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## GOVERNANCE ET INTÉRÊT GÉNÉRAL

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### **Determinants of the Range of Ethnocultural Diversity on Nonprofit Boards: A Study of Large Canadian Nonprofit Organizations**

*Patricia Bradshaw and Christopher Fredette. Nonprofit and Voluntary Sector Quarterly, volume 42, issue 6, pages 1111-1133, December 2013.*

<http://nvs.sagepub.com/cgi/content/abstract/42/6/1111>

*Abstract excerpted from the URL cited above: "Using data from a survey of large nonprofits across Canada, this study focuses on the determinants of the range of diversity (defined as the number of different ethnocultural and visible minority groups represented) on boards across the country. The determinants of diversity that the article examines include community, organizational, and general board characteristics as well as board diversity practices. We examine the extent to which these factors are related to an increased range of diversity on the boards. It appears that the diversity of the community that nonprofits operate in and efforts to institutionalize formal diversity-related policies are particularly significant determinants of diversity, although board size and reliance on interorganizational alliances in recruitment of board members also have a small relationship. The implications for theory and practice are examined."*

### **Drivers of Pro-Active Member Participation in Agricultural Cooperatives: Evidence from Brazil**

*Andrei Cechin, Jos Bijman, Stefano Pascucci, Decio Zylbersztajn and Onno Omta. Annals of Public and Cooperative Economics, volume 84, issue 4, pages 343-468, December 2013.*

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12023/abstract>

*Abstract excerpted from the URL cited above: "Effective governance of cooperatives depends on the pro-active participation of members in the governance. However, it is commonly argued that, especially in cooperatives with high heterogeneity of membership, additional decision-making and influencing costs could emerge if members who participate in the governance do so to obtain direct or indirect economic benefits at the individual farm level. The objective of this paper is to assess whether or not farmers' economic motivations for continued association are relevant drivers of pro-active participation. Data originate from 148 farmers from a large agricultural cooperative in Brazil. The results suggest that economic motivations for continued association are drivers of participation in the General Assembly, but not of 'pro-active' participation in boards and committees."*

### **Decision-Making Fairness and Consensus Building in Multisector Community Health Alliances: A Mixed-Methods Analysis**

Larry R. Hearld, Jeffrey A. Alexander, Laura Bodenschatz, Christopher J. Louis and Jennifer O'Hora. *Nonprofit Management and Leadership*, volume 24, issue 2, pages 139-161, winter 2014.

<http://onlinelibrary.wiley.com/doi/10.1002/nml.21086/abstract>

*Abstract excerpted from the URL cited above:* "Given their inherently diverse composition and potentially competing interests, a foundational activity of community health alliances is establishing consensus on the vision and strategies for achieving its goals. Using an organizational justice framework, we examined whether member perceptions of fairness in alliances' decision-making processes are associated with the perceived level of consensus among members regarding the alliance vision and strategies. We used a mixed-methods design to examine the relationship between perceptions of fairness and consensus within fourteen multisector community health alliances. Quantitative analysis found the perceived level of consensus to be positively associated with decision-making transparency (procedural fairness), inclusiveness (procedural fairness), and benefits relative to costs (distributive fairness). Qualitative analysis indicated that the consensus-building process is facilitated by using formal decision-making frameworks and engaging alliance members in decision-making processes early. Alliance leaders may be more successful at building consensus when they recognize the need to appeal to a member's sense of procedural and distributive fairness, and, perhaps equally important, recognize when one rather than the other is called for and draw upon decision-making processes that most clearly evoke that sense of fairness. Our findings reinforce the importance of fairness in building and sustaining capacity for improving community health."

### **Administrative Coordination in Nonprofit Human Service Delivery Networks: The Role of Competition and Trust**

Alicia C. Bunger. *Nonprofit and Voluntary Sector Quarterly*, volume 42, issue 6, pages 1155-1175, December 2013.

<http://nvs.sagepub.com/cgi/content/abstract/42/6/1155>

*Abstract excerpted from the URL cited above:* "Nonprofit human service organizations operating within the same regional network are often faced with dual pressure to compete as well as coordinate administrative operations (by sharing funding, staff, or space) to enhance efficiency. Emerging evidence has demonstrated that competing organizations coordinate, despite the risks. Trust, or perceived trustworthiness between two organizations may mitigate the negative influence of competition on coordination, however there have been few explicit tests of this hypothesis among nonprofit organizations. Drawing on quantitative data collected from a network of 36 nonprofit children's behavioral health organizations, this article empirically tests how competition and perceived trustworthiness interact to influence administrative coordination. Results support the hypothesis that trustworthiness moderates the influence of competition on administrative coordination. Findings suggest that as competing nonprofit leaders build trust, the more their agencies coordinate their administrative functions. This study highlights the importance of leaders' perceptions for organizational strategy."

