

## **Syllabus**

### **Non-Government Organizations as Development Agents (4 ECTS)**

Author, Alexandra A. Moskovskaya,

Professor ([amoskovskaya@hse.ru](mailto:amoskovskaya@hse.ru), <https://www.hse.ru/org/persons/140270> )

Faculty of social sciences, School of politics and governance

#### **1. Course Description**

##### **a) Prerequisites**

This course is taught in the second year of Master's program 'Population and Development'. This course is connected with the following disciplines:

- Theory and Practice of Public Administration
- Social policy: foundations and implementation
- Management in non-profit organizations

The following knowledge and skills are needed to study this discipline:

- To know basic methods of obtaining empirical knowledge about social phenomena, providing opportunities for their use in any subject area of social science
- To be able to distinguish and analyze the main aspects of social policy and/ or non-governmental non-profit organizations
- To be able to argue their judgments based on logics and facts
- To have basic academic skills, such as collecting, analyzing and logically presenting information and data on a certain topic, participating in a group discussion, writing an essay, making a presentation, etc.

The course aims at developing students' understanding of how the welfare is made jointly by government, business and communities; through what mechanisms there is a coordination of their interests and creation of institutions of interaction and exchange of resources; how can non-profit organizations combine market resources (equivalent exchange based on the balance of supply and demand) with resources obtainable on the basis of non-market interactions (reciprocity, volunteerism, cooperation). The course is also aimed at increasing the sensitivity of students to various social problems and finding their effective solutions via not-for-profit organizations. The course is based on a combination of the development of theoretical concepts that explain the polymorphic nature of welfare production and decision-making in the interests of the population, with the development of tools for the application of theoretical concepts to the solution of specific social problems and analysis of the social consequences of decision-making. The use of knowledge in decision-making includes assessment of the situation, critical analysis of available decisions, developing proposals for improving the situation or improving the impact of decision-making that may be available to non-governmental organizations.

##### **The main sections of the course:**

- **"Welfare mix" and the place of different actors in its creation in modern societies.** (The activities of specific organizations are considered using the

principles of separation of 3 public sectors of K. Polanyi, taking into account their specific ways of sharing resources, formality and informality, private and public relations, the market and mutual assistance)

- **Welfare state and its reform towards mixed welfare systems in different societies.** Typical agenda in the reforms of the last quarter of the 20th century and today, commonality and differences (on the example of different countries).
- **Corporate social responsibility and its application in social policy. Stakeholder management strategy.** Measures of state influence on CSR programs. Opportunities and limitations of business in solving significant social problems. The role of non-profit organizations in the implementation of CSR programs.
- **Non-profit civil organizations in the system of social policy. Different role models of the state in the realization of citizens' interests.** Various functions of NGOs in social policy: integration, substitution, competition.
- **Hybridization of third sector organizations and cross-sector interaction** (approaches to interpretation through the “multistakeholder partnerships”, “blended value”, and “blurring boundaries”, “double-“ and “triple bottom-line”). Typology of non-governmental organizations working in the social sphere on the basis of "organizational traditions".
- **Concepts and practice of social innovation:** what different actors mean and what they do?
- **Problems of legitimation of new solutions in social policy:** interests of various actors, discourses, their coordination and creation of a new regulatory order.
- **Variety of approaches to the interpretation of "social".** Alternative approaches to solving social problems: "social economy", "social entrepreneurship", "social innovations", "social finance»
- **Approaches to measuring social impact. Objective and method of measurement.** General and specific methods of assessment, their application to different organizational types.

### **Grading System**

1. 40% for classes' attendance and activities, intermediate activities (discussions, small tests)
2. 20% for student' essay
3. 40% for final exam. The final exam will be held in the form of a presentation on the results of reading of scientific article and answers to questions

### **Methods of Instruction**

The course is built upon the combination of modern educational techniques. It combines active and interactive forms of teaching. Students are supposed to actively participate in the in-class group work. They are also expected to do their homework and additional reading in order to form a critical understanding of the material.

