



Marshall  
Institute

PRIVATE ACTION  
FOR PUBLIC BENEFIT

# Executive MSc Social Business and Entrepreneurship





# Placing social purpose at the heart of business and leadership

At the Marshall Institute, we work to improve the impact and effectiveness of private action for public benefit. By private action we mean the activities of philanthropic foundations, social entrepreneurs, charities, NGOs and purpose-driven corporations that seek to create a positive impact in the world. Public benefit, driven by an explicit social goal, often entails considerable challenges in outcome measurement.

Our mission is to support leaders and change-makers to maximise the impact of their work for public benefit. We introduce cutting-edge critical thinking and analysis in organisation and intervention design, in impact evaluation, in strategy and leadership, and in the place and ethics of private action in catalysing sustainable social change. We're achieving this through:

## Teaching

Shaping the future leaders of tomorrow, capable of solving the world's most pressing challenges.

## Research

Understanding the organisation and behaviour of private action for public benefit, and seeking to identify and improve its contribution to solving the world's toughest social problems.

## Convening

Building impact together through dialogue with key actors in the field.

## Innovation

Creating social unicorns – organisations driving positive change on the scale of billions via our 100x Impact Accelerator.

In this guide, we introduce you to our flagship Executive MSc Social Business and Entrepreneurship programme. Drawing upon the exceptional global reach and expertise at LSE, we have partnered with the Department of Management to offer this unique executive master's.

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# Who we are



# Creating leaders with global impact

## What is social entrepreneurship?

Social entrepreneurs see beyond problems to create opportunities. They are positive people who wish to make positive change. Creating change is rarely simple and requires careful, thoughtful and considerate work that gets to the heart not just of the problem but also the community that experiences the problem.

Social entrepreneurs are network and ecosystem builders. They are really good at stitching together disparate resources, organisations, ideas and people. They piece together resources that they don't control in a world in which most of the problems exceed the ability of a single entity, whether it's a government, corporation or a charity.

Our Executive Master's places an enormous emphasis on understanding the mechanisms and languages of markets, competition, policy, finance, and strategy. I think the most useful skills for social entrepreneurs are confidence and access to these multiple "languages". Our students should spend as much time as possible internalising the questions




they're seeking to solve and equip themselves with the frameworks, information, knowledge and networks to make change happen. And finally, they should act.

### **Professor Stephan Chambers**

*Director of the Marshall Institute and Executive MSc Social Business and Entrepreneurship Programme Director*

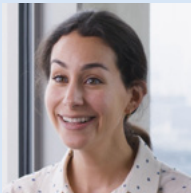


Positive, sustainable impact has always been desirable. It is now imperative. Learning how to make a difference for the better requires us all to be agents of innovation. 



# Six Reasons to Study Executive MSc Social Business and Entrepreneurship (EMSBE)

Are you ready to become a leader with social purpose, equipped to make positive impact on the world around you?



I was exploring a lot of courses, a lot of MBA programmes especially, and none of them really had this full integration or embeddedness of sustainability. ”

**Lindsay Camacho**, EMSBE Graduate

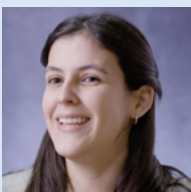
## 1 Reimagined MBA

We have designed this unique Master's programme as LSE's cutting-edge alternative to an MBA. Our EMSBE programme is aimed at students who wish to combine entrepreneurialism and business rigour with a commitment to public benefit, and conversely, those who want to bring a social focus to business.

Currently the only programme of its kind in the world, EMSBE takes a fresh approach to MBA topics, offering you a more impact-focused learning experience, with broad real-world perspectives and deep critical thinking. You will graduate with the knowledge, skills and networks to take the next steps in your career in social business – whether that be setting up your own venture, progressing in your current career or transitioning to a new industry.



This course is a reminder that we can be agents of change within our organisations. It's a good tool to push the boundaries. ”



**Antonia Puentes**, EMSBE Graduate



## 2 Network

At the Marshall Institute, we are creating a community which shares common values and visions of a better future both by reshaping traditional business practices and by bringing more rigour and critical thinking to charity and social enterprise.

By choosing to study with us, you will gain access to this community, enabling you to learn from public and private sector practitioners and make meaningful connections to help your future career, opening doors to opportunities you may not have yet envisioned.

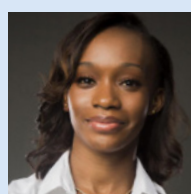
You will be invited to attend a variety of industry expert talks, including high-profile speakers, professionals, and partners from across the world, who want to share their passion and be inspired by yours.



EMSBE offers students high-quality classes with extraordinary professors.

Thanks to the support, guidance, and coaching from the team at LSE, I managed to get an amazing new job at The Sanitation and Hygiene Fund.

I am very grateful for the quality of teaching and for giving me the tools I needed for my career. 💖



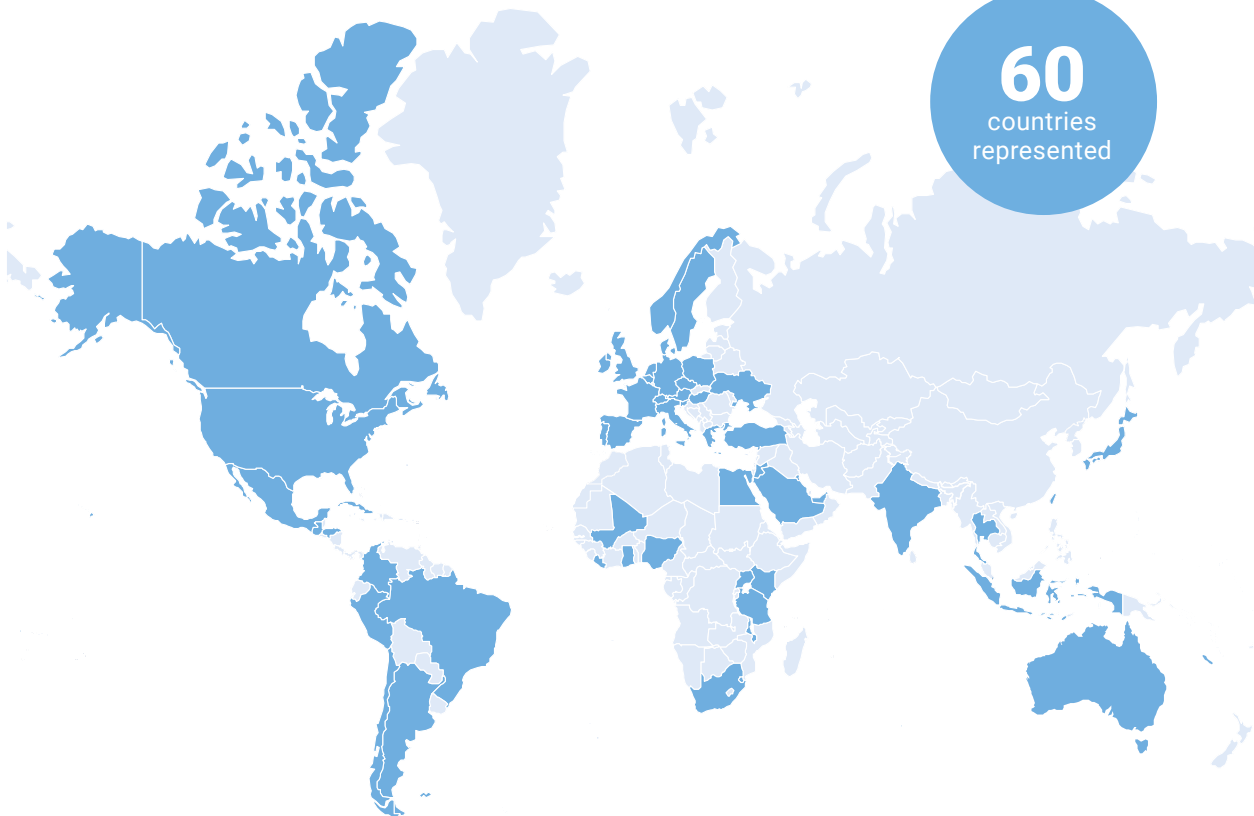
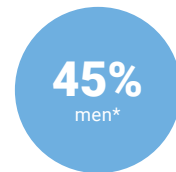
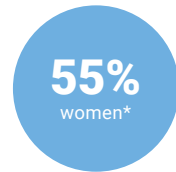
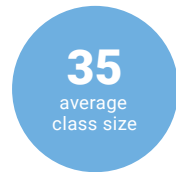
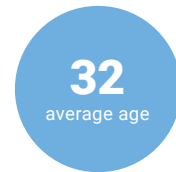
**Anna Konate,**  
EMSBE Graduate

