

Roskilde University

Cand.soc. / MSc in  
**Social Entrepreneurship and  
Management**

Master's Programme



# Social Entrepreneurship and Management

**Do you want to help build the successful and sustainable businesses of the future? At the Master's programme in Business Administration and Leadership, we teach you to lay the foundations for good company leadership.**

Many modern organisations have the explicit goal to change the world for the better, socially, financially, and environmentally – and to reach that goal, they need to function as professional businesses, driving the change process effectively. The Social Entrepreneurship and Management programme teaches you to navigate these dualities and lead social innovation processes.

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## Our profile

This programme is the only one of its kind in Denmark, and one of very few in Europe: A full-time academic programme focusing exclusively on social entrepreneurship, social innovation, and management. Our focus is to equip you to lead social innovation and entrepreneurship processes in socio-economic enterprises, public, private, and civil society organisations, all of which aim to address societal issues arising from globalisation and changes in welfare systems. Such challenges can be related to for example unemployment, social inequality, green producing as well as various social and sustainability issues, calling new democratic and socially responsible forms of organising.

As a student, you will learn how socially innovative organisations operate and how they can be managed. We take you through the different theoretical traditions and definitions of social enterprise and social entrepreneurship, as well as different models

and techniques for business development to about social enterprise. You will learn to manage complex and multi-stakeholder work situations and to plan processes and strategies on issues like the social economy, new forms of economic organising, Corporate Social Responsibility, co-production processes and democratic forms of organising and sustainability-related initiatives. Drawing on perspectives from both the social sciences and organisational management, we give you unique training in creating real social change and impact from within social enterprises.

We work extensively through problem-oriented group projects, where you will train in applying theories, using complex analytical tools, and communicating your results. During your time with us, you will often work closely with actual organisations and companies, for instance through our Innovation Labs, where you analyse and offer solutions to real-life problems in the sector. You can also choose to do an internship.

## Study environment

This programme attracts students from all over the world, many highly experienced in social and volunteer work, and all driven by a desire to create meaningful change. This makes for a truly international study environment, where upwards of 25 nationalities come together to analyse and discuss some of the “wicked problems” of our time. Roskilde University has a strong tradition of international programmes, so if you are joining us from abroad, you will be welcomed with several social and academic events that, helping you to find your place in our community.

You will meet academic researchers with many different backgrounds and interests, from business and management over civic society to social design. Our unique environment is further powered by our extensive collaboration with purpose-driven external partners, be they companies, organisations, or foundations.

You will have a wide array of choices in collaborators, based on your professional interests – and regardless of your background, you will be challenged to broaden your perspective and learn new skills.

## Study programme [example]

1 <sup>st</sup> year		2 <sup>nd</sup> year	
1 <sup>st</sup> SEMESTER	2 <sup>nd</sup> SEMESTER	3 <sup>rd</sup> SEMESTER	4 <sup>th</sup> SEMESTER
[Course] <b>Entering the field: Relevant methods and philosophy of science</b> 5 ECTS	[Course] <b>Track E-students*: Financial Accounting</b> or <b>Track S-students*: Social accounting</b> 5 ECTS	<b>Choose A or B</b>  <b>A</b> [Course] <b>Business understanding and doing social entrepreneurship</b> 5 ECTS  [Course] <b>Management and leadership of social entrepreneurship in a multi-stakeholder context</b> 10 ECTS  [Project/internship] <b>Project or Project-oriented Internship</b> 15 ECTS  or  <b>B</b> [Internship] <b>Project-oriented Internship</b> 30 ECTS	<b>Master thesis</b> 30 ECTS
[Course] <b>Theory and cases of social enterprise in the context of social transformation</b> 10 ECTS	[Course] <b>Social innovation, social change and sustainable transition</b> 10 ECTS		
[Project] <b>Social transformation, social entrepreneurship and social enterprise'</b> 15 ECTS	[Project] <b>Social innovation, social change and sustainable transition</b> 15 ECTS		
* The course in the top row of the 2 <sup>nd</sup> semester column is determined by which track you are admitted to. Track E is for students with a background in broad social science bachelor's programmes. Track S is for students with a background in business economics bachelor's programmes.			

Note, that this is an example of a recommended course of study. Individual students' courses, projects, internships and accredited study abroad may vary in relation to the above. You can see the range of courses currently offered by Roskilde University at [study.ruc.dk](http://study.ruc.dk).

## 1<sup>st</sup> SEMESTER

The first semester, "Social transformation, social entrepreneurship and social enterprise" provides insight into the key social scientific concepts of social change and transformation in political, economic, and institutional environments. It introduces the main lines of the field of social enterprise, social entrepreneurship and social and solidarity economy. Students also engage with philosophy of science and different epistemologies relevant to the field to enable you to do and reflect on their own research conducted in the project work.