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

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

### **Supporting social enterprises in the context of financial effectiveness**

Marian Oliński and Renata Burchart. *Analele Stiintifice ale Universitatii Al I Cuza din Iasi - Sectiunea Stiinte Economice*, volume 60, issue 1, pages 159-172, October 2013.

[http://www.scopus.com/record/display.url?eid=2-s2.0-](http://www.scopus.com/record/display.url?eid=2-s2.0-84886289028&origin=SingleRecordEmailAlert&txGid=213864B48167075BF62C7CB1DFAF73F4.aXczxbyuHHiXgalW6Ho7g%3a1)

[84886289028&origin=SingleRecordEmailAlert&txGid=213864B48167075BF62C7CB1DFAF73F4.aXczxbyuHHiXgalW6Ho7g%3a1](http://www.scopus.com/record/display.url?eid=2-s2.0-84886289028&origin=SingleRecordEmailAlert&txGid=213864B48167075BF62C7CB1DFAF73F4.aXczxbyuHHiXgalW6Ho7g%3a1)

*Abstract excerpted from the URL cited above:* "The cooperative form of management is an essential part of the social economy. One of the most important elements in supporting social entrepreneurship is the problem of efficiency of different kinds of support. This paper presents an assessment of the effectiveness of social cooperatives in the traditional way, using the concepts and measures typical for-profit enterprises. The main objective of the research was to assess the effectiveness of financial aid, received by social cooperatives. The subject of the study was twenty social cooperatives, created from 2005 to 2010 in one of the Polish region (Warmia and Mazury). The study shows that there is some level of support, that allows to develop Polish social cooperatives."

### **The Role of Co-operative Loans in Rural Finance: Evidence from Ogun State, Nigeria**

*Onafowokan Oluyombo. Journal of Co-operative Studies, volume 46, issue 1, pages 5-15, Summer 2013.*

<http://www.ingentaconnect.com/content/ukscos/jcs/2013/00000046/00000001/art00002>

*Abstract excerpted from the URL cited above:* "This paper examines how loans made by co-operative societies in rural areas meet the financial needs of their members and, by extension, the role of the co-operative lending in rural finance. The study makes use of primary data from nine focus group discussions comprising seventy two members selected randomly from twelve co-operatives in six local government areas. Data was analysed using tables of numbers and percentages, content analysis and quotations from participants. The study found that the financial needs of the members were met through loan granting at reduced interest rates without the pledging of fixed and financial assets as collateral. The low interest rate on loans reduces the likelihood of members patronising money lenders and of possible loan defaults. The personal guarantor arrangement greatly enhanced the inter-personal relationship among members enabling them to provide support to members in trouble and reducing their individual poverty level. However, there may be need for emergency loans that can be repaid over a longer period of time to ease the financial burden of the members and enhance social and financial capital."

### **Renewable electricity and the social economy in Alberta: Prospects for community power**

*Julie MacArthur. International Journal of Environmental Sustainability, volume 8, issue 4, pages 121-130, December 2013.*

[http://www.scopus.com/record/display.url?eid=2-s2.0-](http://www.scopus.com/record/display.url?eid=2-s2.0-84887340846&origin=SingleRecordEmailAlert&txGid=40AAAEC4E5E7C8BCCC703F261A8DE98A.aXczxbyuHHiXgalW6Ho7g%3a1)

[84887340846&origin=SingleRecordEmailAlert&txGid=40AAAEC4E5E7C8BCCC703F261A8DE98A.aXczxbyuHHiXgalW6Ho7g%3a1](http://www.scopus.com/record/display.url?eid=2-s2.0-84887340846&origin=SingleRecordEmailAlert&txGid=40AAAEC4E5E7C8BCCC703F261A8DE98A.aXczxbyuHHiXgalW6Ho7g%3a1)

*Abstract excerpted from the URL cited above:* "Lack of action to facilitate green energy transitions at both provincial and federal policy levels in Canada has led to an increased interest in how specific community-based actors can spur change. This paper outlines briefly the conceptual and theoretical links between the social economy, renewables and sustainability. It then summarizes the results of research undertaken on the status and prospects for social economy actors (co-operatives in particular) in developing renewable electricity in Alberta. Drawing from research conducted by the BC-Alberta Social Economy Research Alliance (BALTA) in 2009 and 2010, this paper argues that bottom-up community mobilization is developing in the renewables sector in Alberta, Canada. These organizations may play a growing role in coming years in the most fossil-fuel dependent province, Alberta. Social economy actors bring the benefits of community economic development, local control and education to renewables development. Despite a long history of social economy activity in the province, the twin challenges of lack of financial resources and supportive policy at this point in time set constraints on new project development."

