

Good organisation: a strategic assessment of its role in economic and social development

Start date	9 June 2018	End date	9 June 2018
Venue	Madingley Hall Madingley Cambridge		
Tutor	Dr Nicholas Duncan	Course code	1718NDX059

Director of Programmes Emma Jennings
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Tutor biography

Dr Nick Duncan works in the field of the social psychology of organisational ethics and development. He has directed both commercial and NGO organisations with activities in over 20 countries. Nick has specialised over the last 15 years in corruption, anti-corruption and organisational ethics as a practitioner and researcher. Nick has led OCI, Ford Foundation, Aga Khan and World Bank programmes during this period. He has a degree in international marketing, an MA in development economics and completed his PhD in the Centre of Development at the University of Cambridge. Nick has published, given papers, and lectured worldwide on these subjects. Nick has recently published 'Positive Social Identity: The Quantitative Analysis of Ethics' based on his recent research. Nick's current work focusses on the analysis and measurement of organisational ethics. A recent thread of research explores the impact of blockchains on both ethics and moral norms and also their potential in development settings. Nick mixes teaching styles and methods including lectures, audio-visual, discussion, and case work.

09:30 Terrace bar open for pre-course tea/coffee

10:00 – 11:15 **'Goodness' and development: Lessons from the West?**

- i) Why goodness, not ethics or integrity?
- ii) How good was the West when it developed?
- iii) A 'good' public sector, public goods and growth – direction of
- iv) causality
- v) Political imperatives: Strong and Stable Leadership?
- vi) The development of an ideology of organisational goodness
- vii) International 'Goodness' indicators and implications on aid
- viii) Outcome indicators and evidence e.g. GDP, social justice, Human development, inequality, political stability, happiness, MDG's.
- ix) Priorities?
- x) Best practice to best fit, 'Good enough' governance

vii) Discussion: How useful are national good governance indicators?

11:15 Coffee

11:45 – 13:00 **Do good organisations succeed in developing countries?**

- i) 'Not all bad' recognising value in the good governance project
- ii) Local problem solving – the outcome of good governance.
- iii) Data on the sort of organisations that thrive in developing countries.
- iv) What are these organisations like? What do they do? To what extent do they depend on 'good government'?
- v) Has the rise of CSR, integrity and ethics become part of organisational culture in developing countries? The influence of new models of organisational performance evaluation such as Triple bottom-line etc.

vi) Discussion: Why should organisations in developing countries be concerned with the public good?

Lunch

13:00 **Cultivating good organisation**

14:00 – 15:15

- i) Problems of managerialism in good governance.
- ii) Legal Indicators of low goodness: Centralism and localism, incoherence and indiscipline, reactionary forces
- i) Regulation and penalties
- i) Culture and values, who are 'we'?
- ii) The social psychology of good behaviour and the meaning of good.
- iii) Everyday ethical experience
- iv) Not Denmark: The costs and benefits of context

v) Agonistic, adaptive collective ethical strategy

vi) *Discussion: What incentives are needed for elites to expand their moral horizon?*

15:15

Tea

15:30 – 16:45

Multi-nationals and large domestic corporations: The emerging criteria of 'good' strategy

i) The rise of major organisations in developing countries and MNC's. Which have succeeded over time.

ii) The prevailing thought on strategy and data on behaviour in their globalised setting of which developing countries are part. How does China compare?

iii) The role of international regulation on 'good' behaviour? Is 'ethical business 'good for business' the evidence for ethics in MNC's. The ambivalent example of the West.

iv) *Discussion: In the competition for markets and raw materials what are the most influential incentives on MNC's?*

Brief conclusions and discussion

Day-school ends

Course syllabus

Aims:

To enable a nuanced, contextualised, historically, globally situated and evidence based understanding of what it means to be a 'good' organisation in a development setting.

To enable good organisation to be viewed as primarily a strategic challenge of collective action and to evaluate cases accordingly.

Content:

The course first sets 'goodness' within an historical post-colonial context in which the interests of the West are ambivalent. Good organisation is articulated as a strategic process of development. We explore the extent to which national indicators of good governance help to inform policy and where they fail to offer a basis for policy.

Having introduced some of international experience between the West and developing countries, we focus on organisational governance and explore the interdependence of politics, public institutions and policy, the public sector and the governance of the private sector. While we highlight some of the positive attributes of the international good governance project, and evidence of the types of organisations that thrive in development contexts and consider what this implies for policy. Having developed an embedded interdependent and strategic picture of good governance, we explore the attributes of everyday experience on how conceptions of good are cultivated and collective action determined.

The impact of globalisation introduces an additional complexity to the meaning of good organisation. Organisations that have international objectives and meanings of good distinct from indigenous organisations and public bodies. We consider what is increasingly considered good strategy by MNC's in developing countries, and whether this differs from large indigenous organisations.

Presentation of the course:

The sessions within this course will involve largely presentation and discussion in which the participants are invited to respond to the complexities and dilemmas of goodness raised in the session.

As a result of the course, within the constraints of the time available, students should be able to:

- Develop knowledge of the current academic and policy debates in the sphere good organisation and development
- To be able apply a strategic analysis to evaluating 'good' organisation through which development policy may be better understood.
- Be more confident in developing, supporting, and communicating their own views on the topics covered in this course

Reading and resources list

Listed below are texts that might be of interest should you wish to supplement your learning on the course. Any essential reading is marked with an asterisk *

Author	Title	Publisher and date
Ha-Joon Chang	Bad Samaritans: The guilty Secrets of rich nations and the threat to global prosperity	Random House 2008
David Booth, Diana Cammack	Governance for Development in Africa: Solving Collective Action Problems	Zed books, 2013
Michael Hopkins	Corporate Social Responsibility and International Development: Is Business the Solution?	Earthscan Routledge 2008

Additional information

Venue

Details of how to find Madingley Hall can be found on our website:
<http://www.ice.cam.ac.uk/who-we-are/how-to-find-the-institute>

Refreshments

Tea and coffee and lunch will be provided. If you have any specific dietary requirements or allergies and have not already advised us, please inform our Admissions Team on ice.admissions@ice.cam.ac.uk or +44 (0)1223 746262.

Note Students of the Institute of Continuing Education are entitled to 20% discount on books published by Cambridge University Press (CUP) which are purchased at the Press bookshop, 1 Trinity Street, Cambridge (Mon-Sat 9am – 5:30pm, Sun 11am – 5pm). A letter or email confirming acceptance on to a current Institute course should be taken as evidence of enrolment.

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