Raciborzu, 2017)
- **Collective efficiency of small handloom producers engaged in export; two pathways of upgrading the handloom value chain - a governance-driven and a cluster-driven pathway** (Integration of small-scale handloom producers into global value chains: Insights from Kannur handloom cluster, Kerala (India) - Reji, Edakkandi Meethal, Enterprise Development and Microfinance, Practical Action Publishing, UK, 2018)

Micro Enterprises

- **Micro Enterprises in Mumbai Slums depend on all sources of fund – own resources, private money lenders and the MFIs** (Do Micro Enterprises choose Microfinance Institutions to meet their Financial Needs? Evidence from Mumbai Slums, Samapti Guha and Chandralekha Ghosh, Journal of Developmental Entrepreneurship, Vol. 19, No. 3 (2014), World Scientific)
- **Factors affecting profit ranking of the entrepreneur - age of micro entrepreneur, place of operation, and family structure** (Determinants of Profitability of the Microenterprises led by Women Micro Entrepreneurs: Evidence from Mumbai Slums, Samapti Guha and Chandralekha Ghosh, International Journal of Entrepreneurship and Small Business, Vol 25, No. 4(2015), pp. 455-473, Inderscience Publishers)
- **NABARD implemented SHG Bank Linkage Programme (SBLP) from 1995-96 to create financial empowerment of marginalized sections; need for linking the micro enterprises to market** (Microfinance for Microenterprises: An Impact Evaluation of Self Help Groups, Samapti Guha, NABARD, 2010)

Society

Social value



**COMBINED
SOCIAL
AND
ECONOMIC
BENEFIT**

**Social
Entrepreneurs
innovates
business models**

Business

Economic value

Entrepreneurship as process

of solving ‘problems’

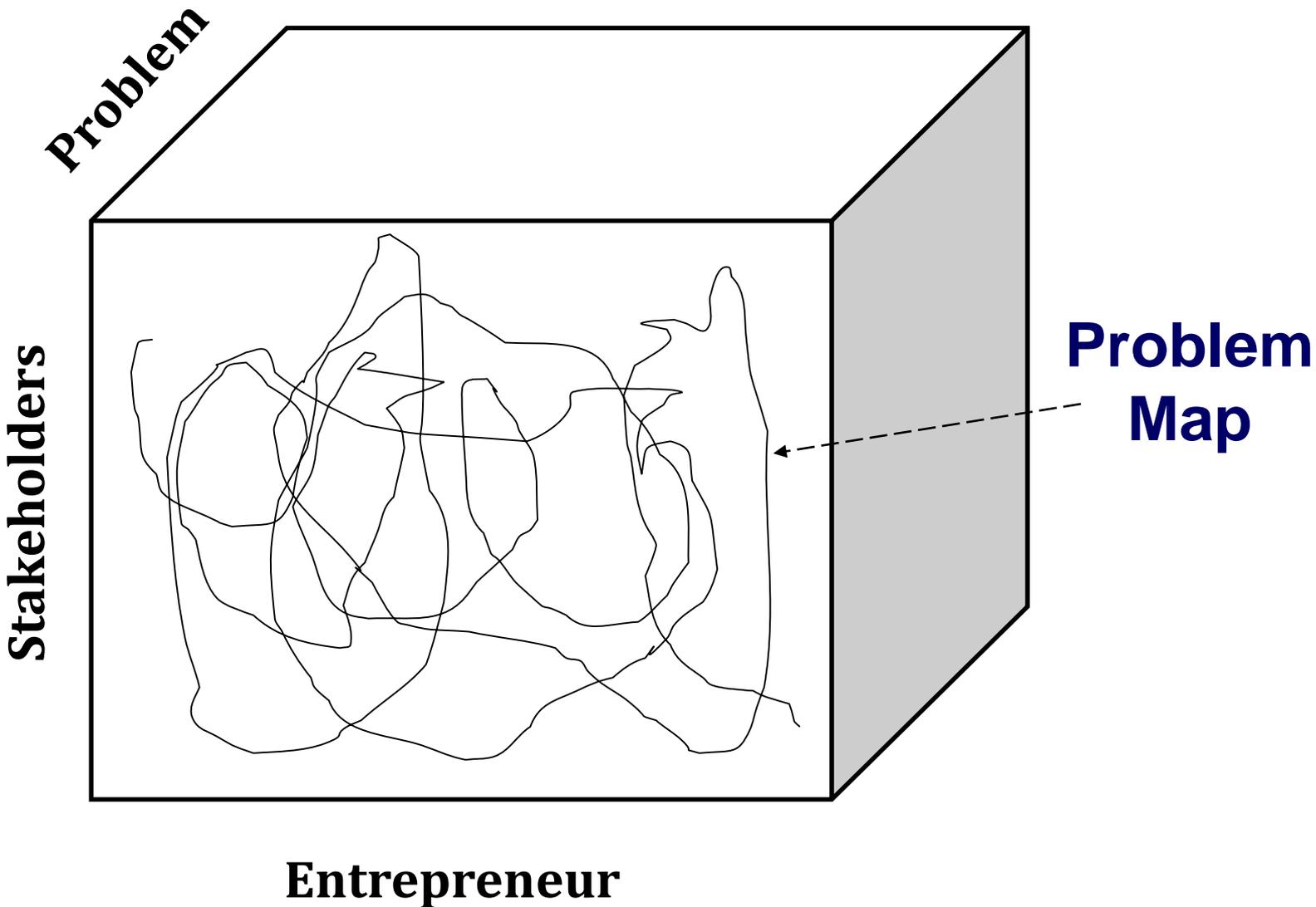
without ‘solution bias’

