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## GOVERNANCE ET INTÉRÊT GÉNÉRAL

*Governance and general interest / Gobernanza y interés general*

### Health-care Nonprofits: Enhancing Governance and Public Trust

*Marks Blodgett and Linda Melconian. Business and Society Review, volume 117, issue 2, pages 197–219, June 2012.*

[http://onlinelibrary.wiley.com/doi/10.1111/j.1467-](http://onlinelibrary.wiley.com/doi/10.1111/j.1467-8594.2012.00405.x/abstract;jsessionid=7F4B51EB6DAAA94F6D0104CA456DC5A2.d02t03)

[8594.2012.00405.x/abstract;jsessionid=7F4B51EB6DAAA94F6D0104CA456DC5A2.d02t03](http://onlinelibrary.wiley.com/doi/10.1111/j.1467-8594.2012.00405.x/abstract;jsessionid=7F4B51EB6DAAA94F6D0104CA456DC5A2.d02t03)

*Abstract excerpted from the URL cited above: "Nonprofits are a major part of the U.S. economy and they are not immune from corporate malfeasance controversies. Even Congress has expressed concern about the crisis in nonprofit governance. The nonprofit response to Congress has been a historic initiative recognizing critical challenges to nonprofit governance. In contrast to their for-profit counterparts, nonprofits are committed to missions serving the public benefit and not to shareholder profits. Accordingly, their missions and financial resources are intrinsic to their very existence, which is built upon the public trust. That trust is rooted in fiduciary responsibility and reflected in best practices. This article traces the history of the nonprofit public trust and fiduciary standards and examines principles of Sarbanes–Oxley and other best practices as they apply to nonprofits. The authors sampled 80 health-care nonprofit corporation web sites from eight asset classes to determine compliance with Sarbanes–Oxley and identification of fiduciary duty, ethical values, and other best practices. Among the very largest health-care nonprofits, many comply with Sarbanes–Oxley and identify fiduciary duty, ethical values, and other best practices. However, there are substantial deficiencies in such compliance and identification among all remaining seven asset classes ranging from 99.9 million to less than 100,000. The results appear to corroborate the urgent necessity for reform articulated by the Congress and the nonprofit sector. Nonprofit governance has entered a new era where best practices must be implemented to sustain the public trust."*

### The Governance of Nonprofit Organizations. Integrating Agency Theory With Stakeholder and Stewardship Theories

*Stijn Van Puyvelde, Ralf Caers, Cind Du Bois and Marc Jegers. Nonprofit and Voluntary Sector Quarterly, volume 41, issue 3, pages 431–451, June 2012.*

<http://nvs.sagepub.com/content/41/3/431.abstract>

*Abstract excerpted from the URL cited above:* “The purpose of this article is to provide a more comprehensive principal–agent theory of nonprofit organizations by combining agency theory with aspects of stakeholder theory, stewardship theory, and empirical literature on the governance and management of nonprofit organizations. First, the use of a stakeholder perspective allows us to identify the principals of a nonprofit organization and to divide nonprofit principal–agent relationships into different categories. Next, we discuss the assumptions and prescriptions of agency theory and stewardship theory and suggest that a complementary use of these theories can contribute to the research of principal–agent relationships. By discussing empirical literature from a stewardship–agency perspective, we are able to address issues of nonprofit accountability. We conclude by giving suggestions for further research and by stressing the importance of a recruitment policy to avoid internal agency problems.”

### **Magical or Monstrous? Hybridity in Social Housing Governance**

*Anita Blessing. Housing Studies, volume 27, issue 2, pages 189-207, March 2012.*

<http://www.ingentaconnect.com/content/routledge/chos/2012/00000027/00000002/art00003>

*Abstract excerpted from the URL cited above:* “While a growing number of national social housing strategies rely on the work of hybrid entities blending social and commercial tasks, the state/market dualism continues to dominate the conceptual landscape of housing research. This exploratory paper develops a conceptual approach to support research into the role of not-for-profit social entrepreneurs in the housing market. It looks for insights within their ‘hybrid’ status, spanning state and market, and subject to multiple sets of institutional conditions. Four frames of hybrid identity are developed, and then substantiated via a discussion of two different sectors of not-for-profit social entrepreneurs in Australia and the Netherlands. As the growth trajectory of each sector is traced and the construction of hybrid identity is explored from both public and private perspectives, institutional pressures are revealed that set the current context for development. This brings forth implications for existing conceptual tools, as well as directions for new research.”

