

Managing

and Measuring

Social Enterprises

ROB PATON

# **Managing And Measuring Social Enterprises**

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#### **Managing And Measuring Social Enterprises:**

Managing and Measuring Social Enterprises Rob Paton, 2003-02-05 Its emphasis on performance measurement affords rare insights into some innovative techniques Moreover institutional and other theories are deployed to explore the reasons for innovation The book should be a prized resource for postgraduate students who seek a deeper understanding of social enterprise measurement and management practices It covers extremely and topical issues while the case studies offer a perspective on the complexities of real social enterprises Prometheus Recent years have seen the voluntary and social enterprise sectors embark on a tentative love affair with performance measurement. We should it seems be measuring monitoring and reporting our performance for a variety of reasons accountability continuous improvement and self motivation to name a few But has anyone stopped to consider the realities if implementing the range of tools on the market Author Rob Paton does just this Voluntary Sector Managing and Measuring Social Enterprises examines the question of what happens when performance improvement techniques originating in the private sector are applied to public and nonprofit organizations Managing and Measuring Social Enterprises looks critically at a range of performance measurements and improvement methods including Outcome measurement Using financial ratios for performance comparison Social audit Process benchmarking Externally accredited standards like Investors in People and ISO 9000 Diagnostic models and other tools from the quality movements Balanced scorecards Rob Paton offers a measured critique of the na ve realism and rhetorical excesses of the performance management movement but also shows why many of its critics are unduly pessimistic Through a combination of theory and research the book provides practical guidance to the problem of performance management outside of the private sector This is an essential text for those interested in public and social enterprises particularly MBA and Masters students in public administration public management and non profit management

<u>Managing and Measuring Social Enterprises</u> Rob Paton, 2003 This title examines the question of what happens when performance improvement techniques originating in the private sector are applied to public and nonprofit organizations

Managing and Measuring Social Enterprises Rob Paton, 2003-02-05 Its emphasis on performance measurement affords rare insights into some innovative techniques Moreover institutional and other theories are deployed to explore the reasons for innovation The book should be a prized resource for postgraduate students who seek a deeper understanding of social enterprise measurement and management practices It covers extremely and topical issues while the case studies offer a perspective on the complexities of real social enterprises Prometheus Recent years have seen the voluntary and social enterprise sectors embark on a tentative love affair with performance measurement We should it seems be measuring monitoring and reporting our performance for a variety of reasons accountability continuous improvement and self motivation to name a few But has anyone stopped to consider the realities if implementing the range of tools on the market Author Rob Paton does just this Voluntary Sector Managing and Measuring Social Enterprises examines the question of what

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Managing and Measuring Social Enterprise Rob Paton, 2006 Understanding Social Enterprise Rory Ridley-Duff, Mike Bull, 2011-02-09 The first authoritative student textbook on the subject explores the issues of understanding the context and processes of Social Enterprise In 12 comprehensive chapters the authors discuss and illustrate both theoretical and practical considerations for the field Each chapter contains a summary of key topics covered illuminating and engaging international case studies to illustrate the themes covered and link them to practice reflection boxes to enable students to critically consider their interpretation of issues raised informative further reading and links to online information about social enterprise projects There is also an accompanying website with a full instructors manual including PowerPoint slides and extra case studies for lecturers and access to full text journal articles and online exercises for students

Management for Social Enterprise Bob Doherty, George Foster, John Meehan, Chris Mason, 2009-04-01 Electronic Inspection Copy available for instructors here Management for Social Enterprise is a great introduction to the rich variety of social enterprises in the UK It is also a useful tool to help us to build more effective social enterprises that really deliver on their missions by people who have hands on experience This is just what the rapidly growing social enterprise sector needs a management manual to help us take social enterprises to the next level by people who have hands on experience Sophi Tranchell Managing Director of Divine Chocolate Ltd and Cabinet Office sponsored Social Enterprise Ambassador The recent explosive growth in the number of social enterprises their diverse and dynamic nature and the upsurge in research about them all makes this a potentially bewildering field of knowledge to explore This book provides a clear and timely guide to the management challenges involved in understanding and running social enterprises and underlines why their unique nature requires something more than just standard business school wisdom Ken Peattie Professor of Marketing and Strategy Cardiff Business School and Director of the ESRC Centre for Business Relationships Accountability Sustainability and Society Provides a good introduction to the management of social enterprises touching on a broad range of topics and will help those involved in managing social enterprises and those trying to understand more about the sector It draws on the experience of