**‘collaborative and
multidimensional’**

Problem Mapping as an Approach to Enterprise Creation

**is our major contribution to
the discipline of
Entrepreneurship in general,
and
Social Entrepreneurship
in specific**

Dimensions of Problem Mapping



Business Model

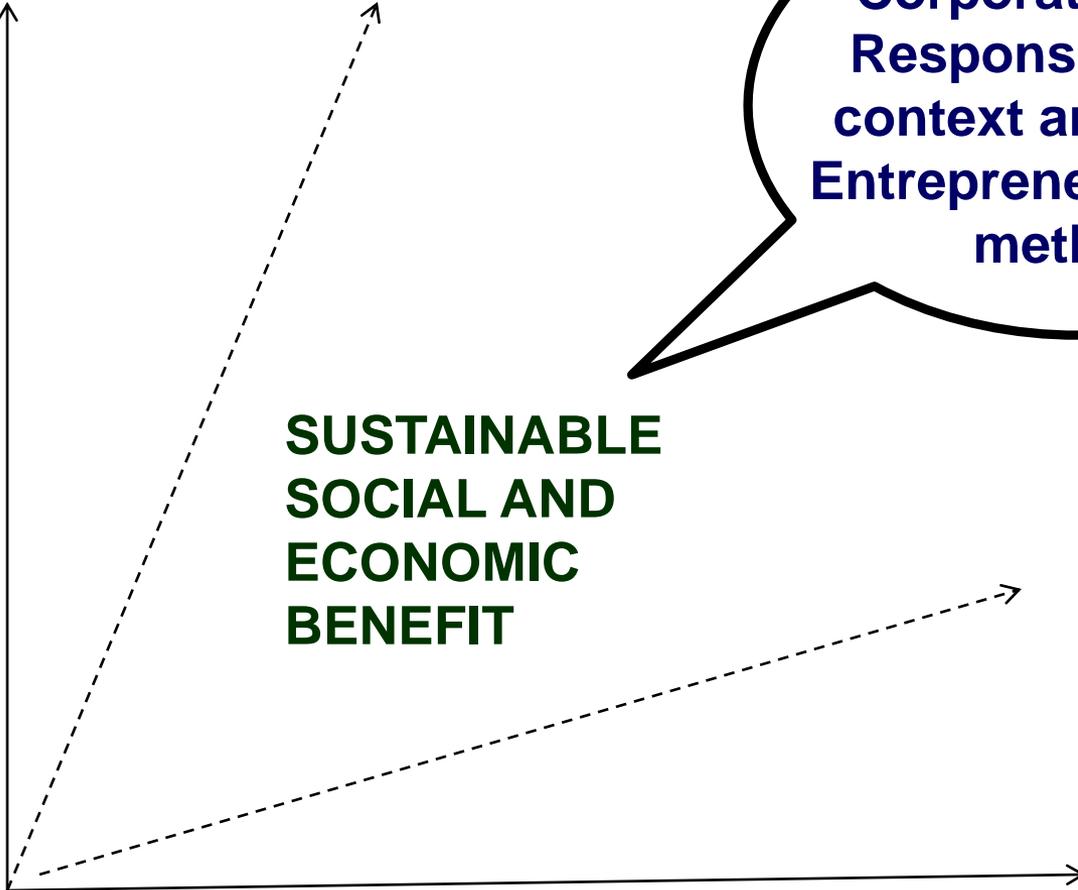
- **Microfinance new paradigm in the annals of inclusive financial reforms; it requires to work on ‘financial depth’ with demand-driven and welfarist approach** (Samapti Guha and Nadiya Marakkath, 2015)
- **Innovative business model results in inclusive development; community participation enhances productivity and marketability, in supply chain network** (Archana Singh, 2014)
- **Tribal communities (case of Bhil in Jhabua) have unique culture; need specific microfinance models** (Samapti Guha, Hemangi Patel and Nadiya Marakkath, 2017)
- **Marketing strategies do not vary much in social enterprises; technology is critical** (Archana Singh, Gordhan Kumar Saini and Satyajit Majumdar, 2015)