### **Course Plan**

| № | Topic   | Total hours | Contact hours |           |          | Independent students' work |
|---|---|-------------|---------------|-----------|----------|----------------------------|
|   |   |             | Lectures      | Seminars  | Training |                            |
| 1 | "Welfare mix" and the place of different actors in its creation in modern societies   |             | 2             | 2         |          | 10                         |
| 2 | Welfare state and its reform towards mixed welfare systems in different societies   |             | 2             | 2         | -        | 10                         |
| 3 | Corporate social responsibility and its application in social policy. Stakeholder management strategy   |             | 2             | 2         | -        | 10                         |
| 4 | Non-profit civil organizations in the system of social policy. Different role models of the state in the realization of citizens' interests   |             | 2             | 2         | -        | 10                         |
| 5 | Hybridization of third sector organizations and cross-sector interaction  |             | 4             | 4         | -        | 20                         |
| 6 | Concept and practice of social innovation   |             | 2             | 2         | -        | 10                         |
| 7 | Problems of legitimation of new solutions in social policy: interests of various actors, discourses, their coordination and creation of a new regulatory order                                    |             | 2             | 2         | -        | 10                         |
| 8 | A variety of approaches to the interpretation of "social". Alternative approaches to solving social problems: "social economy", "social entrepreneurship", "social innovations", "social finance» |             | 2             | 2         | -        | 10                         |
| 9 | Approaches to measuring social impact   |             | 2             | 2         | -        | 10                         |
|   | <b>Total</b>  | <b>140</b>  | <b>20</b>     | <b>20</b> | <b>-</b> | <b>100</b>                 |

#### Literature:

1. Alter F. (2007) Social Enterprise Typology. Virtue Ventures LLC. Nov.27, 2007 (revised vers.).
2. Defourny J., Nyssens M. Conceptions of Social Enterprise and Social Entrepreneurship in Europe and the United States: Convergences and Divergences // Journal of social entrepreneurship, Vol.1, No1, pp.32-53, March, 2010

3. Evers A. Mixed Welfare Systems and Hybrid Organizations: Changes in the Governance and Provision of Social Services // *International Journal of Public Administration*. 2005, Vol. 28 Issue 9/10, p737-748
4. Howaldt, J., Butzin, A., Domanski, D., & Kaletka, C. (2014). Theoretical Approaches to Social Innovation - A Critical Literature Review. A deliverable of the project: 'Social Innovation: Driving Force of Social Change' (SI-DRIVE). Dortmund: Sozialforschungsstelle
5. Howaldt J., Schwarz M. Social Innovation: Concepts, research fields and international trends. BMBF, ESF Dortmund, May, 2010
6. Le Grand J. Quasi-markets and social policy // *The economic Journal*, No 101, September, 1991
7. Pache, A.-C., & Santos, F. (2013). Embedded in hybrid contexts: How individuals in organizations respond to competing institutional logics.// *Research in the Sociology of Organizations*, 39, 3–35.
8. Pestoff, V. (1998) *Beyond the Market and State: Social Enterprises and Civil Democracy in a Welfare Society*, Aldershot/Brookfield: Ashgate
9. Salamon, L. (1993). The marketization of welfare: Changing nonprofit and for-profit roles in the American welfare state. *Social Service Review*, 67(1), pp. 16–39.
10. Weisbrod, B. A. (1997). The future of the nonprofit sector: Its entwining with private enterprise and government. *Journal of Policy Analysis and Management*, 16, pp.541-555.
11. Moskovskaya A. A., Soboleva I. [Social entrepreneurship in the system of social policy: International experience and prospects of Russia](#) // *Studies on Russian Economic Development*. 2016. Vol. 27. No. 6. P. 683-688. [doi](#)

The discipline is taught during two modules but there is no intermediary assessment at the end of the first module.