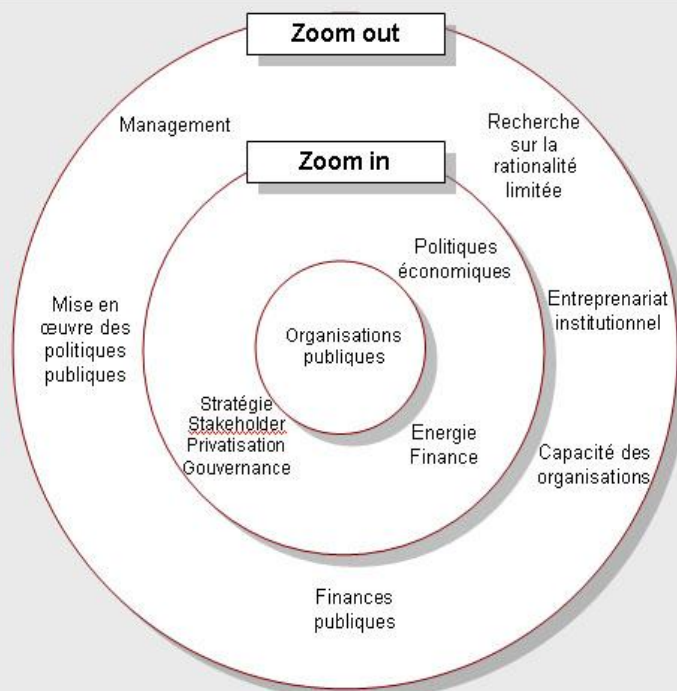


Centre de recherche sur la gouvernance



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**École nationale d'administration publique**  
**Télé-université de l'université du Québec à Montréal**

**Le Bulletin de veille du CERGO fait connaître diverses perspectives touchant la gouvernance des entreprises publiques et l'intérêt général.**

**Dans ce numéro, nous vous présentons**

- **Des annonces de conférences en 2011 ;**
- **Des notices de livres, et;**
- **Des articles académiques sur les intérêts de recherche du CERGO.**

**De plus, si vous avez de la difficulté à retracer un document cité dans ce bulletin, n'hésitez pas à communiquer avec moi.**

**Bonne lecture!**

**Robert Poirier**

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## RUBRIQUE DE COMMENTAIRES ET D'ANALYSES

Nous poursuivons dans cette page la présentation des travaux de recherche qui se font au CERGO.

Sous la direction de Marie-Christine Therrien, il y a un projet en cours sur la Pandémie de grippe A(H1N1). Suite à la première vague de l'épidémie de la grippe A (H1N1) à Montréal, et l'arrivée prévue d'une deuxième vague à l'automne 2009, le Directeur de santé publique de l'Agence de la santé et des services sociaux de Montréal (DSP de l'ASSSM) a identifié les orientations de santé publique pour la prévention et contrôle de la maladie à Montréal. Il fut essentiel de faire une analyse de cette opération, pour comprendre son impact sur l'organisation et sur toutes les personnes impliquées du point de vue personnel et professionnel. Un mandat a été donné au CERGO pour faire cette analyse via un rapport de retour d'expérience. L'objectif général du retour d'expérience est de documenter comment le personnel de la DSP a vécu les premières et deuxièmes vagues de la pandémie, ce qui a bien fonctionné et ce qui a moins bien fonctionné; identifier les enjeux autour de cette expérience surtout à l'interne de la DSP, mais également d'identifier des enjeux autour de des liens avec les autres directions de l'ASSSM, le MSSS et le réseau de santé (mais du point de vue de la DSP). Les recommandations devront permettre de mieux répondre dans le futur à un événement majeur. Ainsi, le rapport est présenté en fonctions des grands enjeux qui ont été identifiés lors des rencontres. Chacune des sections analysant les enjeux se termine par des recommandations quant à ceux-ci. Ce travail a été complété par une analyse de la concertation pour l'ensemble du Québec de la gestion de la pandémie. Les articles qui en résulteront sont préparés par Marie-Christine Therrien, Luc Bernier et Julie-Maude Normandin.

L'autre dossier d'envergure traité par Marie Christine Therrien, Iseut Beauregard-Guérin et Julie Maude Normandin est celui de la Listériose. « L'analyse des dysfonctionnements ayant mené à une crise : le cas de la listériose associée aux fromages québécois en 2008 » en est le titre exact. Si au départ, la crise de la listériose pour les fromagers québécois en 2008 peut sembler résulter de la matérialisation d'un risque sanitaire, une analyse plus poussée démontre que plusieurs risques se sont manifestés dans cette situation. À travers cette étude de cas, nous expliquons comment la mauvaise gestion d'un risque primaire, la listériose, peut se transformer en risque institutionnel remettant en question la légitimité de l'intervention du gouvernement ainsi que la survie d'un secteur d'activité agroalimentaire. Loin d'être un élément objectif, les risques sont perçus et gérés différemment selon les acteurs. De plus, nous démontrons que cette crise s'explique par l'enchevêtrement d'une série de vulnérabilités présentes chez tous les acteurs bien avant 2008. De multiples dysfonctionnements expliquent que l'événement ait pris une telle ampleur. Enfin, nous revenons sur les principaux

enseignements tirés de cette crise par ses acteurs. Nous y présentons trois principaux constats. D'abord, le manque de collaboration entre tous les acteurs a permis le développement de dysfonctionnements avant la crise. De plus, le non-respect de ses propres règles de gestion par le ministère de l'Agriculture, des Pêcheries et de l'Alimentation a amplifié cette crise. Enfin, ce secteur doit composer avec un paradoxe entre le désir de développer les fromages fins et la crainte suscitée par le lait cru.