## **MODES DE DÉVELOPPEMENT ET DE FINANCEMENT**

*Modes of development and financing / Modos de desarrollo y de financiamiento*

### **Financing Social Enterprise: Social Bricolage or Evolutionary Entrepreneurialism?**

*Peter Sunley and Steven Pinch. Social Enterprise Journal, volume 8, issue 2, June 2012.*

<http://www.emeraldinsight.com/journals.htm?issn=1750-8614&volume=8&issue=2&articleid=17036789&show=abstract>

*Abstract excerpted from the URL cited above:* “This paper examines the extent to which urban social enterprises (SEs) have diversified their funding sources and shifted towards loans and development finance in recent years. The paper considers the underlying reasons for a limited demand for loans by comparing two theoretical perspectives on SE development. The concept of ‘social bricolage’ implies SEs do not seek conventional business loans or equity finance, because they survive in resource poor environments by improvising and re-using redundant capital. A second evolutionary approach implies that SE financing will be dominated by a reliance on habits and practices learnt from the contexts in which social entrepreneurs have operated. The paper finds a limited degree of change and scant evidence of local decentralisation in social enterprises’ financial contexts. It argues that both conceptual approaches offer important insights into the causes of the low level of demand for development finance by emphasising the importance of practical and improvised financial management. This is an adaptive response to uncertainty but is also a manifestation of SEs’ inherited capabilities in public and charitable finance.”

### **The Role for Social Enterprises and Social Investors in the Development Struggle**

*Whitney McWade. Journal of Social Entrepreneurship, volume 3, issue 1, pages 96-112, April 2012.*

<http://www.tandfonline.com/doi/pdf/10.1080/19420676.2012.663783>

*Abstract excerpted from the URL cited above:* “This paper reviews the existing development literature, arguing that the currently dominant views and proposed solutions to achieving social and economic development neglect the possible contributions the private sector, and social enterprises specifically, can make in attaining the Millennium Development Goals. Given this latent potential, it will argue that social investors have a crucial role to play by providing a greater inflow of capital into nascent and growing social enterprises in developing countries. Drawing on conclusions from a UK-based study of the social investor, the unique motivations and expectations of this investor class will be outlined. Social entrepreneurs in developed and developing country

contexts can both use this information to tailor their business models and plans toward attracting the financial capital needed to grow to scale and realize the positive social externalities for which they were established.”

### 'Stakeholder Orientation' and Capital Structure: Social Enterprises versus For-Profit Firms in the Italian Social Residential Service Sector

Alessandro Fedele and Raffaele Miniaci. *Euricse Working Paper, no 33/12, May 2012.*

<http://euricse.eu/en/node/2064>

*Abstract excerpted from the URL cited above:* “In this paper, we investigate whether capital structure differs between for-profit and nonprofit sectors by focusing on two key aspects of the latter: the non-distribution constraint and the stakeholder oriented governance system. We develop a theoretical model and show that the former negatively affects leverage, defined as the amount borrowed over the total investment, whilst the latter has a positive effect. We then analyze a longitudinal data set of balance sheets of 800 firms operating in the social residential sector in Italy and show that, once controlled for observable characteristics, for-profit companies have a leverage 18% higher than nonprofit enterprises, even if the latter face lower credit costs. We explain this finding by arguing that the effect of the non-distribution constraint prevails over the effect of stakeholder orientation.”

### Surplus Distribution in Microfinance. Differences Among Cooperative, Nonprofit, and Shareholder Forms of Ownership

Anaïs Périlleux, Marek Hudon and Eddy Bloy. *Nonprofit and Voluntary Sector Quarterly, volume 41, issue 3, pages 386-404, June 2012.*

<http://nvs.sagepub.com/content/41/3/386.abstract>

*Abstract excerpted from the URL cited above:* “How do microfinance institutions (MFIs) allocate their surplus to stakeholders? This article shows that this allocation process varies depending on the MFI ownership structure. Nonprofit organizations and shareholders-held MFIs exhibit a tendency to largely keep their surplus within the MFI as a self-financing margin (reserve accounts, future investments, and capital increase) rather than transferring it to their clients (interest rate decrease) and their employees (salary increase). The surplus distribution in COOPs is more in favor of providers and employees. Finally, the article discusses the importance of these findings for the evaluation of MFIs by policy makers.”