### 3 Internationally diverse

LSE attracts outstanding students. Our programme is designed to bring a variety of global perspectives to the classroom. You will study alongside students from a broad mix of backgrounds, including corporate business leaders, executives from the public and non-profit sectors, and entrepreneurs wishing to launch or scale their own socially focused business ventures. You will join a close-knit vibrant supportive community, studying alongside like-minded peers from around the world to build your network from day one.

Our curriculum is designed to respond to different country contexts so you can apply what you learn to any for-profit or non-profit organisations in different industries across the world.

#### EMSBE in numbers



“I’ve had the chance to widen my network, I’ve met people from different countries, backgrounds and industries. This is the real synergy we need to build an impactful solution. It can only be achieved by working together.”

**Ahmed Naguib**, EMSBE Student

\*We embrace applications from individuals of all gender identities. Our student stats reflect a breakdown of current demographics.





#### 4 Cutting-edge curriculum

You will study a cutting-edge curriculum guided by expert LSE faculty and leading practitioners who are truly committed to making the world a better place – philanthropists, social entrepreneurs, corporate leaders, and activists. We will challenge the way you think about people, organisations, social impact, wider business – and yourself.

You will acquire essential business skills while gaining a comprehensive understanding of the global, political and economic landscape. Additionally, you will receive training in implementing and evaluating practical solutions to address social issues, while studying at a world-class university ranked 2nd in Europe and 5th in the world for social science and management subjects\* and as the top university in London by three separate league tables – *Complete University Guide*, the *Times* and the *Guardian*.†

\*QS World and Subject Rankings 2023

†*Complete University Guide 2023*, *Times and Sunday Times Good University Guide 2023* and the *Guardian University Guide 2023*.



One of the best things about the executive master's programme is that it introduces you to the full spectrum of skills and professional approaches that are needed to truly be a social entrepreneur not just in name, but a social entrepreneur in action. 🍷

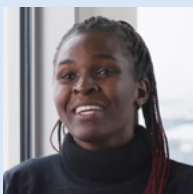


**Dr Kerryn Krige,**  
Senior Lecturer in Practice

## 5 Flexibility to work and study

Our programme is delivered in a flexible modular format that allows you to continue to work anywhere in the world full-time while studying. You will be able to immediately apply what you are learning to your current role, retain your position at your current company, maintain financial stability while studying, and fit study around your family or other commitments.

Students spend a total of six weeks at our LSE campus in London over a twelve-month period where all your lectures will be delivered in person across one- or two-week blocks. Our interactive online course platform will be available for all course and assignment materials.



The part-time programme itself has enabled me to study and work at the same time. I don't feel at a loss leaving work to settle elsewhere for school. I also have time for my young kids. ”

**Sharon Anyango**, EMSBE Graduate

“

The fact that it is in person for part of the year, it has that perfect blend of being able to work independently on your own, while connecting with people and having that in-person interaction. ”



**Blake Rogers,**  
EMSBE Graduate

## 6 Lifelong learning

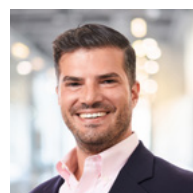
What if graduation is only the beginning? Upon successful completion of the programme, you will become part of a lifelong and worldwide alumni network of 150+ budding and established social impact leaders, in addition to LSE's 200,000-strong cohort.

As part of our commitment to your success, we provide a myriad of opportunities designed to foster continuous growth and collaboration within our global community of changemakers.

You will have access to LSE's remarkable range of public events, as well as the Marshall Institute's exclusive events such as seminars, our 100x Impact Accelerator Summit Day and annual summer party. You can also take advantage of workshops masterclasses, featuring thought leaders, industry experts and fellow alumni who have made significant strides in the realm of social impact. These gatherings not only offer professional development opportunities but also a chance to forge meaningful connections with like-minded individuals.

“

I stay in regular contact with my classmates to continue the conversations we started years ago, to potentially develop or turn ideas into action. We're such a close cohort, LSE did a great job of grouping like-minded people. ”



**Steven Crimaldi,**  
EMSBE Graduate



# Curriculum

We teach you the why as well as the how

**While the courses are conceptually distinct, the modular structure is designed to teach several topics simultaneously, reflecting how the social and the business flow together in the real world.**

## Course 1

### The Hybrid Economy

0.5 Unit

What is this hybrid economy? What are the economic and political contexts that shape the work of social businesses and entrepreneurs?

#### Skills focus

You will be able to critically analyse the role of new forms of organisation in the political economy – including social enterprises, cooperatives and mutuals, strategic and venture philanthropy, and collaborative financial instruments such as social impact bonds. The curriculum considers the advantages of bringing together purpose and profit in innovative combinations – and also the complex organisational and ethical tensions when we mix the different cultures and values of the market and of social mission.

## Course 2

### Social Impact and Its Evaluation

0.5 Unit

What is public benefit? How can you ascertain if what you are doing is making any real impact on the world around you?