# ÉVÉNEMENTS A VENIR

## COLLOQUES, CONGRÈS ET CONFÉRENCES

<b>Titre</b>	<b>12th European Conference on Knowledge Management - ECKM 2011</b>
<b>Organisateur</b>	<b>Academic Conferences International (ACI).</b>
<b>Lieu/Date</b>	<b>1-2 septembre 2011, Passau, Germany.</b>
<b>Lien</b>	<a href="http://academic-conferences.org/eckm/eckm2011/eckm11-home.htm">http://academic-conferences.org/eckm/eckm2011/eckm11-home.htm</a>
<b>Informations</b>	<p><i>The necessity for systematic knowledge management is hardly questioned within organizations. The knowledge of companies as well as their members is considered as one of the main factors influencing the innovation capabilities and the economic performance of organizations. However it appears that organizations are often unsatisfied with their knowledge management outcomes. This may be caused by the fact that established knowledge management measurement models and established evaluation models respectively are still missing. But it may also be that existing approaches and instruments still need to be improved. Especially in economic hard times, which often lead to decreasing budgets, knowledge managers and CKOs respectively are confronted with a growing pressure to provide evidence that expenditures in knowledge management are justified. For this reason special emphasis shall be put on measuring and evaluating KM activities.</i></p> <p><i>How can organizations tailor, use, and extend techniques and tools from knowledge management for improving their business practices and processes? Building upon existing work on knowledge management (KM) and organizational learning, the conference will promote interdisciplinary approaches from computer science and information systems, business, management and organization science as well as cognitive science. Emphasis will be put on systematic learning from experience, KM tools and KM success factors. A special interest belongs to knowledge management initiatives which are lightweight (i.e., do not place considerable additional burden on users and KM experts), allow an incremental adoption (i.e., do not require large up-front investment before any return of investment is at least visible), and are flexible regarding frequent changes in experts and topics.</i></p>

<b>Titre</b>	<b>2011 International Conference on Business and Economics Research – (ICBER 2011)</b>
<b>Organisateur</b>	<b>Economic Governance Research Group.</b>
<b>Lieu/Date</b>	<b>21-23 octobre 2011, Cairo.</b>
<b>Lien</b>	<a href="http://www.icber.org/index.htm">http://www.icber.org/index.htm</a>
<b>Informations</b>	<p><i>2011 International Conference on Business and Economics Research - ICBER 2011- is the premier forum for the presentation of new advances and research results in the fields of theoretical, experimental, and applied Business and Economics Research. The conference will bring together leading researchers,</i></p>

	<p><i>(suite)</i></p> <p><i>engineers and scientists in the domain of interest from around the world.</i></p> <p><i>Topics of interest for submission include, but are not limited to:</i></p> <ul style="list-style-type: none"> <li>• <i>Business &amp; Economics;</i></li> <li>• <i>Business Ethics;</i></li> <li>• <i>Corporate Finance and Governance;</i></li> <li>• <i>Corporate Governance;</i></li> <li>• <i>Organizational Behavior &amp; Theory;</i></li> <li>• <i>Organizational Communication;</i></li> <li>• <i>Public Administration and Small Business Entrepreneurship;</i></li> <li>• <i>Public Choice;</i></li> <li>• <i>Public Economics and Finance;</i></li> <li>• <i>Public Relations;</i></li> <li>• <i>Public Responsibility and Ethics;</i></li> <li>• <i>Strategic Management;</i></li> <li>• <i>Strategic Management Policy;</i></li> <li>• <i>Stress Management.</i></li> </ul>
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<b>Titre</b>	<b>2012 WINTER GLOBAL CONFERENCE ON BUSINESS AND FINANCE (GCBF)</b>
<b>Organisateur</b>	<b>The Institute for Business and Finance Research</b>
<b>Lieu/Date</b>	<b>3-6 janvier 2012. at the Ala Moana Hotel, Honolulu, Hawaii, USA.</b>
<b>Lien</b>	<a href="http://www.theibfr.com/call-us.htm">http://www.theibfr.com/call-us.htm</a>
<b>Informations</b>	<p><i>Theoretical and empirical papers in all areas of business, finance, marketing, management, accounting, MIS, public administration, economics, business law, business education, agribusiness, health care administration and related fields are welcome.</i></p> <p><i>The Conference is affiliated with seven peer-reviewed journals:</i></p> <ul style="list-style-type: none"> <li>• <i>The International Journal of Business and Finance Research;</i></li> <li>• <i>International Journal of Management and Marketing Research;</i></li> <li>• <i>Global Journal of Business Research;</i></li> <li>• <i>Accounting and Taxation;</i></li> <li>• <i>Business Education and Accreditation;</i></li> <li>• <i>Review of Business and Finance Case Studies;</i></li> <li>• <i>Revista Internacional Administración &amp; Finanzas (Spanish Language).</i></li> </ul>

