



Dissertation Seminar
Hybrid Organizations, Marketing, Entrepreneurship

Academic Year: **2017/2018**

Semester: **2nd**

Instructor(s): **Marta Bicho**

Max. Number of Students: **4**

Seminar Description:

Social impact or profit generation?

This is the question that haunts many hybrid organizations nowadays!

Hybrid organizations are an increasing sector, which serves a growing market segment, called LOHAS (Lifestyles of Health and Sustainability). Most hybrid organizations offer goods and services focused on health, the environment, social justice, and sustainable living. Currently, this segment is worth approximately \$209 billion.

One of the well-known examples of a market segment which was born under the hybridity umbrella is microcredit. Additionally, social enterprises are a form of hybrid organizations.

One of the challenges hybrid organizations face is the limbo between the social and financial goals. What happens is that the hybrid nature might not be completely clear to and understood by society. Then, hybrid organizations face higher skepticism from various stakeholders due to their dual identity and category cross-over.

For hybrid organizations to be successful, it is important to understand what are the relevant marketing strategies at their disposal to be effective in the marketplace. It also relevant to address what stakeholders (such as investors or consumers) think regarding hybrid organizations.

Thus, what is the current state of enterprises with hybrid motives? What can we expect for the future from hybrid organizations and their leaders?

This seminar intends to increase our comprehension of hybrid organizations through the lens of marketing and/or entrepreneurship.

It is prepared for students who wish to develop their Msc dissertation and who want to address a relevant problem within the context of hybrid organizations, from the perspective of marketing and/or entrepreneurship. Students will be provided with a set of skills that will allow them to effectively write a research project.



Seminar Content:

The seminar comprises a mix of compulsory group and individual sessions:

- a. Instructor-led classes, where an overview of the concepts, data analysis methods and dissertation writing skills will be given;
- b. Group discussions, where students will be reporting their choice of a chosen topic, progression in writing of the different chapters and getting feedback.
- c. Individual advisory meetings, where students will be presenting a research proposal and subsequently report progression of the first and the final drafts of their dissertations and receiving comments/suggestions on their work from the advisor.

Seminar Objectives:

1. To prepare students on how to write up a dissertation that addresses a particular problem and makes a scientific contribution to the field of marketing and/or entrepreneurship.
2. To make an introduction to the topic of hybrid organizations, marketing and entrepreneurship that will allow them to pick a topic.
3. To show students the importance of performing an initial literature review that will conduct them to write a research proposal that includes the state of the art and selected methodology - primary and secondary data.
4. To train students on how to present their work to their peers and instructors and get relevant feedback from them.
5. To prepare a final dissertation document that sufficiently takes into account instructors' guidelines and comments, and reflects hard work, intellectual progress and a valuable contribution to business practice.

Topic's Examples:

1. Analyze the organizational internal struggles between social and financial demands.
2. Understand the organizational hybridity influence on market strategies and competitive behavior.
3. Understand how the managers vision the organizational impact in society.
4. Understand the investors motivation in hybrid organizations.
5. Analyse how enterprises develop and maintain relationships with several stakeholders.
6. Understand the effects of hybridity in consumers vision.



Bibliography / Recommended Textbook(s) / Additional Readings:

- Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing—Insights from the study of social enterprises. *Academy of Management Annals*, 8(1), 397-441.
- Battilana, J., Sengul, M., Pache, A. C., & Model, J. (2015). Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6), 1658-1685.
- Burchell, J., & Cook, J. (2008). Stakeholder dialogue and organisational learning: changing relationships between companies and NGOs. *Business Ethics: A European Review*, 17(1), 35-46.
- Doherty, B., Haugh, H., & Lyon, F. (2014). Social enterprises as hybrid organizations: A review and research agenda. *International Journal of Management Reviews*, 16(4), 417-436.
- Durand, R., & Paoletta, L. (2013). Category stretching: reorienting research on categories in strategy, entrepreneurship, and organization theory. *Journal of Management Studies*, 50(6), 1100-1123.
- Goyal, S., Sergi, B. S., & Jaiswal, M. P. (2016). Understanding the challenges and strategic actions of social entrepreneurship at base of the pyramid. *Management Decision*, 54(2), 418-440.
- Haigh, N., Walker, J., Bacq, S., & Kickul, J. (2015). Hybrid organizations: origins, strategies, impacts, and implications. *California Management Review*, 57(3), 5-12.
- Lee, M., & Jay, J. (2015). Strategic responses to hybrid social ventures. *California Management Review*, 57(3), 126-148.
- Markman, G. D., Russo, M., Lumpkin, G. T., Jennings, P., & Mair, J. (2016). Entrepreneurship as a platform for pursuing multiple goals: A special issue on sustainability, ethics, and entrepreneurship. *Journal of Management Studies*, 53(5), 673-694.
- Ramus, T., & Vaccaro, A. (2017). Stakeholders matter: How social enterprises address mission drift. *Journal of Business Ethics*, 143(2), 307-322.
- Ruebottom, T. (2013). The microstructures of rhetorical strategy in social entrepreneurship: building legitimacy through heroes and villains. *Journal of Business Venturing*, 28(1), 98-116.
- Santos, F.M. (2012). A positive theory of social entrepreneurship. *Journal of Business Ethics*, 111(3), 335-351.
- Zahra, S. A., Gedajlovic, E., Neubaum, D. O., & Shulman, J. M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, 24(5), 519-532.