### Social Enterprise and Development Policy: Evidence from Italy

Margherita Scarlato. *Journal of Social Entrepreneurship, volume 3, issue 1, pages 24-49, March 2012.*

<http://www.tandfonline.com/doi/abs/10.1080/19420676.2012.659675?journalCode=rjse20#preview>

*Abstract excerpted from the URL cited above:* “This paper examines the role of social enterprise in relation to the specific features of the Italian socio-economic context. It argues that in this case it is appropriate to discuss the concept of social enterprise within the theoretical framework of human development and Amartya Sen's capability approach. The focus is thus an analysis of the evolution of social enterprises in Italy, and social co-operatives in particular, in pursuit of two aims. On the one hand, the study shows the importance of the social economy in the Italian regions with regard to the welfare system and development policies; on the other, it outlines both the positive and the disappointing aspects of policies implemented at central and local level. Finally, the conclusions indicate both the institutional dynamics that could strengthen social enterprise in Italy and the potential contribution of these enterprises to the economic and human development of the poorer southern regions.”

## ÉVALUATION

*Evaluation methods / Métodos de evaluación*

### Social business, accountability, and performance reporting

Rahman Mawdudur and Hussain Mostaq. *Humanomics, volume 28, issue 2, pages 118-132, May 2012.*

<http://www.ingentaconnect.com/content/mcb/h/2012/00000028/00000002/art00002>

*Abstract excerpted from the URL cited above:* “The purpose of this paper is to contribute to the theory and applications in social business and accountability. The paper develops the theoretical arguments, shows the importance of non-accounting measures, explores available non-accounting measures and suggests BSC as an externally validated reporting tool. There is a need to expand the accounting base to non-financial measures; social business and social enterprises do not have externally validated performance reports and there is no benchmark data to compare performance. The study supports social business as a legitimate entity;

corporations engaged in social business will be more publicly responsible; the study will encourage investment in social business; small entrepreneurs from the bottom of the society will have an opportunity to participate in the economy; and the poor will participate in the economy, will expand the economy and contribute to social and economic development. The paper includes guidelines for implementing the proposed BSC, performance measurements and reporting techniques.”

## GESTION

*Management / Gestión*

### **Médiation des tensions dans une coopérative de solidarité: Des chiffres et des lettres**

Valérie Michaud. *Centre de recherche sur les innovations sociales (CRISES), collection thèses et mémoires- no. TM1105, 277 pages, mai 2012.*

[http://www.cris.es.uqam.ca/upload/files/publications/Thses\\_et\\_Mmoires/TM1105.pdf](http://www.cris.es.uqam.ca/upload/files/publications/Thses_et_Mmoires/TM1105.pdf)

*Résumé issu de l'URL ci- haut: « Cette thèse s'intéresse aux défis de la gestion des tensions au sein d'une organisation pluraliste de l'économie sociale et solidaire : la coopérative de solidarité. La coopérative de solidarité est un nouveau type d'organisation légalement créé au Québec en 1997 et qui innove par son multisociétariat institutionnalisé. En effet, la coopérative de solidarité doit inclure parmi ses membres ainsi qu'à son conseil d'administration au moins deux des trois catégories de membres suivantes : membres utilisateurs, travailleurs ou de soutien. Cette structure de gouvernance multipartite met en présence des parties prenantes aux besoins et intérêts divers, mais qui ont un pouvoir égal au sein de l'instance. La question au cœur de notre démarche est celle de la gestion des tensions (ou plutôt, dirons-nous plus loin, de la gestion « malgré les tensions ») dans le contexte d'une coopérative de solidarité en environnement. Nous avons choisi d'étudier une telle organisation en adoptant une Perspective du paradoxe, c'est-à-dire dans l'acceptation et le maintien des tensions. »*

### **Negotiating Tensions: How Do Social Enterprises in the Homelessness Field Balance Social and Commercial Considerations?**

Simon Teasdale. *Housing Studies, volume 27, issue 4, pages 514-532, June 2012.*

<http://www.tandfonline.com/doi/abs/10.1080/02673037.2012.677015>

*Abstract excerpted from the URL cited above: “Social enterprise is presented as a potential policy solution to homelessness, particularly as regards the employment of homeless people. This policy focus relies on an assumption that social and commercial goals can be successfully combined. This implies that by pursuing profit-maximizing behaviour social enterprises can also maximize social benefits. However, this paper shows that social enterprises are hybrid organizations facing a trade-off between social and commercial considerations. The paper identifies strategies used by work integration social enterprises in the homelessness field to balance mission-related goals with financial sustainability. The six case study organizations drew upon a hybrid range of economic resources transferred from other sectors of the economy. This enabled them to compete with private sector organizations, by effectively transferring the additional cost of employing homeless people from the social enterprise to consumers, government, philanthropic donors, and other organizations providing social support to homeless people.”*