# ARTICLES, LIVRES ET MONOGRAPHIES

## ORGANISATIONS PUBLIQUES / ENTREPRISES PUBLIQUES

- Entreprises publiques - Réformes

<b>Titre</b>	<b><i>Mind the gap: Understanding utilisation of evidence and policy in health care management practice</i></b>
<b>Auteurs</b>	<b>Emmanouil Gkeredakis, Jacky Swan, John Powell, Davide Nicolini, Harry Scarborough, Claudia Roginski, Sian Taylor-Phillips and Aileen Clarke.</b>
<b>Publication</b>	<b><i>Journal of Health Organization and Management. Volume 25. No. 3. 2011. Pages 298-314.</i></b>
<b>Source</b>	<b>Bibliothèque de l'ÉNA</b>
<b>Résumé</b>	<p><i>The paper aims to take a reflective stance on the relationship between policy/evidence and practice, which, the authors argue, is conceptually under-developed. The paper aims to show that current research perspectives fail to frame evidence and policy in relation to practice.</i></p> <p><i>A qualitative study was conducted in the English NHS in four Primary Care Trusts (PCTs). Seventy-five observations of meetings and 52 semi-structured interviews were completed. The approach to data analysis was to explore and reconstruct narratives of PCT managers' real practices.</i></p> <p><i>The exploratory findings are presented through two kinds of narratives. The first narrative vividly illustrates the significance of the active involvement, skills and creativity of health care practitioners for policy implementation. The second narrative elucidates how problems of collaboration among different experts in PCTs might emerge and affect evidence utilisation in practice.</i></p> <p><i>As for practical implications, the paper exemplify that policies are made workable in practice and, hence, policy makers may also need to be mindful of practical intricacies and conceive policy implementation as an iterative process.</i></p>

## GOVERNANCE

- **Gouvernance sociétale et publique / institutionnelle**
- **Parties prenantes**
- **Gouvernance et éthique publique**
- **Gouvernance en infrastructures (publiques, technologiques)**
- **Indicateurs**

<b>Titre</b>	<b>The evolution of the governance model in instances of highly innovative strategic mergers</b>
<b>Auteurs</b>	<b>Olivier Meier, Audrey Missonier and Richard Soparnot.</b>
<b>Publication</b>	<b>Corporate Governance. Volume 11. NO. 3. 2011. Pages 256-273.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>This paper aims to answer two questions: firstly, how does the mode of corporate governance evolve following a merger between two specific companies looking for a joint innovation policy? Secondly, what are the factors that guide decision makers towards choosing one governance model over another? In order to answer these questions, this study focuses on two unlisted SMEs within the information and communication technology (ICT) sector, where joint innovation plays a key role. The authors studied the corporate governance decisions made during a strategic alliance between a small enterprise (called eStat) and a medium-sized enterprise (called Médiamétrie), formed with a view to building a strategic partnership based on technological innovation. The method chosen to carry out this research involved a single case study based on passive observation (153 days of observation), participant observation, the conducting of 70 semi-structured interviews and the analysis of internal documents such as the memorandum of understanding. And contrary to what underlies existing literature addressing corporate governance, this paper shows the need to consider the dynamics involved in the adoption of the corporate governance model when a merger deals with strategic innovation issues.</i></p> <p><i>From a critical reading of the “standard” (disciplinary/shareholder, relating to process profitability issues in particular) and the “strategic” (the importance of human capital, relating to innovation issues in particular) approaches, the authors demonstrate how the managers of the newly-created company (Médiamétrie-eStat) gradually opted for a renewed, resource-based corporate governance model.</i></p>



## ADMINISTRATION PUBLIQUE / PARAPUBLIQUE / L'ÉTAT

- Intérêt général / biens publics
- Développement durable et environnement

<b>Titre</b>	<b><i>International trends in HRM in the public sector: reform attempts in the Republic of Georgia</i></b>
<b>Auteur</b>	<b>Richard Common.</b>
<b>Publication</b>	<b><i>International Journal of Public Sector Management. Volume 24. No. 5. 2011. Pages 421-434.</i></b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>The overall purpose of this paper is to explore the limits of HRM in public sector organisations, within the context of international public management. The cultural basis of HRM, derived chiefly from North America and Western Europe continues to underpin public sector HR reforms, aided and abetted by the international institutions. The paper seeks to begin with an overview of the impact of wider public sector reform on HR practice by briefly exploring the limitations of orthodox HRM in a public service setting. However, the main argument of the paper aims to follow the conceptual position that an understanding of the institutional and cultural contexts is required before attempting HRM-type reforms.</i></p> <p><i>The author visited the Republic of Georgia in 2008 to work with the Public Service Commission on HRM reforms in central government. Thus, the paper presents the illustrative case of Georgia, which is both a transitional state and susceptible to Western ideas regarding public service reform. The case of Georgia is derived from observation, documentary analysis and correspondence from the Georgian Civil Service.</i></p> <p><i>The paper found that, despite the acceptability of HRM and the desire by public officials to promote HRM-based reforms, deep politicisation of the administrative system provided considerable implementation problems.</i></p>