### **The Black Social Economy: Perseverance of Banker Ladies in the Slums**

*Caroline Shenaz Hossein. Annals of Public and Cooperative Economics, volume 84, issue 4, pages 423-442, December 2013.*

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12022/abstract>

*Abstract excerpted from the URL cited above:* "In a neoliberal world where commercial financial services are controlled by elites, poor Black women in the slums are usually excluded from financial programs – even microfinance ones. In my empirical study of 491 people in Jamaica, Guyana and Haiti, I argue that the participation in informal banking systems by the poor, not only provides coping tools for livelihood survival, but banker ladies insert a program of social connectedness and political action when they organize these local resources. Banker ladies have a clear social justice agenda: to validate the business activities of marginalized people. Informal banks are a counter project to neoliberalism because it is focused on the collective, where poor Afro-Caribbean women are creating alternative financial programs that are squarely part of the social economy."

## ÉVALUATION

*Evaluation methods / Métodos de evaluación*

### **Wage Inequality and Performance in Nonprofit and For-Profit Organizations**

*Darla J. Hamann and Ting Ren. Nonprofit Management and Leadership, volume 24, issue 2, pages 207-228, winter 2013.*

<http://onlinelibrary.wiley.com/doi/10.1002/nml.21085/abstract>

*Abstract excerpted from the URL cited above:* "This article examines the effects of several forms of wage inequality on service quality and employee effort. We suggest that two popular theories, tournament and fair wage/equity, are not necessarily competing. Each theory accurately describes aspects of employee behavior, but because of sectoral differences in organizational objectives and employee attitudes, tournament theory's predictions are relatively stronger in the for-profit sector, while fair wage/equity theory's predictions are relatively stronger in the nonprofit sector. Using an employer–employee matched data set of nursing homes linked to a federal regulatory database and a resident survey, we found that ownership moderates the relationship between wage inequality and service quality. Although wage inequality positively affects service quality in the for-profit sector, the reverse is true among nonprofit organizations. We also found that overall wage inequality in the workplace has a more pronounced influence on employee discretionary effort than does the employee's place in the distribution of wages."

### **Measurement as legitimacy versus legitimacy of measures: Performance evaluation of social enterprise**

*Belinda Luke, Jo Barraket and Roby Eversole. Qualitative Research in Accounting and Management, volume 10, issue 3, pages 234-258, January 2013.*

<http://www.ingentaconnect.com/content/mcb/qram/2013/00000010/F0020003/art00003>

*Abstract excerpted from the URL cited above:* "The purpose of this paper is to review the growing emphasis on quantifiable performance measures such as social return on investment (SROI) in third sector organisations - specifically, social enterprise - through a legitimacy theory lens. It then examines what social enterprises value (i.e. consider important) in terms of performance evaluation, using a case study approach. Case studies involving interviews, documentary analysis, and observation, of three social enterprises at different life-cycle stages with different funding structures were constructed to consider "what measures matter" from a practitioner's perspective. Findings highlight a priority on quality outcomes and impacts in primarily qualitative terms to evaluate performance. Further, there is a noticeable lack of emphasis on financial measures other than basic access to financial resources to continue pursuing social goals. The practical challenges faced by social enterprises - many of which are small to medium sized - in evaluating performance and by implication organisational legitimacy are contrasted with measures such as SROI which are resource intensive and have inherent methodological limitations. Hence, findings suggest the limited and valuable resources of social enterprises would be better allocated towards documenting the actual outcomes and impacts as a first step, in order to evaluate social and financial performance in terms appropriate to each objective, in order to demonstrate organisational legitimacy. Findings distinguish between processes which may hold symbolic legitimacy for select stakeholder groups, and processes which hold substantive, cognitive legitimacy for stakeholders more broadly, in the under-researched context of social enterprise."