#### Skills focus

You will learn how to resolve dilemmas related to public benefit by examining various philosophical conceptions of the good. You will acquire practical skills in impact measurement, from the viewpoint of organisational leaders, policymakers, and commissioners of social business and enterprise interventions. These include randomised experiments, cost-effectiveness analyses and social return on investment.

## Course 3

### Foundations of Social Business I

0.5 Unit

What critical approaches are required to undertake social business? How can existing organisations and start-ups become a vehicle for social change?

#### Skills focus

You will gain proficiency in entrepreneurship, including lean start-up, rapid prototyping, scaling, and resource gathering. The curriculum will equip you with necessary techniques for planning and implementing activities to emphasise customer journeys and maximise resources. You will refine your leadership abilities by tackling the complexity of managing for both purpose and profit, accounting for multiple bottom lines in the context of social business.

## Course 4

### Foundations of Social Business II

0.5 Unit

How does a social business navigate and comprehend its environment to ensure sustainability and effectiveness? What specific activities need to be undertaken when considering financial sustainability, environmental sustainability and mission-driven social impact?

#### Skills focus

You will develop crucial skills in social finance that will enable you to analyse and access various financing options for social ventures, including impact, social, and grant finance. You will further hone your market analysis and response skills by exploring marketing concepts and tools, while also understanding the significance of technology, including AI, as both an opportunity and potential threat in addressing complex task environments.



## Course 5

### Social Entrepreneurship in Context

0.5 Unit

To whom do social enterprises turn in fragile states, where the rule of law is weak, and they need to do business? How do social enterprises work in isolated or marginalised communities where there is physical, social and political exclusion?

#### Skills focus

You will learn how to address the challenges faced by social entrepreneurs, policymakers and impact investors in complex and contradictory contexts. You will develop adaptive strategies and the distinct skills required to navigate unstable environments and generate desired social, environmental and market returns.

## Course 6

### The Purpose-driven Corporation

0.5 Unit

Is there a crisis of capitalism? How can corporations grapple with challenges to their legitimacy? Is creating social impact, or at least reducing harmful practices, consistent with profitability?

#### Skills focus

You will learn how to critically evaluate the opportunities and challenges faced by purpose-driven organisations and how to practically integrate an environmental and social focus into your business practices. The curriculum covers the purpose-driven corporation, 'shared value' concepts, Environmental, Social and Governance (ESG) criteria, stakeholder roles and Corporate Social Responsibility (CSR).

## Course 7

### The Altruistic Entrepreneur Project

1 Unit – runs concurrently

How do you create an entrepreneurial business proposal for social impact, moving through idea generation, initial design and formal proposal?

#### Skills focus

Working in groups and guided by expert faculty, you will create a proposal for a new organisation that will create explicit social benefit. The practical project allows you to apply your learning in real-world contexts, enabling you to further develop skills in strategy, market development, financing, organisational design, leadership, and communication. You will receive focused training in design thinking. The project culminates in pitches to external experts on presentation day.

For further information about module content and scheduled programme dates, please visit our website.

Select the "Programme structure and courses" drop-down to access.

[lse.ac.uk/emsbe](https://lse.ac.uk/emsbe)



# Inspiring people



# Teaching Faculty

Bringing together expert minds in the social impact space



**Professor Stephan Chambers**  
Pioneering purpose-driven education

## Programme Director

**Key expertise:** Social entrepreneurship, entrepreneurship, entrepreneurial finance

Stephan, the pioneering Director of the Marshall Institute at LSE, wears many hats. As well as being a Professor in Practice at the Department of Management at LSE, he also takes the helm as the Programme Director for our innovative EMSBE programme.

In his earlier career from 2000 to 2014, Stephan led the MBA programme at the University of Oxford and left an indelible mark as the founding Director of their Executive MBA programme. His journey before the

Marshall Institute includes being the Co-Founder of the Skoll World Forum, Chair of the Skoll Centre for Social Entrepreneurship, and the Director of International Strategy at Saïd Business School, Oxford University.

Beyond the academic sphere, Stephan has contributed his insights through a regular entrepreneurship column for the *Financial Times*. In 2014, he served as a special advisor to the Skoll Global Threats Fund in California, showcasing his commitment to real-world impact.

“People come here absolutely committed to making the world a better place. That’s a hard analytic ambitious project. What we hope is to bring in extraordinary individuals that already get that we should have purpose, and channel that purpose and shape it into something practical and tractable.

What we need is lots of super energetic, ambitious, and innovative people whose mission in life is to say ‘show me some problems and I’ll show you some answers’. That’s what we built this programme to do, to develop that talent.”

EXTRAORDINARY  
EXPERTS

“

What we need is lots of super energetic, ambitious, and innovative people whose mission in life is to say ‘show me some problems and I’ll show you some answers’.”





**Dr Kerryn Krige**  
**Reshaping the narrative of social entrepreneurship**

**Senior Lecture in Practice**

**Key expertise:** Social entrepreneurship, NGOs and policy

Kerryn joined LSE from her role at the International Labour Organization, where she took charge of crafting the social and solidarity economy (SSE) policy in South Africa. Her impact reverberates through various social entrepreneurship initiatives, from shaping the SSE strategy for the African Union to conducting mapping studies of social entrepreneurship in South Africa. Kerryn played a pivotal role in the establishment of South Africa's USD70 Social Employment Fund.

With a background in journalism, her editorial prowess shines as an Associate Editor for the Emerald Emerging Markets Case Collection and as co-author of "The Disruptors," delving into the realm of social entrepreneurs reinvesting in business and society.

Her impressive journey is marked by numerous fellowships, and she's an active player in the African Network of Social Entrepreneurship Scholars (ANSES), championing a locally relevant teaching and research agenda in Africa. Kerryn's academic journey, culminating in a PhD from KU Leuven and the University of Pretoria, focuses on social entrepreneurship in challenging contexts where markets and government are not working well.

"Why is there no agreed definition for social entrepreneurship? Because it is framed and shaped by its context, and the issues social enterprises respond to. We don't shy away from the fragility and complexity of our system, we explore the diversity of social enterprises – from micro, informal organisations in deeply marginalised and vulnerable communities, to those whose work makes international headlines. In doing so, we build our understanding of social entrepreneurship from myriad positions and perspectives, contexts and approaches."



We explore the diversity of social enterprises – from micro, informal organisations in deeply marginalised and vulnerable communities, to those whose work makes international headlines. ”







**Professor Jonathan Roberts**  
**Shaping minds to make a tangible impact**

**Teaching Director and Professor (Education)**

**Key expertise:** Social policy, education policy, social enterprise, philanthropy, charity

Jonathan is a visionary shaping the educational landscape in his role as teaching director. He spearheaded the creation of the EMSBE programme and crafted a specialised social impact stream for LSE's Master of Public Administration programme. Jonathan, a recipient of multiple teaching awards from LSE, holds a PhD in Social Policy and brings a wealth of experience to his teaching, having worked with several UK charities before pursuing his academic career.