<b>Titre</b>	<b><i>David and Goliath: Diaspora Organizations as Partners in the Development Industry</i></b>
<b>Auteur</b>	<b>Esben Rahbek Gjerdrum Pedersen and Mahad Huniche</b>
<b>Publication</b>	<b><i>public administration and development. 2011. Volume 31. Pages 37–49</i></b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>Diasporas are a potential resource for development and are receiving more attention from governments, international donors, and other development actors. Increasing rapprochement among these actors for the purpose of development may yield a mix of costs and benefits, depending on how it evolves. This article draws lessons from NGOs' experience; identifies diasporas' potential comparative advantages for development; illuminates limitations to their instrumentalization by these actors; and provides assessment tools and frameworks for informing strategic partnerships that can sustain diasporas' organization identity over time. Attention to diasporas as</i></p>

	<p>(suite)</p> <p><i>potential development actors rarely moves beyond remittances, though diasporas may embody a range of significant comparative advantages. For example, diasporans may come from the poorest, most marginalized places in their country of origin (COO), and may be the only actors with sustained reach and interest into these locations and populations. The analysis focuses on informing DOs' decision-making with respect to strategically partnering with governments and donors to advance shared development aims. On their part, if donors and governments seek to maximize diaspora development contributions rather than rushing to instrumentalize diasporas, they would do well simply to embrace diasporans as independent partners, not extensions of their own agendas.</i></p>
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<b>Titre</b>	<b>Vers une croissance verte</b>
<b>Auteur</b>	<b>OCDE.</b>
<b>Publication</b>	<b>Éditions OCDE. 2011. 160 pages.</b>
<b>Lien</b>	<b>Rapport disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>La Stratégie de l'OCDE pour une croissance verte vise à formuler des recommandations concrètes et à fournir des instruments de mesure, notamment des indicateurs, qui aideront les pays à engendrer la croissance économique et le développement, tout en veillant à ce que les actifs naturels continuent de fournir les ressources et les services environnementaux sur lesquels repose notre bien-être. La Stratégie propose un cadre d'action adaptable selon les spécificités nationales et le stade de développement des pays. Cet ouvrage, que complète le document Outils pour la mise en place d'une croissance verte, est accompagné du rapport intitulé Vers une croissance verte – Suivre les progrès : Les indicateurs de l'OCDE.</i></p>

<b>Titre</b>	<b>The Ontario Ministry of Finance as an Exception in Canadian Public Administration</b>
<b>Auteurs</b>	<b>Luc Bernier et Joseph Facal.</b>
<b>Publication</b>	<b>Chapitre 7 du volume "The Guardian : Perspectives on the Ministry of Finance of Ontario", Toronto : University of Toronto Press. Pages 206-225.</b>
<b>Lien</b>	<b>Chapitre disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>Ce chapitre propose une analyse comparée des ministères des finances au Québec et en Ontario. Le ministère québécois n'a pas eu le rôle d'organisme central qu'a eu le ministère ontarien surtout au cours des années 1960 et début 1970. Il faut dire qu'alors, le ministère des finances de l'Ontario a cumulé sa fonction traditionnelle mais aussi les activités intergouvernementales et la planification de la grande région métropolitaine de Toronto. Les premiers ministres de l'époque ont préféré lui confier le rôle conseil dévolu habituellement au Conseil privé à Ottawa ou au Conseil exécutif à Québec.</i></p>

## POLITIQUES PUBLIQUES / THÉORIE

- Nationalisation
- Privatisation

<b>Titre</b>	<b>What role should public enterprises play in free-entry markets?</b>
<b>Auteurs</b>	<b>Hiroaki Ino and Toshihiro Matsumura.</b>
<b>Publication</b>	<b>Journal of Economics (2010). Volume 101. Pages 213–230.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>The authors investigate a desirable role of public enterprise in mixed oligopoly in free-entry markets. They compare the following three cases: (a) a public firm produces before private firms (public leadership), (b) all firms produce simultaneously (Cournot), (c) a public firm produces after private firms (private leadership). The findings are that private leadership is best and public leadership is worst, in contrast to the cases without entries and exits of private firms. There is also an investigation of the welfare implication of privatization. The authors find that some important results shown by existing works do not hold under private leadership.</i>

