

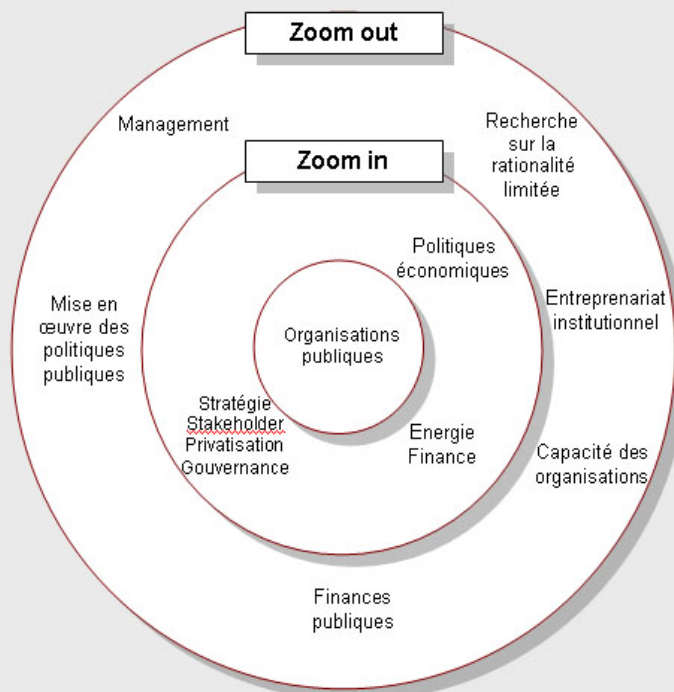
Centre de recherche sur la gouvernance



BULLETIN DE VEILLE

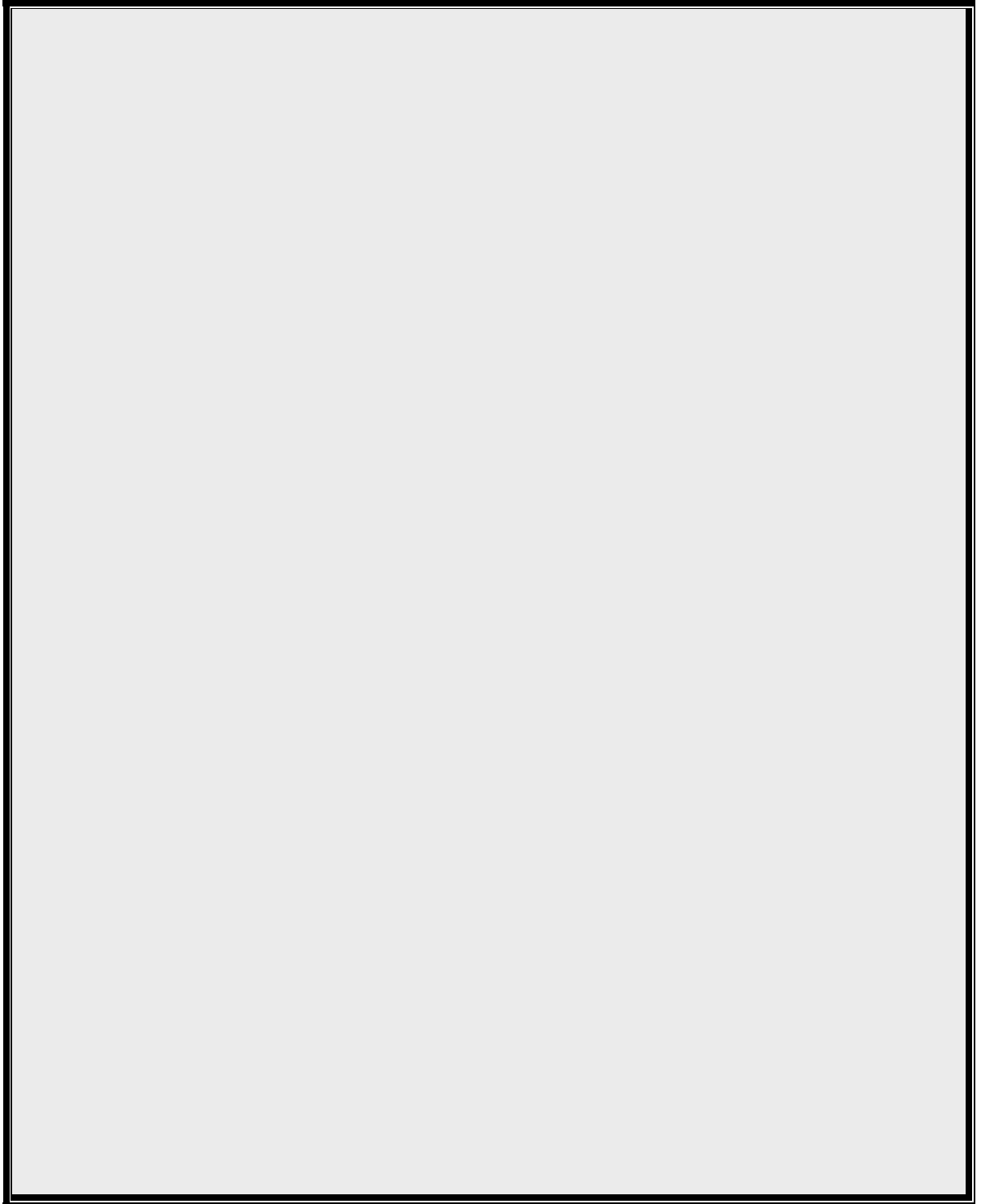
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École nationale d'administration publique