### **Measuring the Efficiency of Sub-Saharan Africa's Microfinance Institutions and its Drivers**

*Kemonou Richard Senami Segun and M. Anjugam. Annals of Public and Cooperative Economics, volume 84, issue 4, pages 399–422, December 2013.*

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12021/abstract>

*Abstract excerpted from the URL cited above:* "This paper uses a large panel data set covering 70 MFIs in 25 Sub-Saharan African countries to analyze the efficiency of MFIs. This is important, given that MFIs have to operate efficiently to fulfil its dual mission of serving the poor and being sustainable. The results reveal that MFIs are inefficient in meeting the goals of either providing microfinance related services to their clients or intermediating funds between borrowers and depositors. The MFIs lack ability to reach efficient sizes of their performing loan portfolio at the same time they reach an efficient number of clients served."

### **Purposes, activities and beneficiaries: Assessing the use of accounting narratives as indicators of third sector performance**

Morgan G. Gareth. *Qualitative Research in Accounting and Management*, volume 10, issue 3, pages 295-315, January 2013.

<http://www.ingentaconnect.com/content/mcb/qram/2013/00000010/F0020003/art00006>

*Abstract excerpted from the URL cited above:* "The purpose of this paper is to outline a method developed for analysis of narrative reporting by charities concerning the carrying out of their aims for public benefit (as required by charity law). It seeks to assess the effectiveness of the method as a means of measuring performance of third sector organisations (TSOs). The method presented was used for qualitative reviewing and scoring of 1,400 sets of charity reports and accounts from England and Wales on 22 variables, with most variables involving an assessment of narratives on a five-point quality score. Various methods of standardising the scoring between different reviewers and different types of charities are considered. The method was found to be largely effective in discriminating between charities which had a clear focus on the public benefit requirement and those which did not. However, other factors, such as lack of awareness of the requirements and levels of concern regarding charitable status, appear to have had a substantial impact on reporting practice. The limitations and uncertainties in converting a qualitative assessment of a narrative into a numerical score are discussed. The method is likely to be of value for other studies of narrative reporting in financial statements, especially in relation to fulfilment by TSOs of the purposes for which they were established. The paper contributes both to the understanding of narrative reporting by TSOs and to the development of methodological approaches for such analysis."

## **GESTION**

*Management / Gestión*

### **Management in social enterprises: The influence of the use of strategic tools in business performance**

Joan Ramón Sanchis-Palacio, Vanessa Campos-Climent and Antonia Mohedano-Suanes. *International Entrepreneurship and Management Journal*, volume 9, issue 4, pages 541-555, December 2013.

[http://www.scopus.com/record/display.url?eid=2-s2.0-](http://www.scopus.com/record/display.url?eid=2-s2.0-84887316933&origin=SingleRecordEmailAlert&txGid=DF2DF2A868F97FBAA97D94E05963A007.Vdktg6RVtMfaQJ4pNtCQ%3a1)

[84887316933&origin=SingleRecordEmailAlert&txGid=DF2DF2A868F97FBAA97D94E05963A007.Vdktg6RVtMfaQJ4pNtCQ%3a1](http://www.scopus.com/record/display.url?eid=2-s2.0-84887316933&origin=SingleRecordEmailAlert&txGid=DF2DF2A868F97FBAA97D94E05963A007.Vdktg6RVtMfaQJ4pNtCQ%3a1)

*Abstract excerpted from the URL cited above:* "If social enterprises are to be competitive in the marketplace, they must use Strategic Management tools to improve efficiency, while maintaining their effectiveness levels. They can achieve this goal by introducing new management methods that make use of innovation. The aim of the current study was to analyze the effect of the use of management tools in social enterprises, referred to here as Social Management, on the effectiveness and efficiency levels of these enterprises. From a sample of 129 work integration social enterprises (WISEs), this study shows the existence of a statistically significant relationship between the application of Strategic Management tools, more commonly found in for-profit organizations, and the effectiveness and efficiency of WISEs in the social economy. The influence of the use of these tools was found to be positive in the case of social effectiveness (improving the employment rate) but negative in the case of economic effectiveness (profitability)."

### **From receiving to achieving: The role of relationship and dependence for nonprofit organisations in corporate partnerships**

Kathryn Lefroy and Yelena Tsarenko. *European Journal of Marketing*, volume 47, issue 10, pages 1641-1666, October 2013.