### **Local Farmers' Organisations: A Space for Peer-to-Peer Learning? The Case of Milk Collection Cooperatives in Morocco**

Nicolas Faysse, Mohamed Taher Sraïri and Mostafa Errahj. *The Journal of Agricultural Education and Extension, volume 18, issue 3, pages 285-299, June 2012.*

<http://www.ingentaconnect.com/content/routledg/raee/2012/00000018/00000003/art00006>

*Abstract excerpted from the URL cited above: “The study investigated to what extent local farmers' organisations are spaces where farmers discuss, learn and innovate. Two milk collection cooperatives in Morocco were studied. The study analysed the discussion networks, their impacts on farmers' knowledge and innovation, and the performance of collective action at cooperative level. Both cooperatives, only two-thirds of the farmers regularly discussed dairy practices with other farmers. Most leaders of one cooperative were acknowledged to be experienced farmers and played key roles as advisors on dairy farming. Farmers' involvement in dialogue networks in this cooperative improved their capacity to innovate in dairy farming, even though their knowledge on some issues related to cattle, health and nutrition was not improved. In the other cooperative, experienced farmers did not share their knowledge and farmers' involvement in dialogue networks at cooperative level had no impact on their knowledge and practices. Dialogue networks and collective action*

were found to influence each other, since in the first cooperative, collective action was considered by members to be efficient, whereas in the second collective action was limited to milk collection. The study enabled identification of stumbling blocks which need to be addressed to get local farmers' organisations involved in farmer capacity-building. While the importance of local discussion networks for knowledge creation and diffusion is widely acknowledged, taking such networks into account in farmers' capacity-building programmes in developing countries has been hindered by their informality. Combining the analysis of dialogue networks and collective action proved to be a productive way to assess the potentialities of working with farmers' organisations with the aim of establishing a connection with local discussion networks."

### **Strategic Foci in Social and Commercial Entrepreneurship: A Comparative Analysis**

David Gras and G. T. Lumpkin. *Journal of Social Entrepreneurship*, volume 3, issue 1, pages 6-23, April 2012.

<http://www.tandfonline.com/doi/pdf/10.1080/19420676.2012.660888>

*Abstract excerpted from the URL cited above:* "We investigate whether the strategies deemed important by social entrepreneurs contrast with those of commercial entrepreneurs. We hypothesize that social entrepreneurs value externally-focused strategies more highly and internally-focused strategies less compared with commercial entrepreneurs. We test our hypotheses using cross-sectional time-series analyses on five waves of Panel Study of Entrepreneurial Dynamics II (PSED II) data. In support of our hypotheses, we find that strategies focused on serving missed customers, marketing/promotion, and intellectual property are deemed more important by social entrepreneurs. We further find that strategies focused on quality products and contemporary/attractive products are deemed more important by commercial entrepreneurs."

### **Social Identification and Sense of Community Among Members of a Cooperative Company: The Role of Perceived Organizational Values**

Elvira Cicognani, Luigi Palestini, Cinzia Albanesi and Bruna Zani. *Journal of Applied Social Psychology*, volume 42, issue 5, pages 1088-1113, May 2012.

<http://www.ingentaconnect.com/content/bpl/jasp/2012/00000042/00000005/art00003>

*Abstract excerpted from the URL cited above:* "The aim of this study was to investigate, among members of a large cooperative company, the role of worker status (partner vs. employee), length of service, and cooperative values in influencing organizational identification (OI) and organizational sense of community (OSC). The study involved the totality of members of the cooperative (N = 805; 67.7% partners, 32.3% employees), who completed a self-administered questionnaire, measuring perceived cooperative values, OI, OSC, and, among partners, identification as a partner. The results indicate that partners, more than employees, perceived the cooperative as living up to its core values and scored higher on OI and OSC. The impact of worker status on OI and OSC was mediated by perceived cooperative values."

### **Strategic management: the case of NGOs in Palestine**

Analoui Farhad and Samour Akram. *Management Research Review*, volume 35, issue 6, pages 473-489, May 2012.