those who have worked in the social enterprise sector in a range of countries and are passionate about developing it Fergus Lyon Professor of Enterprise and Organizations Middlesex University Overviewing the key business topics required by social entrepreneurs and managers in social enterprises Management for Social Enterprise covers strategy finance ethics social accounting marketing and people management Written in direct accessible language by a team of authors currently teaching and researching in this sector each chapter is fully supported with learning resources Chapters include brief overviews further reading suggested web resources and importantly international case studies drawing on real life business examples This book is essential reading for students and practitioners of Social Entrepreneurship and Social Enterprise but will also be of use to anyone with an interest in management corporate responsibility ethics or community studies Click here for the LIMU Social Entreprise Management web pages **Understanding Social Entrepreneurship** Jill Kickul, Thomas S. Lyons, 2012-03-22 Social entrepreneurship involves the application of business practices to the pursuit of social and or environmental mission It brings the mindset principles strategies tools and techniques of entrepreneurship to the social sector yielding innovative solutions to the vexing problems facing society poverty hunger inadequate housing and homelessness unemployment and under employment illiteracy disease environmental degradation etc It finds solutions where government and private sector efforts have not This intriguing field has captured the imaginations of thousands of business and public administration students around the world leading to the creation of hundreds of courses and programs of study to meet this burgeoning demand Yet there are few if any textbooks that offer a comprehensive treatment of this subject Instructors are forced to cobble together reading materials from multiple sources creating a hardship for professors and students alike This book is aimed at addressing this problem Available with Instructor's Manual PowerPoint's and Testbank

Social Entrepreneurship Alex Nicholls,2008-04-03 Social Entrepreneurship is a term that has come to be applied to the activities of grass roots activists NGOs policy makers international institutions and corporations amongst others which address a range of social issues in innovative and creative ways Themed around the emerging agendas for developing new sustainable models of social sector excellence and systemic impact Social Entrepreneurship offers for the first time a wide ranging internationally focused selection of cutting edge work from leading academics policy makers and practitioners Together they seek to clarify some of the ambiguity around this term describe a range of social entrepreneurship projects and establish a clear set of frameworks with which to understand it Included in the volume are contributions from Muhammad Yunus the father of microfinance Geoff Mulgan former head of the British prime minister s policy unit and Bill Drayton founder of the Ashoka network of social entrepreneurs Jeff Skoll founder of the Skoll Foundation and first president of eBay provides a preface Social Impact in Solidarity-based Organizations Julien Kleszczowski, Nathalie Raulet-Croset, 2025-06-24 In recent years social impact assessment SIA has become an important issue for organizations in the social and solidarity economy SSE SIA refers to the measurement of the effects of these organizations on society and it is