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 scientifiques 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

Coordonnateur, CERGO

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RUBRIQUE DE COMMENTAIRES ET D'ANALYSES

La reconstruction d'Haïti ... et de sa gouvernance

« Comme nous le savons tous, la terre a tremblé à Haïti le 12 janvier dernier. L'ampleur de la destruction et de la tragédie a provoqué des ondes médiatiques qui ont atteint le monde entier. Les pertes de vie se calculent en centaines de milliers et les infrastructures de nombreuses villes et régions de ce pays, notamment la capitale Port-au-Prince, sont en très grande partie anéanties.

En dépit de son passé chaotique et d'une évolution démocratique laborieuse, Haïti a connu des progrès de solidification des diverses institutions parlementaires et gouvernementales au cours des dernières années. Le *Programme d'appui au renforcement de la gestion publique en Haïti (PARGEP)*, en partenariat avec le gouvernement canadien est un exemple de contribution à cet égard.

Le constat général qui se dégage aujourd'hui s'est qu'il ne s'agit plus de recommencer des projets, mais plutôt de faire renaître un pays. Un pays, lequel ? Un pays comparable au passé avec des institutions démocratiques fragiles et fragilisées par une économie anémique ou un pays démocratique pouvant s'appuyer sur des institutions bien organisées et bien financées par une économie structurée basée sur des secteurs générateurs d'emplois et prospères : le tourisme, l'agriculture, la fabrication vestimentaire, pour citer quelques exemples.

Une renaissance de la sorte implique des enjeux colossaux en termes financiers, d'expertise et d'organisation. Mais l'enjeu le plus fondamental est celui de la gouvernance. D'un côté, le peuple haïtien souhaite préserver leur souveraineté, tel que l'a affirmé le premier ministre de ce pays lors de la Conférence de Montréal ; de l'autre, les pays et organismes internationaux qui viennent et viendront en aide tiendront fermement à participer et à établir une reddition de compte selon les mêmes standards qu'ils établissent pour eux-mêmes.

Un peu plus de deux mois après les événements tragiques, le gouvernement haïtien a mis en place la Commission Intérimaire pour la Reconstruction d'Haïti pour une durée de 18 mois. Cette commission, présidée par le premier ministre du pays et par l'ex Président Bill Clinton, a pour mandat de coordonner la reconstruction du pays. D'autres entités de gouvernance ont été aussi créées au côté de cette commission. »

Réflexion de mars 2010.

Dans le prochain bulletin de février 2011, soit plus d'un an depuis les événements, une analyse évolutive et critique sera rédigée quant à l'avancement de la situation de gouvernance et de ses effets sur la reconstruction de ce pays dévasté.

Robert Poirier

ÉVÈNEMENTS A VENIR

COLLOQUES, CONGRÈS ET CONFÉRENCES

Titre	IPAC 6th National Leadership Conference Wicked Problems. Wicked Times. Today's Leadership Reality.
Organisateur	Institut d'administration publique du Canada (IPAC)
Lieu/Date	Du 7 au 8 février 2011, Toronto, Canada.
Lien	http://www.ipac.ca/Leadership2010
Informations	<p><i>Leaders are operating today in a fast-paced environment and an unpredictable world. In the public sector, leadership faces additional challenges resulting from drastically reduced budgets, growing demand for better services and continued pressure for greater accountability for the prudent and effective use of government dollars.</i></p> <p><i>The traditional models of leadership are losing their value as leaders respond to an increasingly complex and challenging world that seeks new and innovating approaches to meet program and service delivery expectations. The 'people' of the public service are the key to delivering improved services whether through a motivated workforce or through the development of innovations that challenges the 'what' and 'how' of improving services delivery. Technology can answer some of the 'how' but employees must be engaged and challenged at their highest capacity to re-shape how government works. This engagement involves the exercising of leadership at all levels in an organization.</i></p> <p><i>'Wicked Problems. Wicked Times. Today's Leadership Reality' is the sixth in an on-going series of leadership conferences delivered by the Institute of Public Administration on Canada (IPAC). The theme and topics of this conference focus on bringing senior leaders from all levels of government and the broader public sector, academics and practitioners together to learn from each other, to build potentially beneficial networks, to inspire and be inspired to be the best.</i></p> <p><i>The main topics are:</i></p> <ul style="list-style-type: none"> • <i>Utilizing leadership at all levels of your organization;</i> • <i>Understanding the new Canadian mindset;</i> • <i>Building the new model – leadership characteristics;</i> • <i>Re-shaping government organizations;</i> • <i>Leading in an age of complexity and unpredictability;</i> • <i>Experiences from the top.</i>