Beyond his teaching role, Jonathan's research explores areas such as hybrid organisations, motivations and altruism, and the role of social enterprises in public service delivery. He is currently exploring innovative philanthropic funding mechanisms for social ventures. He has a keen interest in education and childcare policy.

An active contributor to academic journals, Jonathan is not only shaping minds in the classroom but also making a real impact in the field. As a governor at a primary school in south London, he brings a hands-on approach to education and community service, embodying his commitment to social impact.

"Teaching on the EMSBE is an act of coproduction. I rarely come out of the classroom without learning something new. Our students have rich life experiences in business, civil society or government, and they draw on this experience to challenge our academic theories and ways of thinking. And that makes teaching at once demanding and deeply fulfilling."



**Professor Connon Locke**  
**Redefining traditional business practices**

**Professor (Education) of Management**

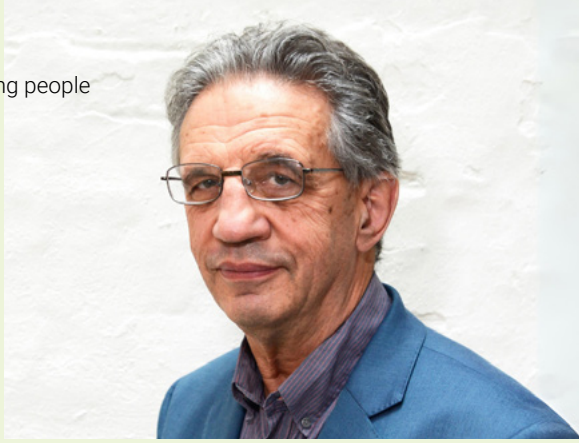
**Key expertise:** Leadership, power and influence, gender, organisational culture and change

Connon has been a transformative force in the Department of Management since 2008, where she brings a dynamic approach to teaching leadership, organisational behaviour, negotiation and decision-making. Her outstanding teaching has earned her accolades like the LSE Excellence in Education Award.

Prior to her academic tenure, Connon carved an impactful career path spanning 16 years, creating a lasting impact as an educator, manager, and management consultant in the United States and Asia Pacific. Notably, she held a pivotal role as the Asia Pacific Regional Training and Development Manager for the Boston Consulting Group, steering the learning and development initiatives for consulting staff across the region. Her global footprint extends to her extensive work in designing and delivering impactful leadership development programmes, shaping the trajectory of individuals and organisations across the globe.

Armed with a PhD and MSc in Business Administration (Organisational Behaviour) from the University of California at Berkeley and a BA in Sociology with honours from Harvard University, Connon stands as a beacon of academic excellence and the transformative power of education and leadership.

"I teach leadership and organisational behaviour to many students across LSE and I have found that the EMSBE students take my teaching to the next level. With topics such as motivation or organisational justice, we very quickly move beyond the theories to actual situations in which those theories apply. The maturity and insight among the students mean that they grasp the concepts immediately and present me with dilemmas in which those concepts are challenged. It is enjoyable and stimulating to work alongside the cohort as I learn a lot from them as well."



### **Professor Sir Julian Le Grand** **Paving the way with public policy**

#### **Professor of Social Policy**

**Key expertise:** Economics, social policy, hybrid economy

Julian, a true LSE academic powerhouse since 1993, was knighted in 2015 for his notable contributions to social sciences and public service. Holding a PhD in economics from the University of Pennsylvania, he has authored over 20 books and 100 articles on economics, philosophy, and public policy.

Beyond academia, Julian has been at the forefront of public service. From 2003 to 2005, he served as Senior Policy Adviser to the Prime Minister at No 10 Downing St. He chaired the Social Work Practices Working Group in 2007, was Chair of Health England from 2007 to 2009, and led the UK Cabinet Office's Mutuals Taskforce from 2011 to 2013. He's been a trusted adviser to international bodies, including the European Commission, World Bank and World Health Organisation.

Julian's impact is not only seen in policy but also in various influential roles, including Trustee and Deputy Chair of Think Ahead. Recognised as one of the Guardian's and Prospect's top British public intellectuals, he was listed in Apolitical's 100 Most Influential Academics in Government in 2021.

A key architect of UK public service reforms, Julian introduced ground-breaking initiatives like the Pupil Premium, Social Work Practices, and Patient Budgets. His enduring mark on healthcare and education is complemented by his regular contributions to national and international media, shaping the discourse on public policy.

"The EMSBE students come from an enormous range of backgrounds and bring an extraordinary wealth of experience to the course. As a result, the programme's sessions do not operate as in a more conventional university course, with teachers standing at the lectern talking down to the class; rather they develop into exciting and lively co-productions between students and faculty."



### **Dr Eva Neitzert** **Driving change in how we perceive and measure social impact**

#### **Visiting Fellow and Director, Just Economics**

**Key expertise:** Impact evaluation, social return on investment, effectiveness evaluation, adaptive management

Meet Eva, a pioneer in the world of social impact measurement and evaluation. Highly skilled at crafting innovative approaches that showcase value for money and effectiveness. Eva's portfolio boasts over 30 publications tailored for diverse audiences, from government departments and think tanks to academia.

Her expertise in social impact measurement has left a notable impression on clients spanning the public, private and NGO sectors in the UK and beyond.

Notable names like BT, Microsoft, CAFOD and DfID have all benefited from Eva's insights.

Eva's credentials include a PhD from LSE. Before that, she held senior management roles at the New Economics Foundation, the Fawcett Society and the Women's Budget Group. She is also Chair of Friends of the Earth. Eva is a dynamic force driving change in how we perceive and measure social impact, including being a leading figure in the development of the social return on investment (SROI) approach.

"Every year, the EMBSE cohort is made up of inspiring students from diverse backgrounds. Many are already leaders in their fields; they combine intellectual rigour with first-hand experience from their professional lives. The lectures are always an opportunity for lively discussion and debate. There is a strong focus on finding innovative solutions to complex, real-world problems. I've been teaching for two decades and the EMBSE students have always provided the most rewarding teaching experience."

**EXTRAORDINARY  
EXPERTS**



### Jack Winterton

#### Harnessing the power of AI in teaching

##### Research Officer

**Key expertise:** Scaling non-profits, harnessing AI within teaching and learning, educational inequality

Jack, a dedicated researcher, is currently serving as a research officer at the Marshall Institute, supporting the next generation of social entrepreneurs. His ongoing research project delves into the exploration of innovative funding arrangements for scaling non-profits, showcasing his commitment to creating positive social impact.