<http://www.ingentaconnect.com/content/mcb/mrr/2012/00000035/00000006/art00002>

*Abstract excerpted from the URL cited above:* "The purpose of this paper is to explore whether non-governmental organizations' (NGOs') managers think and use strategy in their daily operations, to assess the impact of its applications on the performance of NGOs and to test the validity of the "dynamic model of strategic management" originally used for small and medium-sized enterprises (SMEs) in the Gaza Strip, Palestine. This empirical study is concerned with NGOs' managers located in the Gaza Strip in Palestine. Survey questionnaire was the main data collection instrument. A combination of qualitative and quantitative approaches, triangulation, is employed for data analysis. It was discovered that most NGOs used strategic management systems and perceived strategic management as an important tool for increasing the quality of service delivery, achieving goals and increasing overall organizational performance. Moreover, the principles of the "dynamic model" developed for SMEs are applicable to the NGOs in Palestine. NGOs in Palestine and elsewhere must become more strategic in their planning and operations in order to increase their performance, productivity and efficiency in providing quality service. This first-time study contributes to the current stock of knowledge and our present understanding of strategic management, as perceived by NGO managers, by contextualising its use in Palestine."

## INNOVATION SOCIALE

*Social innovation / Innovación social*

### **Social Innovation: Blurring Boundaries to Reconfigure Markets (book)**

Alex Nicholls and Alex Murdock. Palgrave Macmillan Publisher, 320 pages, 2012.

<http://us.macmillan.com/socialinnovation/AlexNicholls>

*Abstract excerpted from the URL cited above: "Focusing on social innovation broadly conceived in the context of social entrepreneurship and social enterprise in their global context this books organised to address three of the most important themes in social innovation: strategies and logics, performance measurement and governance and finally sustainability and the environment."*

### **Social Innovation and Governance in Public Management Systems: Limits of NPM and Search for Alternatives?**

Benoît Lévesque. *Cahiers du Centre de recherche sur les innovations sociales (CRISES), Collection Études théoriques, no. ET1116, 39 pages, Mars 2012.*

<http://www.crisis.uqam.ca/upload/files/publications/etudes-theoriques/ET1116.pdf>

*Abstract excerpted from the URL cited above: "While the decades following the Second World War saw a proliferation of social innovations in public administration 3, the term 'innovation' as such was rarely mentioned. Instead, emphasis was placed on the main political reforms that led, among others, to the establishment of diverse types of welfare states in the developed countries, in particular through defamilialization and decommodification of public services (Esping-Andersen, 1990). However, over the past two decades, reference to innovations in public administration and public services management has become more commonplace. This growing interest in social innovations can be largely explained as the outcome of reforms inspired by New Public Management (NPM), a new paradigm that emerged in the 1980s (Osborne and Gaebler, 1993). In this paper we begin by providing an overview of social innovations and show how a great number of these have in fact emerged from the new NPM approach. Thereafter, we take a more critical look at these innovations and discuss alternative views of innovation and governance. In conclusion, we comment on, among others, the specificity of social innovations in public administration and how this topic merits further research."*

## CONCEPTS ET DÉFINITIONS

*Concepts and definitions / Conceptos y definiciones*

### **Social Entrepreneurship: Critique and the Radical Enactment of the Social**

Pascal Dey and Chris Steyaert. *Social Enterprise Journal, volume 8, issue 2, June 2012.*

[http://www.emeraldinsight.com/journals.htm?issn=1750-](http://www.emeraldinsight.com/journals.htm?issn=1750-8614&volume=8&issue=2&articleid=17036779&show=abstract)

[8614&volume=8&issue=2&articleid=17036779&show=abstract](http://www.emeraldinsight.com/journals.htm?issn=1750-8614&volume=8&issue=2&articleid=17036779&show=abstract)

*Abstract excerpted from the URL cited above: "This paper pinpoints the importance of critical research that gets to problematise social entrepreneurship's self-evidences, myths, and political truth-effects, thus creating space for novel and more radical enactments. A typology mapping four types of critical research gets developed. Each critique's merits and limitations are illustrated through existing research. Also, the contours of a fifth form of critique get delineated which aims at radicalising social entrepreneurship through interventionist research. The typology being presented entails myth-busting (problematism through empirical facts), critique of power-effects (problematism through denormalising discourses, ideologies, symbols), normative critique (problematism through moral reflection), and critique of transgression (problematism through practitioners' counter-conducts). The paper makes it clear that the critique of social entrepreneurship must not be judged according to what it says but to whether it creates the conditions for novel articulations and enactments of social entrepreneurship."*

## AUTRES

Other / Otros

### **The Resilience Imperative: Cooperative Transitions to a Steady-state Economy (book)**

Michael Lewis and Patrick Conaty. *New Society Publishers*, 400 pages, June 2012.