<http://www.ingentaconnect.com/content/mcb/007/2013/00000047/00000010/art00005>

*Abstract excerpted from the URL cited above:* "The goal of this study is to examine the influence of resources provided to nonprofit organisations by corporate partners on the achievement of nonprofits' social and organisational objectives, accounting for mediation effects of dependence and relationship. This goal is investigated from the perspective of nonprofit organisations. Following 20 preliminary in-depth interviews, an online survey was administered to people working in nonprofit industry who had experience working with their organisation's corporate partnership. With 273 completed questionnaires, the authors tested the model with mediation analyses, using bias-corrected bootstrap confidence intervals method. Although reputation, non-financial resources and cash investments have strong and positive effects on achieving social and organisational objectives, these relations are fully mediated by dependence and relationship between partners. Further analysis shows that relationship is a significantly stronger mediator than dependence on the effect of reputation in

regards to the achievement of both sets of objectives. This article builds on marketing knowledge, using resource dependence theory to focus on the effects of corporate-provided resources on nonprofit organisations; a topic largely unexplored in extant literature. It is the first study to operationalise and empirically examine the specific effects of different types of resources on specific nonprofit performance objectives.”

### **Co-operatives in the Retail Sector: Can One Label Fit All?**

*Eric Calderwood and Keri Davies. Journal of Co-operative Studies, volume 46, number 1, pages 16-31, Summer 2013.*

<http://www.ingentaconnect.com/content/ukscos/jcs/2013/00000046/00000001/art00003>

*Abstract excerpted from the URL cited above:* “Studies of the development and strategic approaches of co-operative retailers have tended to focus on the tension between management styles, given labels such as 'traders' and 'idealists,' and the ways in which co-operatives then deal with their members. Most issue a general call for the greater integration of co-operative values and principles into strategic behaviour. However, these approaches often overlook the variety of organisational forms adopted by co-operative retailers and the effect that these have on their operations and their focus on co-operative principles. Thus, the needs and expectations of members will vary significantly between consumer co-operatives, worker co-operatives and retailer-sponsored co-operatives. Large co-operative retailers also have to deal with the expectations of non-members who will make up a major proportion of their customer base. To provide a basis for the discussion of different strategies in the retail sector, a typology of co-operative retail forms is proposed.”

### **Decision-Making in Social Enterprises: Exploring the Link between Employee Participation and Organizational Commitment**

*Marc Ohana, Maryline Meyer and Sophie Swaton. Nonprofit and Voluntary Sector Quarterly, volume 42, pages 1092-1110, December 2013.*

<http://nvs.sagepub.com/cgi/content/abstract/42/6/1092>

*Abstract excerpted from the URL cited above:* “This article studies the influence of the procedural justice resulting from participation in decision-making on employees’ affective commitment in social enterprises. It also examines whether any potential link between participation and commitment is due to social exchange, as is the case with for-profit companies. The study is based on data from employees of French work integration social enterprises. The results confirm the positive relationship between procedural justice and affective commitment and the mediating role of perceived organizational support and leader–member exchanges. Managerial recommendations are then given to best maintain or increase employees’ involvement in the decision-making processes of social enterprises.”

## **INNOVATION SOCIALE**

*Social innovation / Innovación social*

### **Does Size Really Matter? Organizational Size and Innovations in Nonprofit Organizations**

*Kristina Jaskyte. Nonprofit Management and Leadership, volume 24, issue 2, pages 229-247, winter 2013.*

<http://onlinelibrary.wiley.com/doi/10.1002/nml.21087/abstract>

*Abstract excerpted from the URL cited above:* “The purpose of this study was to investigate the relationship between size and innovation in a sample of nonprofit organizations. The author employed a number of size estimates (personnel and financial) and assessed different types of innovations (administrative and technological). Additionally, since the failure to take into consideration important contextual variables has been attributed to producing misleading conclusions about the relationship between size and innovation, the author controlled for those variables (formalization, centralization, specialization, leadership, board size, and organization's age) when assessing this relationship. The results of hierarchical multiple regressions showed that although the personnel size estimates were important predictors by themselves, their significance disappeared when contextual variables were introduced. Board size and organization age were significant predictors of administrative innovations. Board size was the only significant predictor of technological innovations, as well as of a total number of innovations.”