<b>Titre</b>	<b>The enduring presence of groups and public enterprises in the Italian economy</b>
<b>Auteur</b>	<b>Roberto Cafferata.</b>
<b>Publication</b>	<b>Journal of Management and Governance (2010). Volume 14. Pages 199–220.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>What was the presence of the State-entrepreneur in the Italian economy in the 20th century? Which forms did it assume? What is the weight of the State-entrepreneur in Italy today? Trying to answer these questions, the author carries out an analysis through the historical method. His final thesis is that, notwithstanding the progressive pressures, which started in the 1990s, towards the privatization of national capitalism, the State-entrepreneur is still firmly present in the Italian economy, as if it had always to play a role in the country's development. The results of the present investigation can turn out to be of interest both to scholars and to policy makers who are committed in the effective implementation of actions aiming at favouring, for the country's welfare, a careful and balanced relationship between public and private powers.</i>

<b>Titre</b>	<b>Life Course as a Policy Lens: Challenges and Opportunities</b>
<b>Auteurs</b>	<b>Susan McDaniel and Paul Bernard.</b>
<b>Publication</b>	<b>Canadian Public Policy – Analyse de politiques. Volume xxxvii. Supplement/numéro spécial 2011. Pages S1–S13.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>This set of research studies on the life course as a policy lens springs from research and discussions over more than a year and a half among academic researchers and policy analysts. The six empirical studies in this special issue all rely on the life-course perspective to extend the reach of the perspective into areas with policy relevance that have not been examined previously with a life-course lens. The studies examine aboriginal health, social participation, housing instability and evictions, earnings trajectories, and late-life transitions.</i></p> <p><i>Key conclusions overall from the project are that:</i></p> <p><i>(1) Canada may have an early lead in conceptual thinking on life course as a policy lens, giving us the momentum to push this advantage further;</i></p> <p><i>(2) the life-course perspective focuses less on individual trajectories and more on the ongoing interactions of individuals with social structures, particularly structures of inequality and life-course scripts;</i></p> <p><i>(3) the conceptualization of the life course as a tale of path dependency, gravity, and shocks focuses attention on social circumstances rather than on individual choices;</i></p> <p><i>(4) a life-course perspective for policy-makers is more realistic, more attuned to the reality experienced by social actors, and social actors accordingly recognize themselves in policies;</i></p> <p><i>and (5) the life-course perspective offers the possibility of making social actors, researchers, and policy-makers work more in tandem..</i></p>

## POLITIQUES ECONOMIQUES/BUDGETAIRES

- Rationalité limitée
- Économie du savoir

<b>Titre</b>	<b>Responding to the Global Credit Crisis: The Politics of Financial Reform</b>
<b>Auteurs</b>	<b>Leonard Seabrooke and Eleni Tsingou</b>
<b>Publication</b>	<b>The British Journal of Politics and International Relation (2010) Volume 12. Pages 313–323.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>This financial crisis emerged from an over-supply of financial innovation and an under-supply of financial regulation within the core advanced economies. Financial governance reform can focus on behaviour, acknowledge systemic implications and inherent limitations, and strive for more representation and accountability.</i></p> <p><i>More precisely, the authors have analysed the development of the crisis, the response with a special stress on Europe, potential remedies and obstacles. Against this background, any debate on future financial reform will have to be based on an analysis of policy options in which questions of power politics are placed upfront. Discussions of international financial architecture must be tempered by considerations of political. The chance of a serious institutional overhaul under the Obama administration is far from certain and piecemeal national responses may yet take precedence over internationally co-ordinated action. This is especially the case in the absence of a single European voice. Curbing financial excesses may be relatively easy in the short and medium term as national authorities assert themselves, but the ongoing challenge is to develop a regime that will be stable enough once the appetite for risk re-emerges.</i></p>

<b>Titre</b>	<b>Crise et Croissance : Une stratégie pour la France</b>
<b>Auteurs</b>	<b>Philippe Aghion, Gilbert Cette, Elie Cohen and Mathilde Lemoine.</b>
<b>Publication</b>	<b>Rapport du Conseil d'analyse économique. 2011. 165 pages.</b>
<b>Lien</b>	<b><a href="#">Rapport disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></b>
<b>Résumé</b>	<p><i>Dans ce rapport, Philippe Aghion, Gilbert Cette, Élie Cohen et Mathilde Lemoine posent la question du choix des mesures économiques favorables à la croissance française à moyen et long termes, qui tiennent compte des contraintes, notamment budgétaires, que la récente crise a accrues. À cet égard, ce rapport se situe dans la lignée d'un précédent rapport du Conseil d'analyse économique (CAE) de Philippe Aghion, Gilbert Cette, Élie Cohen et Jean Pisani-Ferry (2007), qui traitait des leviers de la croissance, et en différentiel par rapport à celui-ci, dans la mesure où la crise monétaire, financière et économique a modifié la pertinence des arbitrages à effectuer. Il développe les questions relatives à la qualité de l'offre productive et à la compétitivité de la France.</i></p> <p><i>Les auteurs prônent une politique d'investissement dans l'enseignement supérieur et la R&amp;D, de flexibilisation des marchés des biens et du travail, de sécurisation des parcours professionnels, ainsi que de soutien sectoriel à l'innovation. En raison des contraintes budgétaires apparues à la suite de la crise, les auteurs suggèrent qu'il convient de procéder, non pas à un accroissement net des dépenses, mais à un déplacement de celles-ci, de manière à garantir les conditions de la nécessaire consolidation fiscale. C'est pourquoi les auteurs mettent en lumière, notamment, les économies qui pourraient être réalisées en réduisant, voire supprimant, certaines niches fiscales, et ce en dépit des inévitables mécontentements que pareilles mesures susciteraient. Le point de vue des auteurs est donc de refuser toute position extrême – ultra-keynésianisme d'un côté, selon lequel une hausse aveugle des dépenses publiques ignorant les contraintes budgétaires serait l'impulsion indispensable à la relance macroéconomique, et monétariste de l'autre côté, selon lequel l'assainissement drastique des finances publiques serait un préalable inévitable sans effet récessif notable. Les auteurs sont partisans d'une troisième voie, celle d'une intervention ciblée internalisant la contrainte budgétaire.</i></p>