<http://www.newsociety.com/Books/R/The-Resilience-Imperative>

*Abstract excerpted from the URL cited above:* “We find ourselves between a rock and a hot place—compelled by the intertwined forces of peak oil and climate change to reinvent our economic life at a much more local and regional scale. The Resilience Imperative argues for a major SEE (social, ecological, economic) change as a prerequisite for replacing the paradigm of limitless economic growth with a more decentralized, cooperative, steady-state economy.”

### **IV Barómetro Empresarial de la Economía Social. Perspectivas de creación de empleo en 2012**

Confederación de Entidades para la Economía Social de Andalucía (CEPES), 44 páginas, 2012.

[http://www.cepes-andalucia.es/fileadmin/media/docs/Material\\_Promocional/](http://www.cepes-andalucia.es/fileadmin/media/docs/Material_Promocional/)

[INFORME%20RESULTADOS%20BAROMETRO%202012.pdf](http://www.cepes-andalucia.es/fileadmin/media/docs/Material_Promocional/INFORME%20RESULTADOS%20BAROMETRO%202012.pdf)

*Resumen proveniente del barómetro:* “En la presente investigación se ha pretendido aproximar la cuantía de nuevas contrataciones de personal prevista para 2012 entre las Empresas de Economía Social. Con este objetivo hemos planteado un modelo de estimación en el que se conjugan las variables recogidas en el cuestionario como, número de trabajadores actuales, probabilidad de nueva contratación, aproximación semántica de probabilidad, número de contrataciones previstas y variables obtenidas de fuente secundarias como trabajadores en alta laboral en Empresas de Economía Social 2011 y características de trabajadores en alta de la seguridad social de Empresas de Economía Social 2011.”

### **Associative democracy and the social economy: exploring the regulatory challenge**

Graham Smith and Simon Teasdale. *Economy and Society*, volume 41, issue 2, pages 151-176, May 2012.

<http://www.ingentaconnect.com/content/routledg/reso/2012/00000041/00000002/art00002>

*Abstract excerpted from the URL cited above:* “The current political climate in the UK is arguably more conducive to associationalism than previous regimes. This paper engages with Paul Hirst's work, focusing in particular on the legal and regulatory conditions that would need to be in place to support a transition towards associative democracy. The social economy is the obvious vehicle for associational reform. However, an analysis of the legal and regulatory forms associated with the social economy in the UK indicates that the current framework will not easily facilitate transition. The analysis opens up challenging questions for how to regulate the democratic element of associative democracy.”

### **A Technical Guide to Financing New Employee Mutuals**

Social Finance Ltd., 20 pages, May 2012.

[http://www.socialfinance.org.uk/sites/default/files/sf\\_emp\\_mutuals.pdf](http://www.socialfinance.org.uk/sites/default/files/sf_emp_mutuals.pdf)

*Abstract excerpted from the URL cited above:* “Public service mutuals represent a significant and very exciting opportunity for improving public service delivery. Usually structured as social enterprises that adhere to the values of employee-ownership, mutuals have a unique potential to combine the social ethos of public services with an organisational structure that enables them to embrace social challenges in more flexible and entrepreneurial ways. However, should mutuals fail to adjust quickly to the new commercial environment which they face once they have ‘spun-out’ of the public sector, they may find that they lose contracts to public or private sector competitors – competitors who are often able to fund new developments or absorb losses for the sake of building market share. Spinning out of the public sector with few assets, external funding is therefore vital for most mutuals that are seeking to consolidate their role and develop their services. The purpose of this paper therefore is to highlight the nature of the opportunities and challenges mutuals will face in securing the investment they require, regardless of their size or the stage of spinning-out at which they are at.”

### **The Institutional Division of Labor and the Egalitarian Obligations of Nonprofits**

Chiara Cordelli. *Journal of Political Philosophy*, volume 20, issue 2, pages 131–155, June 2012.

