

New MOOC about the commercialization of social enterprises and microfinance launched by Marek Hudon!



About Marek Hudon



Marek Hudon is an associate professor at the Université Libre de Bruxelles (ULB), where he is one of the co-directors of the Centre for European Research in Microfinance ([CERMI](#)). He is a professor in Development Finance and Ethics at the Solvay Brussels School. He will be the lead educator of this MOOC, where there is also the opportunity to listen to many international guest speakers.

About the courses

Surrounding the social enterprise sector are questions related to whether these organizations should accept more commercial sources of funding, adopt new revenue strategies or turn to commercial structure to help the organization reach sufficient scale. These are **the debates around the commercialization of social enterprise**.

This course aims to **deliver practical insight for practitioners at all stages** in the social enterprise life cycle. This MOOC provides insight into the motivations for establishing a social enterprise and how these institutions fit into the global landscape; provides examples of how to professionalize your social enterprise's operational practices, and helps to identify challenges and opportunities for social enterprises that are considering the appropriate legal structure or considering new sources of funding.

This MOOC started on the [27th of February](#)



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What topics will be covered?

- **Why social entrepreneurs innovate:** the motivations behind starting a social enterprise; new data related to inequality and happiness; the link between financial exclusion and poverty; and how social innovation has tried to tackle these problems.

- **Microfinance practices:** the basics of microfinance, historical roots and evolution, and the current provision of financial and non-financial services.
- **When a not-for-profit becomes a for-profit organization:** how institutions evolve beyond the not-for-profit structure; case studies exploring the impact, both internally and externally, of such a transition; and the concept of mission drift.
- **Sources of financing, mission drift and zoom out:** how different sources of financing impact the social mission of microfinance institutions; the different strategies and practices to avoid mission drift in social enterprises; and what is specific to the commercialization of microfinance and what is common to all social enterprises.

What will people achieve with this MOOC?

By the end of the course, you will be able to:

- ✓ **Describe the context** in which social innovations, such as microfinance, emerge
- ✓ **Explain the evolution** and the main features of the microfinance sector, including products, services and organizational structure
- ✓ **Describe what happens** when a not-for-profit organization becomes a regulated for-profit company
- ✓ **Identify the practical implications** of such a transformation
- ✓ **Produce different strategies** and practices to avoid mission drift in social enterprises
- ✓ **Identify and discuss** the managerial implications related to the shift of business model or to commercial sources of financing
- ✓ **Identify what is specific to the commercialization of microfinance** and what is common to all social enterprises

Practical Information

The MOOC is divided into 5 modules.

Module 1: Practical information on the course and introduction to the research team and guest speakers. Students will also have the opportunity to introduce themselves via the online forum.

Module 2: Why do social entrepreneurs innovate? Understand the motivations behind starting a social enterprise, some new data related to inequality, happiness, the link between financial exclusion and poverty and the ways in which social innovation has tried to tackle these problems.

Module 3: Microfinance practices. A crash course into the basics of microfinance covering its historical roots, evolution and current provision of financial and non-financial services.

Module 4: When a non-profit becomes a for-profit organization. Discover how institutions evolve beyond the non-profit structure through a number of case studies to understand the impact, both internally and externally of such a transition. This module also introduces the concept of mission drift and launches a brainstorming on the forum about the various strategies to avoid mission drift.

Module 5: Sources of financing, mission drift and zoom out. Identify how different sources of financing impact the social mission of microfinance institutions. Discuss the different strategies and practices to avoid mission drift in social enterprises. Identify what is specific to the commercialization of microfinance and what is common to all social enterprises.

Academic Guest Speakers:

Jonathan Morduch (NYU) - Paul Collier (Oxford) - Johanna Mair (HSoG/Stanford) - Jacques Defourny (ULg) - Benjamin Huybrechts (ULg) - Marc Labie (UMONS) - Marthe Nyssens (UCL)

Practitioner Guest Speakers:

Craig Churchill (ILO) - Kurt Moors (BRS) - Kimanthi Mutua (K-REP) - Daniel Rozas (e-MFP) - Jorge Ramirez (EMN)

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