Jack's professional journey includes a period working as a Learning Developer at LSE LIFE, where his focus on understanding the intricacies of student learning left a lasting impression. At the Marshall Institute, Jack brings his expertise to the forefront, actively contributing to the institute's initiatives in harnessing the power of artificial intelligence for effective teaching and learning in higher education.

Educationally, he holds a Bachelor of Science in Political Science and a Master of Science from the International Inequalities Institute at LSE. Beyond the academic realm, he extends his social impact as a governor at an alternative provision school in Hackney, showcasing his commitment to educational diversity.



To make a tangible social impact, social entrepreneurs need to have a clear and thorough understanding of the problem that they seek to address. It isn't enough to have a vague idea of what change looks like, it must be rigorously understood and the solution needs to be effective. ”



# 100x Impact Accelerator

## Skyrocketing social ventures

When you choose to study with us, you're not just enrolling in a programme; you're becoming part of a vibrant community of changemakers actively working in the field. The 100x Impact Accelerator is a key part of the Marshall Institute's mission to create a philanthropic cooperative that brings together capital, expertise, and passion for systematic change in one place.

### 100x is an accelerator like no other.

100x aims to curate expertise, mentor and offer capital to the world's most promising social ventures to enable impact-driven organisations to think bigger and achieve more. It emulates the successful business accelerator model from the private sector and aspires to show how impact-driven organisations can break the cycle of grant-seeking, through tangible results-driven models like government adoption, digitisation and open-source solutions.



Social ventures have long been constrained by resources, and the catalytic capital we are providing will go a long way to catapult ventures' impact and scaling journeys. ”



**Fan Gu,**  
Deputy Director and  
Head of Impact Investment



## Afya Pamoja

### 100x Cohort 1

Working in partnership with the government in Tanzania to establish a nationally scaled digital citizen feedback platform to drive responsive public health decision-making.

5K

Citizens have been empowered to provide feedback on the services they receive

71%

Citizens using the service report increased trust in services

60%

Piloted health facilities now use citizen feedback data to make decisions

VENTURE  
SPOTLIGHT



100x has been an incredible opportunity for our venture. It enabled us to be around super-talented teams and organisations with laser-focused visions, aspiring to achieve massive things, which is a big motivation for us. ”

**Simon Debere**, Co-founder



### The problem

In Tanzania's healthcare facilities, there is inadequate comprehensive client feedback data. Existing mechanisms yield low volumes of unstructured feedback that rarely reaches management levels. This hampers effective communication, undermining trust in the healthcare system and impeding the utilisation of essential services, resulting in negative healthcare outcomes.

### The solution

Afya Pamoja collaborates with the Tanzanian Government to create an innovative healthcare platform. Through free and anonymous SMS feedback, patients share healthcare experiences, enabling actionable improvement in a closed feedback loop.

### The insight

In collaboration with the government and UNICEF, the organisation piloted its intervention in 150 healthcare facilities, serving 50,000 pregnant women annually. The platform, yielding a 71 per cent improvement in trust led to a five per cent increase in pregnant women choosing health facility deliveries since the platform's launch.

100x supports two cohorts of up to ten social enterprises each year to scale and deliver their next leap of growth. Ventures receive £150,000 of funding, a 12-week programme of bespoke support from experts and social unicorn founders and an annual Summit Day to pitch their ideas to leading impact-first funders to secure follow-on funding.

Learn more about 100x and the social venture cohorts at [100ximpact.org](https://100ximpact.org).

# Careers



# Where could your Executive Master's degree take you?

Be supported to achieve your career aspirations

In today's world where we increasingly prioritise ethical and sustainable business practices, more people than ever before are pursuing a career that involves making a positive impact on society.

Social business and entrepreneurship are emerging fields, with new opportunities developing every day as businesses across all industries globally start to catch up with this growing movement.

Here are just a few examples of the types of fields currently available across the sector.

## 1 Social impact strategy

Conceives and executes strategies to seamlessly integrate social impact into core business operations, identifying synergies between organisational goals and societal advancement. Utilises impact assessments to formulate sustainable business models and provide counsel on ethical business practices.

## 2 Corporate social innovation

Nurtures innovation within organisational frameworks to address social challenges, focusing on stimulating creative solutions through innovative workshops and projects.

## 3 Sustainability analysis

Scrutinises and enhances the Environmental, Social and Governance (ESG) performance of organisations via metric measurement and report presentations to ensure adherence to socially responsible and sustainable practices.

## 4 Impact measurement

Concentrates on the measurement and evaluation of the social impact of business initiatives, encompassing the development of a framework and metrics to gauge the efficacy of social programmes and investments.

## 5 Social entrepreneurship

Creates innovative solutions to some of the world's most pressing challenges through the application of entrepreneurial principles to found new enterprises or scale existing ventures via replication, expansion or systemic change.

## 6 Social finance

Liases between finance and social impact on projects involving investments, fundraising and financial strategies. Responsible for crafting social investment portfolios, advising on strategies, or scrutinising financial models for social enterprises, to achieve both financial returns and positive societal outcomes.

## 7 Community engagement

Establishes and cultivates relationships between organisations and the communities they serve through events and partnerships, to ensure active participation in addressing local needs and fostering positive community development.

## 8 Impact investing

Leverages investment strategies to align financial goals with a commitment to societal betterment by identifying investment opportunities and advocating sustainable practices. Scales reach by fostering the growth and success of impactful ventures.

## 9 Social technology

Integrates technology solutions that leverage digital innovations to address social challenges and organisational efficiency, including evaluating the impact of interventions.

## 10 Public policy

Crafts and implements strategies that generate positive and meaningful outcomes for society. Addresses specific social, economic or environmental challenges to improve the wellbeing of a community or nation.

## Graduate destinations

Our graduates have gone on to make a lasting impact in a variety of sectors and industries, from top-level corporations, venture capital funds, charities, government agencies, to foundations, social ventures, and start-ups. Transitioning into impact leadership roles, they occupy senior positions such as CEOs, CFOs, VPs, founders and directors.

We will help you achieve your ambitions through one-to-one discussions, connections and introductions to key players in the social impact space.







## Steven Crimaldi

### Transitioned to an impact-driven government organisation

Having begun his career leading an organisation dedicated to abolishing the death penalty in the United States, Steven decided he wanted to improve the health outcomes of vulnerable people globally. This led him to become a champion of public health initiatives through his work implementing and researching public health programmes across Ethiopia, Ghana, India and Zambia within the Clinton Health Access Initiative and Boston University.

While working on these global health projects, Steven realised that something was missing from his toolkit. He couldn't point his finger at exactly what until he found the EMSBE programme.

"Engaging with the leading social scientists at LSE allowed me to understand the challenges and opportunities in creating social impact and the theoretical and practical skills required to be part of a movement dedicated to creating change."