<http://onlinelibrary.wiley.com/doi/10.1111/j.1467->

[9760.2010.00388.x/abstract;jsessionid=392DE8E280A5757B031292E54586BB07.d02t04](http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9760.2010.00388.x/abstract;jsessionid=392DE8E280A5757B031292E54586BB07.d02t04)



Abstract excerpted from the URL cited above: "Privatization is a widespread phenomenon in contemporary liberal democracies. One facet of privatization is the state delegation of welfare and primary-good-supporting services to private associations. 1/ Governments give subsidies to so-called "public charities" to deliver public services such as basic education, healthcare, and childcare. They hire and create incentives for nonprofits and NGOs to perform public functions and to implement social policies. 2/This process is called "privatization," given the assumption, more normative than factual, that the state has a primary duty to provide their citizens with sufficient public options to access the above services. Privatization thus refers to the provision of these public goods through private nonprofits."

## NUMÉROS SPÉCIAUX

*Special Issues / Ediciones especiales*

### L'innovation sociale. Acteurs et Système

*Revue Innovations, issue 38, février 2012.*

<http://www.cairn.info/revue-innovations-2012-2.htm>

### Le capitalisme en crise: quelles réponses des coopératives?

*Gilles L. Bourque, Louis Favreau et Ernesto Molina. Revue vie économique, volume 3, numéro 4, mai 2012.*

<http://www.eve.coop/?r=15>

## APPELS À COMMUNICATIONS

*Calls for papers/ Convocatorias de artículos*

- **Public Relations and Nonprofit Organizations.** *Special issue of the Journal of Public Relations Research on nonprofit public relations.* Deadline for submission: **July 15<sup>th</sup>, 2012.** (RECALL)
- **9th Annual NYU-STERN Conference on Social Entrepreneurship.** *In collaboration with the Foundation for Social Change and the United Nations. New York, USA. November 7<sup>th</sup>- 8<sup>th</sup>, 2012.* Deadline for submission: **August 24<sup>th</sup>, 2012.** (RECALL)
- **Accounting, non-governmental organizations and civil society.** *A Workshop sponsored by Accounting, Organizations and Society and Department of Accounting, London School of Economics and Political Science.* December, 2012, London, UK. Deadline for submission: **September 30<sup>th</sup>, 2012.** (RECALL)
- **The Governance of Co-operative Housing: Current Challenges and Future Perspectives.** *Special issue of the International Journal of Co-operative Management.* Deadline for submission: **October 15<sup>th</sup>, 2012.**
- **Les approches socio-économiques de l'économie sociale et solidaire.** *Revue Française de Socio-économie.* Date limite de réception des articles: **2 Janvier 2013.** (RAPPEL)
- **Worker cooperatives as an organizational alternative: Challenges, achievements and promise in organizational governance and ownership.** *Special issue of Organization.* Deadline for submission: **February, 28<sup>th</sup>, 2013.** (RECALL)
- **OTRA ECONOMÍA (Revista Latinoamericana de Economía Social y Solidaria).** *Recepción de artículos permanente, en cualquier momento del año.* (RECALL)