### **Sport et innovation sociale. Des associations sportives en mouvement dans les quartiers populaires**

*Benjamin Coignet. Édition L'Harmattan, 250 pages, octobre 2013.*

<http://www.editions-harmattan.fr/index.asp?nav=catalogue&obj=livre&no=41441>

*Résumé issue de l'URL ci-haut: « Pour faire face à la "crise du lien social", le sport associatif est appelé par les politiques publiques à jouer un rôle d'intégration et d'insertion des populations dites "en difficulté". Le cadre associatif est perçu comme un bastion pacificateur où se développent une citoyenneté et une socialisation complémentaires de l'école et de la famille. Voici analysés les mécanismes d'émergence et de structuration d'une dynamique sociale au sein de clubs sportifs. »*

### **Innovatory employment in social economy: Busting social entrepreneurship versus regulating social insertion enterprises**

*Simona Maria Stanescu. Revista de Cercetare si Interventie Sociala, volume 43, pages 142-154, December 2013.*

[http://www.scopus.com/record/display.url?eid=2-s2.0-](http://www.scopus.com/record/display.url?eid=2-s2.0-84887518441&origin=SingleRecordEmailAlert&txGid=40AAAEC4E5E7C8BCCC703F261A8DE98A.aXczxbyuHHiXgalW6Ho7g%3a6)

[84887518441&origin=SingleRecordEmailAlert&txGid=40AAAEC4E5E7C8BCCC703F261A8DE98A.aXczxbyuHHiXgalW6Ho7g%3a6](http://www.scopus.com/record/display.url?eid=2-s2.0-84887518441&origin=SingleRecordEmailAlert&txGid=40AAAEC4E5E7C8BCCC703F261A8DE98A.aXczxbyuHHiXgalW6Ho7g%3a6)

*Abstract excerpted from the URL cited above: "Social economy is a recent subject of interest for public agenda mainly due to its capacity to support sustainable jobs especially but not exclusively for vulnerable people. The paper explores the profile of Romanian social entrepreneurs with a particular attention paid to social economy area. The research hypothesis is that the empowerment of vulnerable people towards social economy through entrepreneurship is rather an exception than a general sustainable employment solution. The second research hypothesis is that the employment of vulnerable people in social economy area is supported by social insertion enterprises rather than social enterprises. The first part of the paper is focused on international and national regulations as well as institutional framework with an impact on social economy and vulnerable groups. The second part of the paper explores the profile of Romanian entrepreneurs from an international comparative perspective. The third part of the paper assesses outputs of the European Social Fund (ESF) financed projects towards employment of vulnerable people. As methodology, the article is based on desk research on international and national regulations, primary and secondary analysis of EUROSTAT 2000-2012 Eurobarometer databases, and the database of Romanian volumes dedicated to social economy research. Our forecast is that successful implementation of ESF financed projects, especially priority axis 6 "Promoting social inclusion", main domain of intervention 6.1. Development of social economy depends on the ex-ante assessment of employability of vulnerable groups both as entrepreneurs and employees in social enterprises.*

## **CONCEPTS ET DÉFINITIONS**

*Concepts and definitions / Conceptos y definiciones*

### **Entrepreneurs and the context of cooperative organizations: A definition of cooperative entrepreneur**

*Millán Díaz-Foncea and Carmen Marcuello. Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration, volume 30, issue 4, pages 238-251, December 2013.*

<http://onlinelibrary.wiley.com/doi/10.1002/cjas.1267/abstract>

*Abstract excerpted from the article: "We focus on the role of entrepreneurs in organizations that are structured as cooperatives. In considering the similarities and differences among various forms of entrepreneurship, a comprehensive definition of the cooperative entrepreneur is formulated. A model illustrating four variations in the manner in which cooperative entrepreneurship contributes to the creation of cooperatives is also presented. These contributions help to more clearly frame future research and lend visibility to the challenges faced by entrepreneurs in the cooperative context."*

### **Cooperative Firms and the Crisis: Evidence from some Italian Mixed Oligopolies**

*Flavio Delbono and Carlo Reggiani. Annals of Public and Cooperative Economics, volume 84, issue 4, pages 383-397, December 2013.*

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12020/abstract>

*Abstract excerpted from the URL cited above: "We investigate how cooperative firms reacted to the current crisis. This allows us to compare the behaviour of cooperative and conventional firms facing exogenous shifts in demand. After a short survey of a stream of theoretical literature, we analyze a large group of Italian production cooperatives in the periods 2003-2010 and 1994-2011 and we contrast co-ops behaviour with the overall trend in the industries in which they operate. Our sample's evidence suggests that the cooperative's behaviour has a*



stabilizing effect on employment with respect to shocks in output demand. Unlike profit-maximizers, cooperative firms seem to be adjusting pay more than employment when facing shocks. Production co-ops look better equipped than their profit-maximizing counterparts in tackling the long recession also because they have been very cautious in their profit policies over time. Unlike conventional firms, they have significantly increased their own equity during 'good' years instead of distributing large dividends to their members."