increasingly seen as a performance measurement for this type of organization Social Impact in Solidarity based Organizations is based on a series of original case studies of SIA approaches carried out in a variety of organizations It takes a nuanced reflective look at SIA charting a path between unreserved promotion and wholesale rejection of the very principle of the approach The book focuses on the debates uses and limits of SIA practices placing them in their own contexts values challenges and objectives The Business of Giving P. Grant, 2011-12-06 The Business of Giving reviews current thinking and surveys the key techniques any philanthropist or grantmaker should adopt It also outlines a generic social investment process that can be utilized for all philanthropic or grantmaking programmes Essential reading for all engaged in or with an **Creating Business Value and Competitive Advantage With Social** interest in philanthropy or civil society in general **Entrepreneurship** Iyigun, N. Oyku, 2018-07-20 The field of social entrepreneurship is attracting attention from multiple industries Social entrepreneurs are responsible for finding ways to creatively contribute to society by providing affordable products and services Creating Business Value and Competitive Advantage With Social Entrepreneurship is a useful scholarly resource that examines the broad topic of social entrepreneurship by looking at relevant theoretical frameworks and fundamental terms Focused on topics such as creating business value promoting social entrepreneurship and enacting programs of social change this book provides the latest research and practical solutions concerning social entrepreneurship The source proves valuable to academicians researchers entrepreneurship practitioners and individuals interested in learning more about social entrepreneurship Strategic Corporate Responsibility Ulpiana Kocollari, 2018-05-24 In her book Dr Ulpiana Kocollari presents a unique contribution to the debate on Corporate Social Responsibility and Sustainability by clearly expressing how the configuration of a firm's social dimension can help identify inclusive corporate governance models define innovative management processes and reshape performance measurement systems for the evaluation and assessment of sustainable economic social and environmental results Moving a step further a firm s social dimension is defined within the configuration of stakeholders resources rewards patterns intrinsic to their interactions with their environment and embedded in their business activities Based on this approach a framework is provided to guide firms in identifying management activities grounded in and suited to their prevalent patterns in order to support current and future strategies and establish adequate measurement and communication tools for pursuing their mission The book contains original theoretical and empirical material and particular attention is paid to the principal social and environmental impact measurement models i e Global Reporting Initiative Social Return on Investments Social Balanced Scorecard etc analysing their main features in order to pinpoint their adequacy in assessing the social dimension and to tailor their use more closely to the specific patterns to which they refer Finally a detailed application of the analysis framework which the author has identified is proposed for Innovative Start Ups with a Social Goal and for Benefit Corporations in order to detect the patterns embedded in their social dimension and their distinctive traits which influence their management and measurement

processes **Values and Opportunities in Social Entrepreneurship** K. Hockerts, J. Mair, J. Robinson, 2010-09-30 Over the past few years social entrepreneurship has grown as a research field In this 3rd volume in the series contributions explore questions of values in social entrepreneurship as well as the identification and exploitation of social venturing opportunities

International Social Entrepreneurship J. Mark Munoz, 2010-06-14 The book is attractive to the target readers for the following reasons 1 there has been a growing interest in the topic of social entrepreneurship and yet there are limited academic materials this book will offer a concise straight forward compilation of theories concepts and cases 2 with globalization students and executives have been empowered to make positive impact around the world this book will identify and discuss viable strategies 3 in today s business environment many students and executives have been responsive to global issues this book will provide fresh insights on citizenship in a global environment Third Sector Performance Graham Manville, Richard Greatbanks, 2016-02-17 Global financial crisis and colossal sovereign debt has resulted in the need for radical cuts in public expenditure in many countries Against this background the contributions in Third Sector Performance acknowledge that as a result more imaginative ways of delivering public services are being sought In countries like the UK the new concept of The Big Society envisages third sector or not for profit or charitable organizations and social enterprises stepping in to mitigate the loss of vital public services This development also gives rise to the likelihood that third sector financial institutions such as credit unions and a possible Big Society Bank will grow in importance The performance of all these enterprises looks set to become a much more critical issue than it has been in the past The editors have gathered in this volume chapters reflecting the fact that third sector organizations are not the same as conventional businesses and are also subtly different from the public sector There is currently a dearth of knowledge and a lack of research into issues around performance in the Third Sector or Civil Society This book begins to fill a void in the knowledge base The internationally sourced contributions represent a balanced offering of academic research findings and practitioner accounts from the Third Sector together with a section devoted specifically to third sector finance institutions. This book will appeal internationally to policy makers within the third sector or involved in the management of n f p and voluntary organisations as well as to those with responsibility for wider public policy scholars teaching or researching in this area and students of business and management preparing for roles in social enterprises **Public Service Operations Management** Zoe Radnor, Nicola Bateman, Ann Esain, Maneesh Kumar, Sharon Williams, David Upton, 2015-07-30 How do policy makers and managers square the circle of increasing demand and expectations for the delivery and quality of services against a backdrop of reduced public funding from government and philanthropists Leaders executives and managers are increasingly focusing on service operations improvement In terms of research public services are immature within the discipline of operations management and existing knowledge is limited to government departments and large bureaucratic institutions Drawing on a range of theory and frameworks this book develops the research agenda and knowledge and understanding in public service