## ÉVÉNEMENTS À VENIR

Events / Eventos

- **Cooperating for Change in the International Year of Cooperatives.** Organized by the Canadian Association for Studies in Cooperation (CASC) and al. **June 24<sup>th</sup>-27<sup>th</sup>, 2012**, Montréal, Québec, Canada. (RECALL)
- **The Rationalization and Professionalization of the Nonprofit Sector.** The 28<sup>th</sup> EGOS Colloquium. **July 2<sup>nd</sup>-7<sup>th</sup>, 2012**, Hesinki, Finland. (RECALL)
- **The three SE pillars: Social Entrepreneurship, Social Economy and Solidarity Economy.** Third EMES International PhD Summer School organized by EMES European Research Network (EMES), European Research Institute on Cooperative and Social Enterprises (Euricse), Italian Association on Culture, Cooperatives and Non-Profit (AICCON). **July 4<sup>th</sup>-8<sup>th</sup>, 2012**, Trento, Italy. (RECALL)
- **Collective Processes of Social Innovation.** The 28<sup>th</sup> EGOS Colloquium. **July 2<sup>nd</sup>-7<sup>th</sup>, 2012**, Helsinki, Finland. (RECALL)
- **Mainstreaming Co-operation: An Alternative for the 21st Century?** Organised by the Co-operative College, Liverpool John Moores University, Liverpool University, Manchester Metropolitan University, Edge Hill University and the University of Central Lancashire. **July 3<sup>rd</sup>-5<sup>th</sup>, 2012**, Manchester and Rochdale, UK. (RECALL)
- **École internationale d'été dédiée aux jeunes créateurs de coopératives.** **2 au 14 juillet 2012**, Poitiers, France. (RAPPEL)
- **The first ISTR PhD Seminar preceding the 10th International Conference in Sienna, Italy, in July 2012.** Organised by IST. **July 8<sup>th</sup>-10<sup>th</sup>, 2012**. Siena, Italy. (RECALL)
- **Democratization, Marketization, and the Third Sector.** The Tenth International Conference of the International Society for Third Sector Research (ISTR). **July 10<sup>th</sup>-13<sup>th</sup>, 2012**, Siena, Italy. (RECALL)
- **The fifth Colloquium on Social Entrepreneurship.** Organised jointly by the Skoll Centre for Social Entrepreneurship, University of Oxford, and CASE, Duke University. **July 16<sup>th</sup>-19<sup>th</sup>, 2012**, Oxford, UK. (RECALL)
- **Response Strategies of Social Economy and the Contribution of Social Organizations to the Rural World.** Section Number 39 ([details](#)) of the XIII World Congress of Rural Sociology. **July 29 to August 4, 2012**, Lisbon, Portugal. (RECALL)
- **L'économie sociale : identité, défis et stratégies.** VII congrès du Réseau euro-latino américain des études en économie sociale et coopératives (RULESCOOP). **5 au 7 septembre 2012**, Valence y Castellón de la Plana, Espagne. (RAPPEL)
- **8th NCVO/ VSSN Researching the Voluntary Sector Conference.** **September 10<sup>th</sup> - 11<sup>th</sup>, 2012**, University of Birmingham, UK. (RECALL)
- **4th International social innovation research conference (ISIRC).** Organized by the Third Sector Research Centre, University of Birmingham. **September 12<sup>th</sup>-14<sup>th</sup>, 2012**, Birmingham, UK. (RECALL)
- **L'économie publique, sociale et coopérative au service de l'intérêt général.** 29<sup>ème</sup> Congrès International du CIRIEC International. **12 au 14 septembre 2012**, Vienne, Autriche. (RAPPEL)
- **Travail, Organisations et Politiques Publiques : Quelle « Soutenabilité » à l'Heure de la Mondialisation?** Thème des 23e Journées de l'Association d'économie sociale, organisé par le LEST CNRS (UMR 6123). **13 et 14 septembre 2012**, Aix en Provence, France. (RAPPEL)
- **Cooperatives in the Focus of a New Economic Policy.** XVII. International Conference on Cooperative Studies of the Association of Cooperative Research Institutes (Arbeitsgemeinschaft

- Genossenschaftswissenschaftlicher Institute, AGI). September 18<sup>th</sup> - 20<sup>th</sup>, 2012, Vienna, Austria. (RECALL).*
- ***L'étonnant pouvoir des coopératives.*** Sommet international des coopératives. 8 au 11 octobre 2012, Québec, Canada. *(Rappel)*
- ***Les enjeux de communication dans le mouvement coopératif.*** Forum international organisé par la Chaire de relations publiques et communication marketing de l'UQAM. 8 octobre 2012, Montréal, Québec (Canada) *(RAPPEL)*
- ***Diversité et durabilité des modèles agricoles coopératifs dans un contexte de crises de la mondialisation.*** Colloque organisée par la Sfer, Coop de France et l'Inra. 6 et 7 novembre 2012, Paris, France. *(RAPPEL)*
- ***Quand marchand et non marchand se rencontrent.*** Colloque organisé par le laboratoire VALLOREM sous l'égide de la Fédération Gaston Berger et parrainé par l'AIMAP (Association Internationale de Recherche en Management Public). 22 et 23 novembre 2012, Orléans, France. *(RAPPEL)*
- ***Innovation, Décision et Dynamiques Sociétales : Quel modèle de développement humain à l'ère de la complexité ?*** Colloque international organisé par le groupe de recherche "Innovation, Responsabilités et Développement Durable - INREDD" de la Faculté du droit de Marrakech. 28 au 30 novembre 2012, Marrakech, Maroc. *(RAPPEL)*
- ***The Evolving Social Nature of Exchange.*** Allied Social Science Association Annual Meeting. January 4<sup>th</sup> - 6<sup>th</sup>, 2013, San Diego, California, USA. *(RECALL)*
- ***4<sup>th</sup> EMES International Research Conference on Social Enterprise.*** Organized by EMES European Research Network, in partnership with the Centre for Social Economy at HEC - University of Liege. July 1<sup>st</sup> - 4<sup>th</sup>, 2013 Liege, Belgium. *(RECALL)*

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