**CSR
and
Social Entrepreneurship**

- **Due to society's awareness, people's expectations from the government and corporate have significantly increased** (Archana Singh, Satyajit Majumdar, and Gordhan Kumar Saini, 2017)
- **Paradigm for CSR implementation beyond pure philanthropy; innovative models discovered, designed with proactiveness and reasonable experimentation provide (corporates) unique competitive advantage** (Satyajit Majumdar and Gordhan Kumar Saini, 2015)

Society

Social value



**SUSTAINABLE
SOCIAL AND
ECONOMIC
BENEFIT**

**Corporate Social
Responsibility as
context and Social
Entrepreneurship as
method**

Business

Economic value

Our Experiment in with Goa Shipyard Limited CSR

- **Community Need Assessment**
- **Model – Community Dairy in North Goa and Women Farmer Group in South Goa**
- **Mode of operation – enterprise creation**
- **Anchored by a social entrepreneur graduate of our Masters Programme**
- **Support from State Government Programmes**
- **Outcome – community based organization and sustainable business model**

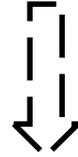
Our Incubation Centre at TISS with DBS Bank CSR

- **Model – enterprise for problem solving, domain neutral, virtual incubation, at various locations**
- **Facilitation and support – mentoring, expert guidance, seed fund (with and without)**
- **Incubated 42 Social Ventures till 2017**
- **Social Entrepreneurs – TISS and outside**
- **Outcome – social ventures, monitoring and review system, case study and other knowledge outputs**
- **Awards – global and national**