Since graduating, Steven is now working in a state-wide programme in Louisiana, called the Healthy State initiative, the largest health system in the Southern United States. Formed as a hybrid, it's a partnership with state government, universities, foundations, non-profits, doctors, and health insurance companies – all working together to make Louisiana healthier.

"Often throughout the programme, I realised I was not asking the right questions. You really get to understand the difference between outcomes and impact. EMSBE allows you to build the theories of change and the strategies to convince others of your plan through leadership, to measure outcomes and determine your impact. I treasure that I get to ask these questions daily and challenge my colleagues".



“Engaging with my classmates reaffirmed what I already knew but needed a reminder of – there are amazing people in this world with a deep desire to ask questions, challenge what is, and create something new. ”

**Steven Crimaldi, USA**  
Strategic Programme Manager, Ochsner Health

## Ovo Ugbebor

### Used learnings from the course to launch a social enterprise

With a background in pharmacy, operations and supply chain management, Ovo has spent the last 15 years working in the private and development sectors. Using her consultancy expertise, she has developed numerous programmes across the United States Agency for International Development (USAID) and Department for International Development (DFID).

Ovo wanted to join the EMSBE programme to broaden her knowledge to reach her dream of becoming a social entrepreneur within and outside of Africa.

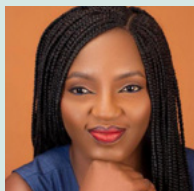
“The EMSBE has impacted my career in many ways. I got the foundation I needed to understand the complex social issues the world is grappling with more deeply and learnt how businesses can be realigned to be purpose-driven while making a profit.”

Since graduating, she has worked tirelessly to make a difference to communities globally, utilising the skills she developed on the programme to launch not one, but two social enterprises.

“I set up ChananHill Enterprise to help over a thousand families set up livestock enterprises that have transformed their incomes and livelihoods. I also co-founded Ikore International Development, a consultancy firm in Nigeria, supporting international organisations and donors such as EU, USAID and Mastercard Foundation, to research, design and execute evidence-based interventions in the agricultural and entrepreneurial space.”

When Ovo isn't working at her social enterprises, she is transforming lives by designing global strategies aimed at reducing poverty in the sub-Saharan region.

“I'm supporting the Palladium Group to start up a £95 million agricultural programme in Nigeria, Propcom+, aimed at building the resilience of 3.9 million smallholder farmers and SMEs against climate change through scaling inclusive business models and piloting innovations.”



The curriculum delivered by industry experts was deeply enriching providing clarity on what I needed to do to make a difference within the economic space in Nigeria. ”

**Ovo Ugbebor, Nigeria**

Manging Partner, Ikore International



## Johannes Hobhom Investing in purpose-driven organisations

Johannes is both a seasoned entrepreneur and a creative practitioner, seamlessly navigating the realms of business and artistic filmmaking production. Serving as a partner in an early-stage venture fund in Stockholm and as a private investor in multiple start-ups, he wanted to become an innovative impact leader but lacked the necessary tools, insight and know-how.

“I don’t necessarily believe in ‘buzzwords’. When I applied, I was a bit afraid that the course would be vague and too theoretical because trying to solve problems like the climate crisis is a big mission. But it wasn’t. It was a really structured programme that gives you a lot of answers to several real questions, I found it highly educational.”

Currently working on the board of several companies and at his fourth-generation family investment fund, Johannes learnt how to become a positive force for change in society. He works tirelessly to ensure his family company continues to stay relevant for the next generation.

“When I now talk to companies that want me to invest in them, I ask them how they will measure their impact. What is the real outcome? The EMSBE gave me insight to define desirable impact and how to frame my questions. If the ventures don’t give me a coherent answer, then I won’t invest.

I work in a lot of organisations and sit on numerous boards, it’s great to not be the eighth person in the room with an MBA. The EMSBE enabled me to understand the hybrid economy and the intersection between profit and making a positive impact. As a businessperson, I feel strengthened and secure in how to navigate a changing economy.”



This programme helped me cut out ‘buzzwords’ surrounding entrepreneurship and get to the core of the possibilities and challenges facing ventures. ”



**Johannes Hobhom, Sweden**  
Chief Commercial Officer, Breakable Films



# Support



# Supporting you on your journey

We're here to give you the help and guidance you need – from the time you arrive to graduation and beyond.

## Academic Support

We pride ourselves on our friendly and supportive learning environment run by internationally recognised staff. We are driven by our dedication to student-centred learning. Throughout your time here you will have an academic mentor who supports you, and every tutor operates an open-door policy, meaning you can see them outside seminars, workshops, and lectures to discuss academic or personal concerns on a one-to-one basis.

## LSE LIFE

LSE LIFE is the School's centre for academic, personal and professional development. Some of the services on offer include guidance and hands-on practice of the key skills you will need to do well at LSE: effective reading, academic writing and critical thinking; and advice and practice on working in study groups and on cross-cultural communication and teamwork.

[info.lse.ac.uk/current-students/lse-life](https://info.lse.ac.uk/current-students/lse-life)

## Student Wellbeing Service

A team of friendly practitioners are available to assist 24/7 with any challenges you may be facing during your studies. For example, disability and mental health support and adjustment, wellbeing and counselling services to chat about anything you are finding difficult. You can access a variety of workshops to help you manage stress, self-motivation and much more.

[info.lse.ac.uk/current-students/student-wellbeing](https://info.lse.ac.uk/current-students/student-wellbeing)

## Language Centre Services

If English is not your first language, there are plenty of ways you can improve and practise using the English language for your academic work. Online courses, workshops, one-to-one support, proofreading and translation services are provided by LSE's Language Centre.

[lse.ac.uk/language-centre](https://lse.ac.uk/language-centre)



Throughout your time here you will have an academic mentor who supports you, and every tutor operates an open-door policy, meaning you can see them outside seminars, workshops, and lectures. ”

## Accommodation and travel

During your time on campus, you will be required to finance your trip into the country and/or city and cover all accommodation costs, including sourcing and booking your accommodation. Our students will often stay with friends or family, stay in hotels or explore Airbnb options. We have connections with certain private providers that may be able to offer a reduced rate. Please get in touch for more details.

LSE has a limited number of rooms available in halls of residence around central London. They are primarily designed for full-time undergraduate students to use during term time but are open for all during vacation time when some of our modules take place. There are several offers available including a 20 per cent off advanced booking rate.

[lsevacations.co.uk](https://lsevacations.co.uk)

## Alexander Wright

### Helping to create a friendly student community

Alex, in his role as the Programme Delivery Manager at the Marshall Institute, plays a vital role in the success and satisfaction of EMSBE students throughout their academic journey. He works tirelessly to create an environment conducive to learning, growth and professional development.