operations management addressing the most pressing dilemmas faced by leaders executives and operations managers in the public services environment It offers a new empirical analysis of the impact of contextual factors including the migration of planning systems founded on MRP ERP and the adoption of industrial based improvement practices such as TQM lean thinking and Six Sigma This will be of interest to researchers educators and advanced students in public management service operations management health service management and public policy studies A Research Agenda for Social **Entrepreneurship** Anne de Bruin, Simon Teasdale, 2019 In the last two decades social entrepreneurship has grown in energy and impact as entrepreneurial spirit has increasingly turned to finding solutions for social cultural and environmental issues As social entrepreneurship has grown in popularity so too has its academic study A Research Agenda for Social Entrepreneurship brings together contributions from developing paths in the field to signpost the directions ahead for the study of social entrepreneurship The New Social Entrepreneurship Francesco Perrini, 2006-01-01 This book aims to define a novel conception of what social entrepreneurship SE actually is and what it is not starting from a sharp and focused vision of SE it entails innovations designed to explicitly improve societal well being housed within entrepreneurial organizations which initiate change in society In so doing it provides a critical and comprehensive framework for current and future research in the area Francesco Perrini adopts a novel approach to the SE phenomenon considering it as a dynamic process created and managed by innovative social entrepreneur an individual or team who strives to create new social values in the market and community at large By now SE has attained a wider and more enthusiastic acceptance in corporate thinking and practice than in the literature This double line of reasoning partly theoretical and partly practitioner based drives the bottom line of the book In the first part The New Social Entrepreneurship looks for a consistent answer to a muddle of still unresolved guestions How can SE be defined How can SEVs be identified What are the main dimensions along which organizations vary and what factors lead to success What does success mean Does the way in which an SEV is designed matter Does it make sense to talk about a social business plan Is an SEV aligned with traditional sources of financing And so on In the second part the book changes perspective examining several practical examples of how perspectives on SE are translated into concrete phenomena LocalFeed CafeDirect The Sekem Initiative Teleserinita the NYC Watershed Agreement and sustainable tourism in Turkey and so on They illustrate theoretical frameworks each enlightening specific aspects of SE and making theory and practice comparisons The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations David Horton Smith, Robert A. Stebbins, Jurgen Grotz, 2017-01-18 Written by over 200 leading experts from over seventy countries this handbook provides a comprehensive state of the art overview of the latest theory and research on volunteering civic participation and nonprofit membership associations The first handbook on the subject to be truly multinational and interdisciplinary in its authorship it represents a major milestone for the discipline Each chapter follows a rigorous theoretical structure examining definitions historical background key analytical issues usable

knowledge and future trends and required research The nine parts of the handbook cover the historical and conceptual background of the discipline special types of volunteering the major activity areas of volunteering and associations influences on volunteering and association participation the internal structures of associations the internal processes of associations the external environments of associations the scope and impacts of volunteering and associations and conclusions and future prospects This handbook provides an essential reference work for third sector research and practice including a valuable glossary of terms defining over eighty key concepts Sponsored by the International Council of Voluntarism Civil Society and Social Economy Researcher Associations ICSERA www icsera orgit will appeal to scholars policymakers and practitioners and helps to define the emergent academic discipline of voluntaristics Social Entrepreneurship Manuel London, Richard G. Morfopoulos, 2009-12-04 What motivates someone to become a social entrepreneur What are the competencies needed to be effective social advocates and agents for change This book answers these questions in an accessible and practical way providing comprehensive guidelines numerous examples and sources of information and training for anyone who wants to start a community based social advocacy and change initiative or for employees who want to start a corporate social responsibility initiative Features include the following examples of individuals and organizations who have learned from successes and failures in social entrepreneurship self assessments to help readers evaluate their own talents and proclivity to be social entrepreneurs steps and strategies competency building activities and assessments to evaluate and facilitate initiatives resources available from foundations government agencies and other sources for the budding social entrepreneur

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