Indian Institute of Management Kozhikode

OPEN RESEARCH PROPOSAL SEMINAR BY FPM STUDENT

Date & Time : October 4,2011 (3.00 pm)
Venue : Class Room **A4**
Name of the FPM Student : **Ms. Ankita Tandon**
Title of the Seminar : ***Enterprise Learning Within and Across Knowledge Boundaries: A Study of Social Enterprise Processes***

ABSTRACT

In the last two decades, the philanthropy-based social sector has seen the emergence of organizations exhibiting innovative and sustainable social value creation processes. These organizations, referred to as *social enterprises*, have been identified as highly experimental setups where much learning occurs but is not captured or shared. Being in its developmental stages, the field of social entrepreneurship has directed sparse attention to social enterprise learning processes. Most of the existing organizational learning literature has been developed from the commercial enterprise perspective. Significant differences exist between social and commercial enterprises which indicate that utilizing existing literature to explain learning in social enterprises might result in only a partial understanding to the neglect of the intricacies of the social enterprise. A grounded exploration of social enterprise leaming processes is necessary to enable application, extension and modification of existing learning models or generation of new models.

The purpose of this research is to develop a theoretical and actionable model for the process of enterprise learning in social enterprises. Following the exploratory approach, an iterative process of literature review and field interactions was adopted to develop research questions. An examination of social enterprise literature indicates significant differences between social and commercial enterprises in objectives, financial resources, human resources, context, deal, opportunities, enterprise location and funding models. These aspects result in critical differences in workforce composition, contractual and engagement relationships, availability of management levers and financial incentives, boundary characteristics, and context specificity of solutions. These differences have been investigated from a learning perspective to develop research questions around the following themes: social structures enabling learning, knowledge boundaries, boundary objects, boundary roles and boundary interactions, factors affecting enterprise leaming, types of learning and outcomes of the learning processes.

An exploratory qualitative research methodology using grounded theory has been proposed for model development. Data on leaming episodes will be collected from approximately 6-10 projects undertaken by selected social enterprises. Data will be collected and triangulated through semi-structured interviews, field observations, company reports, available company literature and exploratory survey questionnaire. Systematic data analysis will be performed using grounded theory method. Grounded theory method provides coding procedures and analytical tools for data analysis which enable theory development in a rigorous manner.

The research proposes to explore a hitherto less explored area of social enterprises. It shall extend leaming literature to'social entrepreneurial context and serve as a base to develop propositions for future research in the field. It would inform development of appropriate course content and pedagogy for courses in social entrepreneurship. From a practitioner perspective, the outcomes shall enable social entrepreneurs to manage enterprise leaming for improving performance. Specific training and mentorship programmes for social enterprises can also be generated using the outcomes of the research.

All are invited.

(Chairperson – FPM)