## ENERGIE

<b>Titre</b>	<b>Bridging the Gaps in Global Energy Governance</b>
<b>Auteurs</b>	<b>Ann Florini and Benjamin K. Sovacool.</b>
<b>Publication</b>	<b>Australian Journal of Public Administration. March 2011. Volume 70, Issue 1. Pages 94–104.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>Energy constitutes a rich, but underexplored, arena for global governance scholars and policymakers. The world is currently on an unsustainable and conflict-prone track of volatile and unreliable supply of energy fuels, vulnerable infrastructure, massive environmental degradation, and failure to deliver energy services to an enormous proportion of the global population. Changing to a different path will be a monumental global governance endeavor that will require bridging multiple issue areas, regimes, and policy silos. Meeting that challenge will require a greatly expanded research agenda aimed at understanding the institutions, interests, and concerns that do and could shape global energy governance. In this article, the authors lay out key energy-related global issues and explore some of the connections among them to suggest an initial research agenda for global governance scholars.</i></p>

<b>Titre</b>	<b>The relevance of global energy governance for Arab countries: The case of Morocco.</b>
<b>Auteurs</b>	<b>Kerstin Fritzsche, Driss Zejli and Dennis Tänzler.</b>
<b>Publication</b>	<b>Energy Policy. August 2011. Volume 39. Issue 8. Pages 4497-4506.</b>
<b>Source</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>Global climate and energy governance have led to the creation of a wide range of international and regional institutions, initiatives and financial mechanisms dedicated to fostering renewable energies. Furthermore, a low-carbon economy has evolved in recent years. The objective of this paper is to assess the potential benefits and merits of these institutions, initiatives and mechanisms from the perspective of the Middle East and North Africa (MENA) region. The central questions are if and how these organizations, initiatives and finance mechanisms could support a country from MENA in its efforts to implement large-scale capacities for renewable energy production. For this purpose, Morocco was chosen as a case study. The findings in this paper indicate that the existing institutions and financial mechanisms do not sum up to a coordinated governance approach, although the main needs of a country or region appear to be addressed. The existing institutions and financial mechanisms vary significantly in their ability to support countries, especially those taking the lead in renewable energy implementation.</i></p>



## STRATEGIE

<b>Titre</b>	<b>Comment intégrer le développement durable à la stratégie?</b>
<b>Auteur</b>	<b>Serge Poisson-de-Haro.</b>
<b>Publication</b>	<b>Revue international de gestion. Volume 36. Numéro 1. Printemps 2011. Pages 56-65.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p>De nombreuses organisations ont décidé de transformer leurs processus dans l'optique du développement durable en prenant en compte non seulement les effets économiques de leurs activités, mais aussi leurs effets sociaux et environnementaux. Toutefois, pour la plupart des entreprises, il reste un long chemin à parcourir afin de faire vraiment du développement durable, car elles n'ont pas encore changé leurs façons de faire par manque de moyens, de savoir-faire ou de volonté. Comment les entreprises peuvent-elles se positionner, puis mettre en œuvre des plans d'action en matière de développement durable? Quel type de changement devraient-elles apporter? Cet article vise à aider les entreprises à mieux comprendre les enjeux du développement durable et à proposer une démarche cohérente par rapport à leurs ambitions stratégiques. Nous présentons les trois étapes de l'intégration du développement durable :</p> <ul style="list-style-type: none"><li>• analyser la performance économique, environnementale et sociale de l'entreprise;</li><li>• évaluer les enjeux du développement durable pour l'entreprise et l'industrie;</li><li>• adopter une position face au développement durable accordée avec l'importance de ce défi pour l'entreprise et sa capacité à le gérer.</li></ul> <p>Plusieurs exemples illustrent nos propos. En outre, notre analyse de l'intégration du développement durable dans l'industrie de l'électricité en Espagne nous amène à constater que, dans un même secteur, des entreprises peuvent adopter un positionnement qui leur est propre.</p>