### **Social Enterprise, Capabilities and Development Paradigms: Lessons from Ecuador**

*Margherita Scarlato. Journal of Development Studies, volume 49, issue 9, pages 1270-1283, September 2013.*

<http://www.ingentaconnect.com/content/routledg/jds/2013/00000049/00000009/art00008>

*Abstract excerpted from the URL cited above:* "Recently, social movements in Latin America have affirmed the 'buen vivir' development paradigm that pursues the social and solidarity economy model in reaction to mainstream development strategies. In this paper we explore the features of the social economy that has emerged from the social movement resistance in Ecuador. We have two aims. First, to contribute to the comparative analysis of the varying patterns in the evolution of social enterprise around the world. Second, to provide general theoretical insights into the ways in which the social economy relates to the contemporary debate on alternative development paradigms."

## **ACTES DE COLLOQUES**

*Conference papers / Publicaciones de eventos científicos*

### **4th EMES International Research Conference on Social Enterprise**

*Conference organized by EMES European Research Network, in partnership with the Centre for Social Economy at HEC - University of Liege, on July 1<sup>st</sup> to 4<sup>th</sup>, 201. Papers are available at:*

[http://www.emes.net/what-we-do/publications/conference-papers/4th-emes-conference-emes-socent-selected-conference-papers/?no\\_cache=1](http://www.emes.net/what-we-do/publications/conference-papers/4th-emes-conference-emes-socent-selected-conference-papers/?no_cache=1)

## **VARIA**

### **Comprendre et surmonter la crise financière (livre)**

*Jacques Racine. Edition Médias Paul Canada, hors collection, 264 pages, octobre 2013.*

<http://mediaspaul.qc.ca/catalogue/rebatir-l39avenir-7973>

*Résumé issue de l'URL ci-haut:* « Née aux États-Unis, la crise économique actuelle a gagné toute la planète. Elle touche des millions de personnes dans leur quotidien et souvent dans leur dignité. Président du comité d'un important régime de retraite et spécialiste de l'éthique des affaires, Jacques Racine occupe un poste d'observation privilégié pour comprendre non seulement les rouages de cette crise mais aussi sa cause profonde : une dépréciation de la personne humaine, réduite à l'état de ressource au service d'un matérialisme exacerbé et d'une oligarchie financière que son pouvoir met au-dessus des lois. Il plaide pour des mesures de relance soucieuses des droits humains fondamentaux, en démontrant que les pays les moins éprouvés sont ceux qui ont su agir rapidement pour remédier à des détresses insoutenables. Il défend avec Jacques Attali l'idée d'un gouvernement mondial inspiré de l'Union européenne, pour faire face à une puissance financière mondialisée. Enfin, au-delà des institutions, il appelle à une formation intégrale de la personne, qui passe par une réforme de systèmes d'éducation surspécialisés. Dans un langage clair, cet essai inspirant affirme la primauté de l'être humain sur les systèmes et sa capacité à rebâtir son avenir. »

