

**IBH 4BA3
Social Entrepreneurship Capstone
Fall 2025 Course Outline
DeGroot School of Business
McMaster University**

INSTRUCTOR AND CONTACT INFORMATION

**Wednesday 11:30 am – 2:30
pm**

**Dr. Maryam Mohiuddin
Ahmed**

Instructor

ahmem169@mcmaster.ca

Office: n/a

Office Hours: by appointment

Tel: n/a

Class Location: on A2L

Student TA

Albert Moffat

moffataw@mcmaster.ca

Office Hours: by appointment

Course website: A2L

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): No

COURSE INFORMATION

Lectures: 3hr x1/wk

Tutorials: N/A

Course Delivery Mode: In-person

Course Description: This capstone synthesizes the interdisciplinary strengths of the IBH program to explore and practice social entrepreneurship. Students will design, develop, and present innovative ventures that address social, environmental, and cultural challenges while remaining financially viable. Grounded in business fundamentals and humanities-informed perspectives, the course emphasizes systems thinking, decolonial approaches, and social innovation theory. The course culminates in a public pitch and a comprehensive social venture business plan.

IMPORTANT LINKS

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

COURSE LEARNING OUTCOMES

Upon successful completion of this course, students will be able to:

- Synthesize business principles, social innovation concepts, and humanities perspectives to design socially impactful ventures.
- Critically assess opportunities for social entrepreneurship using systems thinking with explicit attention to colonial histories and equity implications.
- Apply design thinking and co-creation methods to ideate, prototype, and test innovative solutions with stakeholders.
- Develop a complete social business model (mission, vision, value proposition, revenue model, operations, marketing, impact plan).
- Demonstrate leadership in diverse teams and manage collaborative workflows.
- Communicate persuasively through a professional pitch and supporting documentation.

COURSE LEARNING GOALS

- Appreciate the interconnectedness of business and humanities approaches to societal challenges.*
- Understand the systemic context of social entrepreneurship within local and global ecosystems.*
- Value ethical, decolonial, and sustainability considerations in entrepreneurial leadership.*

REQUIRED MATERIALS AND TEXTS

All readings will be posted on Avenue to Learn. Key texts include:

- *Surman, T. (2018). *Unlocking Canadian Social Innovation*. Centre for Social Innovation.*
- *Okun, T. (2001). *White Supremacy Culture*. ChangeWork.*
- *Phills Jr., J.A., Deiglmeier, K., & Miller, D.T. (2008). *Rediscovering Social Innovation*. SSIR.*
- *Goodchild, M. (2021). *Relational Systems Thinking*. JABSC.*
- *Nilsson, W., & Paddock, T. (2013). *Social Innovation from the Inside Out*. SSIR.*
- *Ackermann, R. (2023). *Design Thinking Was Supposed to Save the World*. MIT Tech Review.*
- *Kothari, A., Salleh, A., Escobar, A., & Demaria, F. (2019). *Finding Pluriversal Paths*.*

Optional:

TBD

CLASS FORMAT

This is an in-person 3-hour capstone course. Sessions combine short lectures, collaborative group work, case analysis, peer feedback, and applied exercises. Time is dedicated each week for teams to advance their venture projects. Expect a short break midway.

COURSE EVALUATION

Component	Weight	Due Date
Class Participation & Attendance	15%	Ongoing
Group Contract (Team Norms & Roles)	5%	Sept 10
Individual Reflection #1	15%	Sept 24
Impact Gaps Canvas (Group)	15%	Oct 8
Individual Reflection #2	15%	Oct 22
Branding, Marketing & Communications Package (Group)	15%	Nov 12
Business Model Canvas & Final Pitch (Group)	20%	Nov 26
Bonus Quiz (MCQs & Short Answers)	5%	TBD

Overarching Guidelines:

Attendance: Mandatory.

Submission: All work is submitted via Avenue to Learn.

Late Policy: No late work accepted without prior approval. Approved late work due within 10 days.

Final Exam: None (capstone project replaces final exam).

COURSE DELIVERABLES

- Group Contract (5%)** – Establish team roles, communication norms, and expectations.
- Reflection #1 (15%)** – Individual analysis on course readings and lectures.
- Impact Gaps Canvas (15%)** – Group submission analyzing the ecosystem and opportunities.
- Reflection #2 (15%)** – Individual analysis on course readings and lectures.
- Branding & Comms Package (15%)** – Group submission of a package with branding, marketing, and storytelling tools.
- Final BMC & Pitch (20%)** – Group capstone presentation and business model submission.
- Bonus Quiz (5%)** – Optional concept reinforcement.

LATE ASSIGNMENTS

Late Policy: No late work accepted without prior approval. Approved late work due within 10 days.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student.

All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below*;

<http://ug.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

SOME USE PERMITTED

Students may use generative AI in this course in accordance with the guidelines outlined for some deliverables as shared by the instructor, and so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

This course will use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically directly to Avenue to Learn where I will be using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar’s Office prior to their examinations. Students should also

contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in **IBH 4BA3 – Social Entrepreneurship Capstone** will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**IBH 4BA3
Social Entrepreneurship Capstone
Fall 2025**

WEEKLY BREAKDOWN

Date	Topic	Readings	Deliverables Due
Sept 3	Course Introduction; What is Social Entrepreneurship?	Surman (2018); Kothari et al. (2019)	—
Sept 10	Social Innovation, Business & Coloniality	Okun (2001); Ansari (2017)	Group Contract
Sept 17	Systems Thinking for Social Impact	Goodchild (2021)	—
Sept 24	Impact Gaps Canvas I & Systems Mapping	Phills et al. (2008)	Reflection #1
Oct 1	Impact Gaps Canvas II & Ecosystem Analysis	Nilsson & Paddock (2013)	—
Oct 8	Design Thinking for Social Ventures	Ackermann (2023)	Impact Gaps Canvas
Oct 15	No Class	—	—
Oct 22	Business Model Canvas: Structuring Ventures	Review	Reflection #2
Oct 29	Storytelling for Impact	Posted cases/exemplars	—
Nov 5	Marketing, Branding & Communications	Resources on A2L	—
Nov 12	Technology, Financial Modelling & Legal Basics	Briefs on A2L	Branding/Comms Package

Nov 19	Measuring Social & Environmental Impact	Impact measurement primer	<i>Optional Quiz</i>
Nov 26	Workshop: Pitch Practice & Peer Feedback	—	Draft pitch deck (ungraded)
Dec 3	Final Presentations & Pitches	—	Final BMC & Pitch