**How do we visualize the
future of social impact based
enterprises?**

**The grey area in widening;
hence
innovative business models**

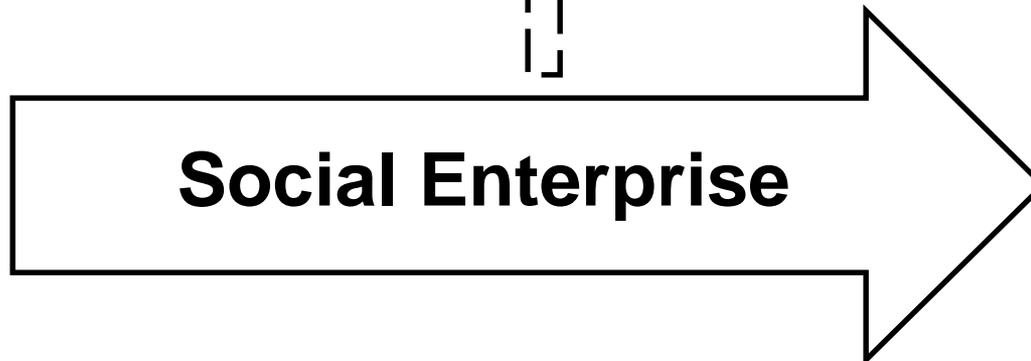
**Social
Value**



**Social and
Economic
Impact**

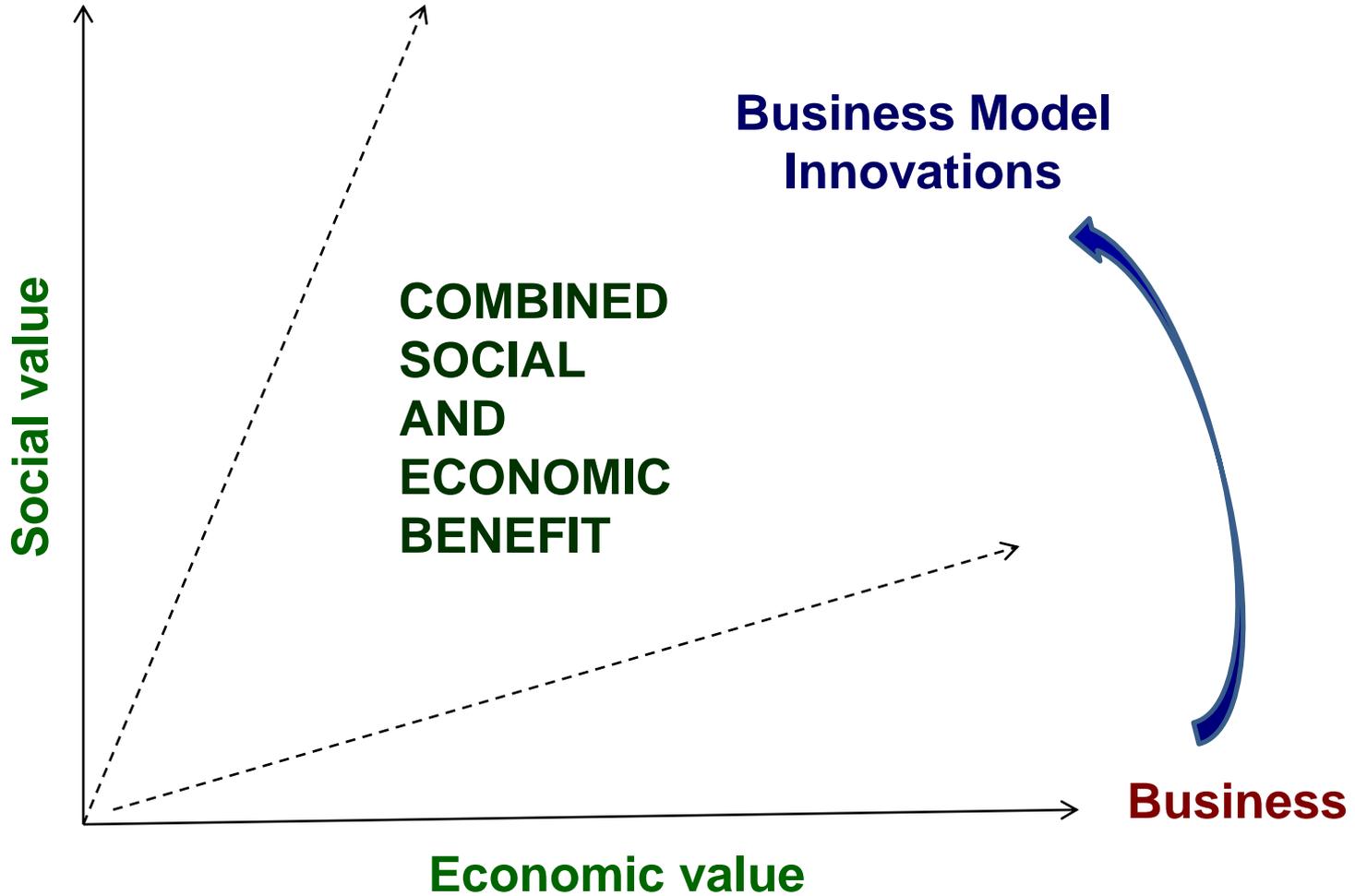
**Economic
Impact**

**Social
Impact**



**Financial
Sustainability**

Society



Editorial: Party on ! A call for entrepreneurship research that is more interactive, activity based, cognitively hot, compassionate and prosocial
(Dean Shepherd, 2015, in Journal of Business Venturing, Elsevier)

- **Future research to be with more ‘cognitively hot perspective’ – functioning of entrepreneurial tasks, emotional reactions, tasks and impacts**
- **Entrepreneurially generated ‘gains’ and compassion**
- **Future research to be beyond normal routines – alleviate sufferings, pro-social motivation, spontaneity, resourcefulness for compassionate responding**

The Future of Entrepreneurship Research

(Johan Wiklund Per Davidsson David B. Audretsch Charlie Karlsson in January, 2011 in Entrepreneurship Theory and Practice)

Building blocks of future –

- **Bonafide and inter-disciplinary, both**
- **Emergence of new economic activity with a wider meaning (beyond self-employment, business model to sustainable entrepreneurship (responsible), for peace)**
- **Social entrepreneurship – phenomenon based view of change, human behavior, sustainable development**
- **Reconsider the scope of ‘opportunity’ beyond market**

Can Social Entrepreneurship Researchers Learn from Family Business Scholarship?

A Theory-Based Future Research Agenda

(Bacq and Lumpkin, 2014, in Journal of Social Entrepreneurship, Taylor and Francis)

- **Basic aspects of family business - alignment with multiple stakeholders, achievement of competitive advantage, and enacting sustainable solutions**
- **Theoretical frames – organizational identity theory, resource based view, and stewardship theory**
- **Research areas – ‘identity’ i.e. familiness and socialness hence harmony among stakeholder over multiple organisational goals, long term vs. short term goals for socialness, scaling up and social dilemma, etc.**

Thanks