<b>Titre</b>	<b>Toward a Strategic Role for Employees in Corporate Governance</b>
<b>Auteurs</b>	<b>Senthil Muthusamy, Pawel A Bobinski and David Jawahar.</b>
<b>Publication</b>	<b>Strategic Change. May 2011. Volume 20. Issue 3-4. Pages 127-138.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>As the economies are becoming knowledge intensive and industries are encountering hypercompetitive technology environments, and the markets undergoing large scale globalization with firms experiencing wild fluctuations in financial performance, firm governance structure and the functioning of corporate boards in particular are under serious scrutiny. Given the economic crisis, the spate of scandals and corporate failures due to irregularities, systemic corruption, and complaints on managerial whims in recent years, there is a renewed emphasis on reforming the corporate boards to protect the interests of all stakeholders in addition to shareholders. This article accentuates the significance of employee representation in the corporate boards, as the employees' knowledge has become a major competitive resource and the employees also have become the primary stakeholders. In this context, what role the employees are supposed to play in the corporate governance, and what responsibilities they need to assume for firm performance and shareholders' wealth are becoming paramount to modern management and economics. We argue how codetermination, i.e., employee participation in corporate governance board, augments the organizational performance and productivity, how it limits the corporate excesses, and further highlight the significance of codetermination in the context of knowledge work and economy.</i></p>

## MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

<b>Titre</b>	<b><i>Public sector reform and governance for adaptation: implications of new public management for adaptive capacity in Mexico and Norway</i></b>
<b>Auteurs</b>	<b>Hallie Eakin, Siri Eriksen, Per-Ove Eikeland and Cecilie Oyen.</b>
<b>Publication</b>	<b><i>Environmental Management, New York. March 2011. Volume 47. Issue 3. Pages 338-351.</i></b>
<b>Lien</b>	<b><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></b>
<b>Résumé</b>	<p><i>Although many governments are assuming the responsibility of initiating adaptation policy in relation to climate change, the compatibility of "governance-for-adaptation" with the current paradigms of public administration has generally been overlooked. Over the last several decades, countries around the globe have embraced variants of the philosophy of administration broadly called "New Public Management" (NPM) in an effort to improve administrative efficiencies and the provision of public services. Using evidence from a case study of reforms in the building sector in Norway, and a case study of water and flood risk management in central Mexico, we analyze the implications of the adoption of the tenets of NPM for adaptive capacity. Our cases illustrate that some of the key attributes associated with governance for adaptation--namely, technical and financial capacities; institutional memory, learning and knowledge; and participation and accountability--have been eroded by NPM reforms. Despite improvements in specific operational tasks of the public sector in each case, we show that the success of NPM reforms presumes the existence of core elements of governance that have often been found lacking, including solid institutional frameworks and accountability. Our analysis illustrates the importance of considering both longer-term adaptive capacities and short-term efficiency goals in public sector administration reform.</i></p>

<b>Titre</b>	<b><i>Can Information Systems facilitate the integration of New Public Management and Public Governance? Evidence from an Italian public organization</i></b>
<b>Auteurs</b>	<b>Marta Trotta, Danila Scarozza, Alessandro Hinna and Luca Gnan.</b>
<b>Publication</b>	<b><i>Information Polity. Amsterdam: 2011. Volume 16. Issue 1. Pages 23-34.</i></b>
<b>Lien</b>	<b><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></b>
<b>Résumé</b>	<p><i>The paper aims to provide new insights concerning the role of Information Systems (IS) in the theoretical and practical debate on New Public Management (NPM) and Public Governance (PG) reforms. If NPM aims to increase efficiency in order to reduce costs and to improve performance, PG suggests to rebuild the relationship with society and to increase public participation. In order to be implemented, NPM and PG reforms require the introduction of new work practices with fundamental changes in public organizations.</i></p> <p><i>The paper argues that IS can be regarded as enablers of the two streams of reforms: on the one hand IS are used for in-house government applications, on the other hand they assist in the push toward providing more user-oriented services. To explore this theoretical argument, the 'life-stories' of</i></p>

	<p><i>(suite)</i></p> <p><i>44 bureaucrats, operating in four different regional branches of an Italian public agency, have been collected and analyzed.</i></p> <p><i>The results show that:</i></p> <ul style="list-style-type: none"><li><i>a) IS support the planning, control and evolution of activities related with to the achievement of goals</i></li><li><i>b) IS sustain an increase in administrative responsibility and citizen participation.</i></li></ul> <p><i>Empirically, the paper demonstrates that IS support everyday work, putting in practice and combining NPM and PG reforms.</i></p>
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## MANAGEMENT ET CULTURE D'ENTREPRISE

<b>Titre</b>	<b>Human Resource Management Practices and the Importance of Managers' Perceptions</b>
<b>Auteurs</b>	<b>Gary J. Castrogiovanni, Fernando José Garrigos-Simon and Marta Peris-Ortiz.</b>
<b>Publication</b>	<b>Revue canadienne des sciences de l'administration (2011). Volume 28. Pages 122–133.</b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>Dans cet article, nous soutenons que les gestionnaires diffèrent probablement dans le degré avec lequel ils perçoivent adéquatement l'environnement des affaires et que ces différences doivent, au bout du compte, être reflétées dans les résultats de l'entreprise. En 2002, nous avons utilisé des experts de l'industrie pour générer un point de vue consensuel sur l'impact potentiel de l'Internet sur l'industrie du tourisme international. Ce point de vue était par la suite comparé à celui des directeurs généraux des hôtels de petites et moyennes dimensions. L'ampleur de la différence entre le point de vue consensuel et celui des directeurs généraux était alors examinée en rapport avec les stratégies utilisées dans les hôtels et avec les différentes mesures de la performance d'entreprise. L'étude montre, entre autres, que les hauts gestionnaires qui ont la perception la plus exacte tendent à adopter la stratégie la plus étroitement reliée à la performance de l'entreprise.</i></p>