Alex fosters a sense of community among EMSBE students. He organises networking events, workshops and seminars that bring students together with industry professionals, alumni and students from other impact-focused programmes at LSE. These initiatives provide valuable insights into the social business world but also create opportunities for mentorship and collaboration, enriching your educational experience.

“I work to make the learning experience as smooth and efficient as possible, collaborate with class representatives to get to the heart of what matters most to the group and support our world-class lecturers to provide students with the best possible teaching experience. It is a hugely rewarding role, not least because I can meet and support incredibly interesting and inspirational people from all over the world.”



It is a great pleasure to support students who are doing, and will go on to do, extraordinary things for the betterment of society. ”

## Fees and Finance

### Explore degree funding opportunities to amplify your social impact

Every graduate student is charged a fee for their programme which covers their tuition, course materials, catering and events in London. Travel and accommodation are not included in your tuition fees. Please check our website for our current fees. There are several payment options to pay your fees once you are a registered student.

[lse.ac.uk/emsbe](https://lse.ac.uk/emsbe)

Many students choose to fund the programme themselves or utilise bank loans, student loan companies or governmental support. It is important to weigh up all options and repayment terms before deciding which option is right for you.

### Marshall Scholarship

We are committed to investing in the greatest minds who will go on to serve society and change the world for good, regardless of their personal or financial situation. Our scholarships recognise and nurture future leaders who will make a positive impact on society through their academic and practical contributions in this field.

#### Scholarship amount

Full awards are available to cover tuition fees for outstanding candidates. Some partial awards are also available on a discretionary basis.

#### Eligibility

To view the eligibility criteria please visit our website. Preference will be given to candidates from emerging or developing markets and/or those from the third sector, the public sector, and social enterprises.

#### How to apply

Once you have submitted your EMSBE programme application, you will need to complete a Scholarship Application Form. Discover application deadlines on our website.

[lse.ac.uk/emsbe/scholarships](https://lse.ac.uk/emsbe/scholarships)



### Frances Udukwu Channelled her purpose via a scholarship scheme



“I joined the EMSBE programme to champion Africa’s economic investment development and to channel purpose into something practical and tractable. I believe my early career desires combined with my unique professional experience can make a lasting impact.”

Over the last seven years, Frances has transformed industry-leading small to mid-sized organisations across several sectors spanning beauty and wellness, multicultural outreach and capacity building, renewable energy, and health care technology to name a few. While working across emerging and frontier markets, she wanted to learn more.

“The programme connects the dots on how to integrate core business skills with social impact to critically evaluate and address opportunities as well as challenges in our world today.”

In Nigeria where she currently resides, the macroeconomic situation continues to worsen which has created severe implications on inflation and the depreciation of the naira currency. With that, it has become increasingly difficult to consider expenditures outside of necessities. An opportunity to obtain a master’s degree at LSE seemed unimaginable. Frances’ ambitions were supported by the Marshall Scholarship scheme.

With Frances’ experience developing community outreach programmes and supporting social innovations to scale, she is committed to combining social purpose and economic development.

“I envision building a platform that allows young Africans to engage in Africa’s burgeoning start-up ecosystem. The long-term goal is to develop an impact investment fund to make finance opportunities more accessible to resident founders and to encourage institutional financiers’ investment while addressing the United Nations Sustainable Development Goals.”

“The scholarship scheme has not only helped curb cost, but it also serves as a reminder that there are opportunities to develop my skills, knowledge and confidence to contribute to the betterment of society, which has been my long-seated desire. They exist, irrespective of turbulent times.”



**Frances Udukwu, Nigeria**  
Venture Builder, Shell Oil Company

## Employer Sponsorships

### Empowering workforces to reach new heights

The EMSBE programme is hugely beneficial to your organisation as we provide professional development related to your current role. Upon completion of the programme, your company can expect a substantial return on investment in the form of a highly skilled and uniquely talented employee, poised to propel growth, success and innovation within your team.

#### Employee Advice

Employer sponsorship helps you pay for your programme while you are working and provides official backing from your employer to upskill and further your career. We encourage you to discuss the programme directly with your employer and make a case for their financial sponsorship if this is appropriate. You will find helpful employer-targeted information on our website.

[lse.ac.uk/marshall-institute/learning/employer-sponsorships](https://lse.ac.uk/marshall-institute/learning/employer-sponsorships).



The EMSBE programme is hugely beneficial to your organisation as we provide professional development related to your current role. ”

**We understand that this can be daunting, so here is our step-by-step advice on how to become a sponsored student.**

#### 1 Create a business case proposal

Your organisation may not always offer a training and development package, or at the very least, it may be limited. The more you consider the reasons why you want to study the programme, the more clearly you present these to your organisation, the more buy-in you will receive.

#### 2 Emphasise the ROI

Demonstrate how the enhanced skills and knowledge gained from the programme will directly contribute to the company's success and compliance with Environmental, Social and Governance (ESG) standards, corporate social responsibility and Socially Responsible Investment (SRI).

#### 3 Show commitment

Assure your employer that you have considered the potential challenges and have a plan to manage your workload effectively. We suggest you propose a flexible study schedule that minimises disruption to your work responsibilities.

#### 4 Demonstrate immediate application

Show how the knowledge gained from the programme can be immediately applied to current projects or challenges within the company. This helps to demonstrate how the benefits of your education will be realised in the short term.

#### 5 Offer cost-sharing solutions

If possible, explore whether the company can cover a portion of the tuition or provide financial assistance. Be open to negotiation and discuss the potential long-term benefits to the organisation and your career development.

#### 6 Bonus Tip

Remember to tailor your approach to the specific culture and priorities of your employer. Communication is key. Demonstrating the mutual benefits for both you and your company will increase the likelihood of securing employer sponsorship.



## Joe Watson

### Employer's backing propelled his professional growth

An educator at heart, Joe has spent the last twenty years working in the education and culture sectors. In his role for BrandEd, he leads a team of more than twenty people in the UK and USA, who create and deliver educational programmes in partnership with iconic global brands including The New York Times, Sotheby's and Vogue. Joe's previous credentials include Creative Director for the National Trust in London, and senior learning roles at the Victoria and Albert Museum (V&A) and the Courtauld Institute of Art.

Joe's driving passion is education, with a particular mission around how people of all ages explore and activate their vocation in the service of leading the most fulfilling life possible. It was the gaps in his business knowledge that led him to the EMSBE programme.

"The impact I want to make is to help more people discover their mission, develop their skills and enhance their powers of creative expression. Throughout the world, I see the innate potential, power, and talent of too many people going to waste. In most cases, this is because they haven't had access to the relevant experiential learning programmes, or mentorship, that could nurture those vocations.

The EMSBE is supporting the development of my business and entrepreneurial skills to enable me to think through the models that could create this social impact for more people. It's also opening out opportunities and possibilities that I had never imagined."