## APPELS À CONTRIBUTIONS

*Calls for contributions/ Convocatorias de artículos*

- **"L'économie sociale et solidaire en coopérations"**. XIV<sup>e</sup> Rencontres du Réseau interuniversitaire de l'économie sociale et solidaire (RIUESS). 21-23 mai 2014, Lille, France. Date limite pour soumissions : **5 janvier 2014**. (RECALL)
- **Design social : Les nouvelles formes de convivialité**. Colloque international organisé par L'École Supérieure d'Art et de Design de Valenciennes. 10 et 11 avril 2014, Valenciennes, France. Date limite pour soumissions : **5 janvier 2014**.
- **Nonprofits and the Social Economy, Pursuing Borders without Boundaries**. Seventh Annual Conference of the Association for Nonprofit and Social Economy Research (ANSER/ARES). May 28<sup>th</sup> - 30<sup>th</sup>, 2014, Brock University, Ontario, Canada. Deadline for submission: **January 12<sup>th</sup>, 2014**. (RECALL)
- **An international institutional framework for understanding social enterprise country models: a critique and expansion**. Special issue of Social enterprise journal. Deadline for submission: **January 15<sup>th</sup>, 2014**. (RECALL)
- **Innovative Collaboration for a complex world: Reaching across institutional divides**. 4<sup>th</sup> International Symposium on Cross Sector Social Interactions organized by Suffolk University. May 29<sup>th</sup> -30<sup>rd</sup> 2014, Boston, USA. Date limite pour soumissions : **February 8<sup>th</sup>, 2014**. (RECALL)
- **Le pouvoir d'innover des coopératives**. Appel d'articles scientifiques pour le Sommet international des coopératives, Québec 2014. Date limite pour soumissions: **15 février 2014**. (RECALL)
- **Co-operative governance: A critical approach**. Special issue of the International Journal of Co-operative Management and Journal of Co-operative Accounting and Reporting. Deadline for submission: **March 1<sup>st</sup>, 2014**.
- **An alternative way for innovation: Re-Questioning the tradition within the Social Economy and social entrepreneurship**. Workshop and Special Issue on International Journal of Entrepreneurship and Small Business (IJESB). Deadline for submission: **March 1<sup>st</sup>, 2014**. (RECALL)
- **Gestion des entreprises sociales et solidaires. Quels dispositifs de gestion pour les entreprises sociales et solidaires ? La recherche éclairée par la méthode des cas**. Numéro spécial de la Revue Française de Gestion. Date limite pour soumissions: **1 mars 2014**. (RECALL)
- **Latin America and the Caribbean**. VOLUNTAS special issue. Civil Society and Third Sector in Latin America and the Caribbean. Deadline for submission: **April 1<sup>st</sup>, 2014**. (RECALL)
- **"Innovations sociales, innovations économiques"**. 34<sup>e</sup> Journées de l'Association d'économie sociale (l'AES). 11 et 12 septembre 2014, France. Date limite pour soumissions : **14 avril 2014**. (RECALL)

## ÉVÉNEMENTS À VENIR

*Events / Eventos*

- **Entrepreneuriat social et l'économie sociale**. Conférence de la Commission européenne. **16 et 17 janvier 2014, Strasbourg, France**. (RECALL)
- **Welfare Mix, Hybridity and Government–Nonprofit Relationships in Post-Modern Welfare States**. Voluntas Conference and Special Issue. **March 21<sup>st</sup> and 22<sup>nd</sup> 2014, Copenhagen, Denmark**. (RECALL)

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- **La transformation sociale par l'innovation sociale.** 4<sup>ème</sup> Colloque International du Centre de Recherche sur les Innovations Sociales (CRISES). **3 et 4 avril 2014, Montréal, (QC), Canada.** (RECALL)
  - **Constructing Alternatives: How can we organize for alternative social, economic, and ecological balance?** 5<sup>th</sup> Latin American and European Meeting on Organization Studies (LAEMOS). **April 2<sup>nd</sup> - 5<sup>th</sup> 2014, Havana, Cuba.** (RECALL)
  - **Intersections: Governance, Democracy, Accountability.** The third sector panel at Eighteenth Annual Conference of the International Research Society for Public Management (IRSPM) organized by the School of Public Policy and Administration of Carleton University in collaboration with the Canadian Association of Programs in Public Administration. **April 9<sup>th</sup> - 11<sup>th</sup>, 2014, Ottawa, Canada.** (RECALL)
  - **Entrepreneuriat durable, social et solidaire / Entrepreneuriat collectif.** Un des thèmes des 5<sup>èmes</sup> Journées Georges Doriot pourtant sur l'« Entrepreneuriat et Société : de Nouveaux Enjeux ». organisées par HEC Paris, EM Normandie et ESG-UQAM. **15 et 16 mai 2014, Rabat, Maroc.** (RECALL)
  - **Civil Society and the Citizen.** The Eleventh International Conference of the International Society for Third Sector Research (ISTR). **July 22<sup>th</sup> - 25<sup>th</sup>, 2014, University of Muenster, Muenster, Germany.** (RECALL)
  - **Innovations sociales, innovations économiques.** XXXIV<sup>ès</sup> Journées de l'AES (Association d'économie sociale) organisées par le Centre de recherche en économie de Grenoble (EA 4625). **11 et 12 septembre 2014, Grenoble, France.** (RECALL)
  - **Rouen et sa région: un berceau de l'ESS?.** Colloque international d'histoire. **2 et 3 octobre 2014, Rouen, France.** (RECALL)
  - **2e édition du Sommet international des coopératives.** Organisé par le Mouvement Desjardins et l'Alliance coopérative internationale (ACI). **6 - 9 octobre 2014, ville du Québec, Canada.** (RECALL)

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