## **RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE**

<b>Titre</b>	<b>Corporate Social Responsibility Reporting: The Growing Need for Input from the Accounting Profession</b>
<b>Auteurs</b>	<b>Ambrose Jones and Gregory A Jonas.</b>
<b>Publication</b>	<b>The CPA Journal. New York. February 2011. Volume 81. Issue 2. Pages 65-71.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>The primary attention of most business owners, accountants, and auditors has been directed to the bottom line - net income or earnings per share (EPS). In recent years, however, business stakeholders have sharpened their focus and heightened their expectations with a new interest in voluntary reporting about an entity's "triple bottom line" - its economic, environmental, and societal accomplishments. No longer is it just GAAP and GAAS- there is now CSR and GRI, and with these reporting methods come responsibilities and opportunities for accountants and auditors. The purpose of this article is to introduce the what, who, and why of corporate social responsibility (CSR) reporting and the Global Reporting Initiative (GRI), along with some practical guidance for an accounting practice.</i></p>

<b>Titre</b>	<b>Climate Change and the Protection of Drinking Water in Ontario: An Opportunity to Adopt Adaptive Management?</b>
<b>Auteur</b>	<b>Patricia Hania.</b>
<b>Publication</b>	<b>Journal of Environmental Law and Practice. April 2011. Volume 22. Issue 2. Pages 167-201.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>Climate change is a threat to the protection and conservation of drinking water sources. However, the Ontario Ministry of the Environment's (MOE) recent regulatory response to climate change falls short by failing to develop a policy that is premised upon adaptive management (AM). Given the high level of uncertainty associated with climate change, an adaptive management strategy is promoted by Ontario's Expert Panel on Climate Change. Adaptation, is supported by the jurisprudence, is put forth in the ecological literature and is reinforced by the practices of water resources managers in other jurisdictions. Yet, adaptive management is a missing element of the MOE's regulatory response. This oversight raises questions whether existing and future drinking water sources will be protected from the consequences of climate change.</i></p> <p><i>This article offers lessons for both the practice and theory of environmental stewardship, specifically the issue of water governance. First, this paper offers the MOE a practical recommendation: a province-wide climate change policy that is premised upon AM should be adopted. This climate change policy can be enacted under s.7(5)(b) of the Clean Water Act, 2006 and should be integrated into s. 26.5 of the regulatory amendment. Secondly, the critical examination of the legal perspective of adaptive management identifies the need to reorient the jurisprudence to support an ecological resiliency perspective of adaptive management. At present, the jurisprudence is an</i></p>

	<p><i>(suite)</i></p> <p><i>institutional barrier to protecting and conserving aquatic ecosystems. Thirdly, this article expands the environmental governance literature by bridging the pluralist environmental regulatory approach promoted by legal scholars Gunningham and Sinclair with eco-resiliency theory, as articulated in the natural science literature. Finally, this article attempts to address the present challenge facing both regulatory bodies and scholars, that is: how to align the nature of a governance structure and the nature of how aquatic systems function under stress. The environmental stress considered in this paper is climate change and its consequences upon the quality and quantity of drinking water within the Great Lakes basin..</i></p>
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## GESTION DE CRISE

<b>Titre</b>	<b>Plan de gestion de crise: Organiser, gérer et communiquer en situation de crise.</b>
<b>Auteur</b>	<b>Didier Heiderich.</b>
<b>Publication</b>	<b><i>Collection: Fonctions de l'entreprise. Dunod. Octobre 2010. 256 pages.</i></b>
<b>Source</b>	<b>Livre disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p>Toutes les organisations seront confrontées un jour à une crise ; s'y préparer et surtout la gérer en réduit les impacts mais demande un dépassement de l'organisation.</p> <p>Illustré d'exemples et de témoignages de spécialistes du terrain, cet ouvrage concret et pragmatique couvre la gestion de crise à 360° et vous guide dans :</p> <ul style="list-style-type: none"><li>• la mise en place d'un dispositif,</li><li>• l'anticipation des obstacles,</li><li>• l'élaboration de la stratégie,</li><li>• la prise de décision et le pilotage,</li><li>• la communication,</li><li>• la gestion de sortie de crise,</li><li>• l'organisation d'exercices.</li></ul> <p>Ce livre aborde le management du projet « gestion de crise » ou encore l'utilisation des réseaux sociaux, il intègre les facteurs humains et sociologiques qui décident de la réussite de la gestion de crise. Il s'adresse à tous ceux qui ont en charge directement ou indirectement la gestion de crise en entreprise, association ou collectivité, ainsi qu'aux consultants.</p>