Biography:

Assistant Professor of Marketing and Director of the Bachelor in Marketing Management at IPAM – the Marketing School/ Laureate Group.

Research fellow at ISCTE-Lisbon University Institute. PhD in Marketing at ISCTE-Lisbon University Institute. Mentorship of Social Entrepreneurship Projects at IES- Social Business School (powered by INSEAD). With a vast experience in managing hybrid organizations in health and education sectors.

Contact(s) and Office Hours:

Marta Bicho
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Office Hours: TBD

Schedule:

Sessions' duration:

4 sessions: 90 mins

4 sessions: 120 mins

Attendance policy: students are required to participate in all scheduled sessions.

SESSION #1 (15th February 2018, 3:30-5:00 PM, room # TBD)

- A good research proposal
- Writing a master project
- Topics discussion
- Guidelines on how to develop a literature review

ASSIGNMENT 1

Research proposal and questions (delivery date: 19th February, by e- mail)

SESSION #2 (22nd February 2018, 3:30-5:00 PM, room # TBD)

- Research proposal feedback
- Topics and research questions' discussion

ASSIGNMENT 2

Literature Review first draft (delivery date: 8th March, by email)



SESSION #3 (15th March 2018, 3:30-5:00 PM, room # TBD)

- Research proposal conclusion
- Literature review feedback

ASSIGNMENT 3

Second draft of literature review (delivery date: 22nd March, by e-mail)

SESSION #4 (5th April 2018, 3:30-5:00 PM, room # TBD)

- Final feedback on Literature Review
- Introduction to Methodology development

ASSIGNMENT 4

Methodology development (delivery date: 12th April, by e-mail)

SESSION #5 (19th April 2018, 3:30-5:30 PM, room # TBD)

- Methodology development discussion
- Data collection guidelines
- Suggestion for improvement given by instructor

ASSIGNMENT 5

Methodology improvement and Data collection (delivery date: 26th April, by e-mail)

SESSION #6 (3rd May 2018, 3:30-5:30 PM, room # TBD) – individual sessions.

- Methodology final analysis and development
- Data collection final guidelines
- Data analysis guidelines

ASSIGNMENT 6

Data analysis first draft (delivery date: next session)

SESSION #7 (10th May 2018, 3:30-5:30 PM, room # TBD) - individual sessions.

- First Draft Data Analysis evaluation and findings feedback

ASSIGNMENT 7

Findings improvement and conclusions development (delivery date: 17th May, by e-mail)

SESSION #8 (24th May 2018, 3:30-5:30 PM, room # TBD): Individual sessions

- Conclusion chapter evaluation
- Overall final thesis comments

ASSIGNMENT 8

Inclusion of final comments and thesis preparation for submission

Overall Synthesis of the Schedule:

	Session Date	Assignment	Delivery Date (by e-mail)
#1	15 th February, 3:30-5:00 PM	Research proposal and questions	19 th February
#2	22 nd February, 3:30-5:00 PM	Literature Review first draft	8 th March
#3	15 th March, 3:30-5:00 PM	Second draft of literature review	22 nd March
#4	5 th April, 3:30-5:00 PM	Methodology development	12 th April
#5	19 th April, 3:30-5:30 PM	Methodology improvement and Data collection	26 th April
#6	03 rd May, 3:30-5:30 PM	Data analysis first draft	10 th May (in the session)
#7	10 th May, 3:30-5:30 PM	Findings improvement and conclusions development	17 th May
#8	24 th May, 3:30-5:30 PM	Inclusion of final comments and thesis preparation for submission	-

Deadlines:

The full list of dates and deadlines can be consulted [here](#).