## 2<sup>nd</sup> SEMESTER

The second semester, "Social Innovation, social change, sustainable transition and accounting" provides insight into social innovation, social change and sustainable transition in social enterprises. It focuses on the interconnection between innovation and organizational practices and allows you to work with cases to combine theory and contextual knowledge and to develop solutions to real-life practical challenges. The semester also introduces concepts of financial and social accounting as a basis for understanding accounting techniques and models relevant to social entrepreneurship and enterprise.

## 3<sup>rd</sup> SEMESTER

The third semester, "Leadership, management and organizing in social entrepreneurship in a multi-stakeholder context" introduces theories and practices of leadership, management and organizing that allow you to operate and navigate in social enterprises and other types of organizations with social aims. The semester's courses also introduce business plans and resource analysis under social as well as financial conditions. There is also a possibility to do an internship in an organisation on the third semester.

## 4<sup>th</sup> SEMESTER

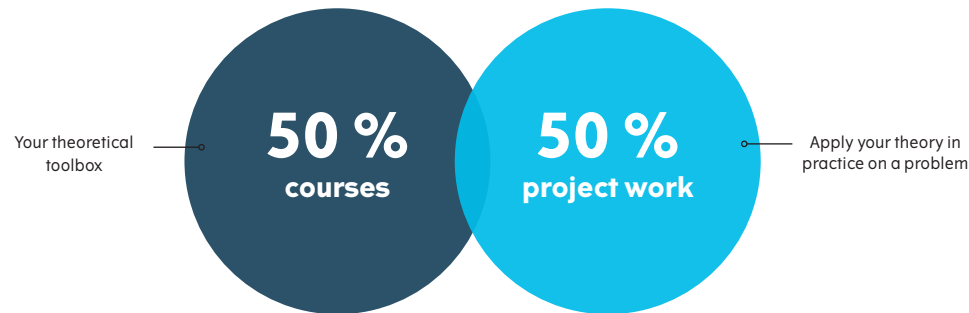
The fourth and final semester consists of the master's thesis where you combine the theoretical and empirical knowledge and skills they have acquired in the previous semesters by writing a thesis, which displays mature and advanced knowledge of social entrepreneurship, social enterprises, social innovation, CSR, sustainability, social economy organization and/or management. The master's thesis is an independent study project that is problem-oriented, exemplary, and participant-managed.

# Form of Study

Through your education, you get the opportunity to create your own individual education profile and your own independent specialization in accordance with the idea of the problem-oriented, interdisciplinary and project-oriented teaching method at Roskilde University.

## The study form is a combination of

- Problem-oriented project group work
- Courses that are organized as teaching in small groups, where the focus is on theories, methods, and problems in an interaction between teacher and student



The project work and supervision are prioritized at Roskilde University. We also prioritize that you gain experience with the production and processing of empirical data as well as the practical application of theories and methods.

All master's programmes offer project-oriented internships and / or studies at other universities at home and abroad with credit transfer.

# Project Examples

- Collaboration between social entrepreneurs and Indigenous communities: A case study of the community-based tourism of the Guna Yala community
- Leading Collectively: An Investigation into the Embeddedness of Collective Leadership Within FairBnB
- Organizational sustainability in social enterprises: A case study of Oceans of Hope UK
- The challenges of social innovation in a non-profit organization: HackYourFuture Copenhagen
- The Interplay Between Employees and Volunteers in a Hybrid Organization
- The Role of Networks for the Circular Economy
- The Urban Honey Producer Bybi as a Driver of Transformative Social Innovation
- The Workers in Charge: Emancipation and Workers' Self-Management

# Career opportunities

Our candidates go on to manage and lead social innovation processes in private companies, public authorities, and organisations in the third sector at the national and international levels.

Job titles include analyst, consultant, specialist, manager, and personnel manager, working with issues such as social impact, CSR, sustainability, business development, fundraising, volunteer management and project management. The programme qualifies you to enter a PhD-programme.

## Examples of employment include

- **Project Manager**  
at Den Sociale Kapitalfond, working with social investments
- **Project Consultant**  
at The Danish Refugee Council, managing volunteer communities
- **Managing Director**  
at Impact Hub Munich, developing co-working spaces in Munich
- **Community and Office Manager**  
in Maker, establishing fablab UnderBroen in Copenhagen
- **Strategy and documentation consultant**  
in public sector organisations

# You should study Social Entrepreneurship and Management, if:

**You want the academic tools to match your drive for social change**

**You know that change processes require both social and managerial skills**

**You want to study in a truly international environment, giving you a global network of like-minded**

# Further information



You can find admission requirements, application deadlines and other information about Social Entrepreneurship and Management at Roskilde University here:

[\*\*ruc.dk/en/master/social-entrepreneurship-and-management\*\*](https://ruc.dk/en/master/social-entrepreneurship-and-management)

Contact us if you have questions about Social Entrepreneurship and Management:

RUC Study & Career Guidance  
E-mail: [\*\*vejledning@ruc.dk\*\*](mailto:vejledning@ruc.dk)  
Telephone hours:  
Monday - Friday 10.00 - 11.30  
Telephone number: (+45) 4674 2424

# My notes:

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