For Joe, support from his employer made his Executive Master's ambition a reality. As a purpose-driven corporation with a deep belief in education's transformative power, BrandEd's CEO took the support request seriously and responded positively, also writing him a professional reference for the programme.

"Once our CEO understood the potential benefits to the company and my development, we agreed on the level of sponsorship and the requirements of me. Like BrandEd, most companies will expect you to remain with the company for an agreed period after a sponsored programme so they can reap some of the value of your new-found expertise."



I would highly recommend applicants speak to their employers and be ready to outline the opportunities this presents to their organisation. The EMSBE team offered support with this. ”



**Joe Watson, UK**

Global Director of Collegiate and Professional Programmes, BrandEd

# London



# Discover London

No matter where you are in the world.

**Nestled in the vibrant core of London, our campus is more than just a physical location – it's a dynamic hub of ideas, innovation and international excellence.**

## Our campus

LSE is situated in the heart of central London; one of the most cosmopolitan cities in the world. Our geographical position is only a short distance from Europe's financial, legal and cultural centres. LSE stands at the crossroads of international debate which is fundamental to our identity as an outward looking institution with an active involvement in UK and world affairs.

During your on-campus studies, you will spend most of your time in the Marshall Building, our newest award-winning building on campus. This purpose-built building contains innovative lecture theatres, adaptable teaching rooms and flexible study spaces to offer you the best possible learning experience.



## Our city

London is an exciting, vibrant and colourful city. Our location means it's easy for you to explore different sites and areas of the city either by foot or public transport – even on your lunch break! Right around the corner, you will find Covent Garden, London's heart of theatre, dance and film. Many other London sights, museums, attractions and entertainment are nearby.

Our students form close bonds and regularly meet up outside teaching hours to socialise over dinner or explore some of London's famous sites. Whatever your interests or appetite you will find something to suit your palate and pocket in this truly international capital.



## Getting here

### By air

For international students journeying to us from various corners of the globe, the proximity of LSE to major airports facilitates seamless travel. The closest airports are around an hour-and-a-half by car or an hour by train – Gatwick, Heathrow, Luton, City or Stansted.

### By public transport

Our central London location ensures convenient accessibility through Transport for London buses and the underground. The closest tube stations are conveniently within walking distance, with Holborn accessible in 5 minutes, Temple in 10 minutes and Charing Cross in 15 minutes.

Numerous national rail stations facilitate access to the city from various locations across the United Kingdom, including Waterloo, Kings Cross, Victoria, Charing Cross, Farringdon, and Blackfriars stations. Additionally, St Pancras International station provides services to Europe via the Eurostar.

# Applying



# How to apply

We welcome applications from working professionals based in any location around the world.

## Our minimum entry requirements are outlined below.

- At least four years of professional work experience.
- A good prior degree, UK 2:1, 3.5 GPA or equivalent professional qualification.
- Higher-level English language: If you are not a national of a UKVI-approved English-speaking country, you can meet the LSE's language requirements in several ways. These include achieving the required grade in a recognised English language test or completing a course of study in a UKVI-approved English-speaking country. Please consult the [LSE website](#) for details.
- The Graduate Management Admission Test (GMAT) is not required for entry into this programme.
- Two character references: two professional references OR one professional and one academic-focused reference.
- A copy of your CV or resume is required as proof of your working history.
- An Academic Statement of Purpose to explain why you think this is the perfect course for you, see further top tips on what to include in overleaf.

## Request a consultation

If you are unsure if this is the right programme for you, we offer personal consultations to chat through your circumstances and aspirations in more detail. Please email your CV or resume to us and a member of the programme team will be in touch.

[marshallinstitute.emsbeenquiries@lse.ac.uk](mailto:marshallinstitute.emsbeenquiries@lse.ac.uk)

## Register for an information session

Sign up for one of our online information sessions held throughout the year. Have your questions answered by some of our expert academics who form part of the teaching team, meet inspiring graduates to find out why they loved it here and receive advice on how to submit your application.

[lse.ac.uk/dom-events](https://lse.ac.uk/dom-events)

## Apply online

All applications are made through LSE's Graduate Admissions Office. We recommend you apply early to avoid disappointment.

[lse.ac.uk/study-at-lse/Graduate](https://lse.ac.uk/study-at-lse/Graduate)

## Apply online





**SUPPORTIVE  
STAFF**

## Anna Townsend

### Helping students reach their ambitions

As Head of Programme Delivery at the Marshall Institute, Anna plays a crucial role in guiding you through the decision-making process. With her extensive knowledge of the programme, she offers valuable insights into the curriculum structure, faculty expertise, industry connections and the unique opportunities the programme offers for your professional growth and development.

Anna also oversees the admissions process, providing guidance on application requirements, deadlines, and any additional information you may need to submit a strong application.

### What to include in your Application Statement – Anna's top tips:

The Academic Statement of Purpose consists of two parts. The total combined word count for both parts should not exceed 1,200 words.

#### 1 A personal statement:

- Your personal statement should persuasively explain why you want to do this programme.
- Think about how your career achievements, ambitions and strengths relate to the programme.
- You should also include what you hope to get out of the programme and what you will bring to the cohort.
- 600-700 words.

#### 2 For the second part, please submit your thoughts on the following statement: “The business of business is social improvement. Briefly describe the role of markets in social progress.”

- We are looking to see how you engage with a complex topic, and how you can organise your thoughts to make a convincing argument where there isn't a straightforward answer.
- 400-500 words.

## Explore more resources

Read in-depth information about the programme and explore student profiles on our website.

[lse.ac.uk/emsbe](https://lse.ac.uk/emsbe)

Subscribe to Impact and Insight Newsletter, our monthly round-up of the latest news, ideas and opportunities in social entrepreneurship and philanthropy, plus Marshall Institute events, research and courses.

[lse.ac.uk/marshall-institute/about-us/subscribe](https://lse.ac.uk/marshall-institute/about-us/subscribe)

For the latest updates on our teaching, research, convening and innovation work subscribe to our Social Business Hub Blog.

[blogs.lse.ac.uk/socialbusinesshub](https://blogs.lse.ac.uk/socialbusinesshub)







**Marshall  
Institute**

PRIVATE ACTION  
FOR PUBLIC BENEFIT

# Creating leaders with global impact

## Explore

[lse.ac.uk/emsbe](https://lse.ac.uk/emsbe)

## Enquire

[marshallinstitute.emsbeenquiries@lse.ac.uk](mailto:marshallinstitute.emsbeenquiries@lse.ac.uk)

[+44 \(0\)2079 557 655](tel:+442079557655)

## Connect



[@lsemarshall](#) [@lsemanagement](#)

We have made every effort to ensure the content of this publication is accurate as of March 2024. For the most up-to-date information please visit our website.

**[lse.ac.uk/embse](https://lse.ac.uk/embse)**