Titre	3ème Conférence internationale de recherche en Economie sociale du CIRIEC
Organisateur	Centre International de Recherches et d'Information sur l'Economie Publique, Sociale et Coopérative (ISNIE)
Lieu/Date	Du 6 au 8 avril 2011, Valladolid, Espagne
Lien	http://www.seconferenceciriec.es/fr
Informations	<p>L'économie mondiale traverse une période de profonde et rapide transformation généralisée qui s'avère encore plus aiguë en raison de la crise économique internationale et des enjeux environnementaux. A l'horizon se profilent divers ordres mondiaux avec des approches et des conséquences bien différentes en réponse aux principaux problèmes du 21ème siècle : la pauvreté, l'environnement, le recul de l'emploi et le développement de la démocratie politique et économique.</p> <p>L'économie sociale constituée des Coopératives, Organisations sans but lucratif et de volontariat, Mutuelles, Associations, Fondations et autres Entreprises sociales peut servir de pilier à un nouveau modèle de développement économique soutenable. Depuis quelques années, plusieurs Etats incluent l'économie sociale comme axe de leurs agendas politiques. Par ailleurs, de nombreuses institutions politiques et scientifiques reconnaissent l'énorme potentiel de l'économie sociale et insistent auprès des autorités publiques pour en faire une priorité dans leur programme gouvernemental.</p> <p>La conférence a quatre axes thématiques principaux :</p> <ul style="list-style-type: none"> • L'économie sociale, un puissant acteur socio-économique; • L'économie sociale comme vecteur de changement social et économique; • Les alliés de l'économie sociale dans un nouveau modèle de développement socioéconomique durable; • Le rôle des Etats et des institutions internationales vis-à-vis de l'économie sociale.

Titre	Public Administration Without Borders
Organisateur	American Society for Public Administration (ASPA)
Lieu/Date	Du 11 au 15 mars 2011, Baltimore, Maryland, États-Unis
Lien	http://www.aspanet.org/scriptcontent/2011conference.cfm
Informations	<i>The United States faces local, national, and international opportunities and challenges. The global economic crisis underscores our interconnectedness.</i>

	<p><i>Public administration practitioners, scholars and students are being asked to consider many dimensions and alternatives as the nation grapples with issues such as global climate change, nation building in emerging democracies, and universal health care.</i></p> <p><i>The 2011 conference will be an opportunity to share common concern for advancing cutting-edge governance practices in an interdependent world and to debate and explore how public administrators are engaging locally, nationally and internationally to strengthen our capacity to make a positive difference in the lives of our respective citizens and communities.</i></p>
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Titre	11th Annual Public Management Research Conference
Organisateur	The Maxwell School of Citizenship and Public Affairs, Syracuse University, sponsored by the Public Management Research Association
Lieu/Date	Du 2 au 4 juin 2011, Syracuse, New York, États-Unis
Lien	http://www.maxwell.syr.edu/pmrc2011.aspx
Informations	<p><i>This event contribute to foster multidisciplinary research from a variety of fields on government and governance, in particular by the development of empirical and normative inquiry, theory building and systematic testing of theory consistent with the canons of social science and using the full range of quantitative and qualitative methodologies.</i></p>

ARTICLES, LIVRES ET MONOGRAPHIES

ORGANISATIONS PUBLIQUES /ENTREPRISES PUBLIQUES

- Entreprises publiques - Réformes

Titre	Public Values, Public Official Associations, and Professionalism: A Cross-National Analysis.
Auteurs	<i>Jeremy F. Plant, Odd J. Stalebrink et Triparna Vasavada</i>
Publication	<i>American Review of Public Administration. November 2010. Volume 40. Issue 6. Pages 722-741.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This article explores the role of public official associations (POAs) in the articulation of public values, the development of policy, and the dissemination of knowledge pertinent to the effective management of the public interest. The research is comparative and includes examinations of POAs in the United States, Sweden, and India. The examination of these cases suggests that POAs play a significant role in governance, albeit one defined by the structure and history of any particular system. As organizations that are “of the state, but not in the state,” they serve important roles in mediating between center and periphery, between political and administrative perspectives on policy, and help integrate professional and public service values. The exploration also indicates that POAs are important in forming elements of networks on important policy issues and that they are frequent sources of innovation, such as general revenue sharing in the United States and fiscal reform in Sweden.</i></p>

GOVERNANCE

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

Titre	Private Equity and the Public Good
Auteurs	Kevin Morrell et Ian Clark
Publication	<i>Journal of Business Ethics, October 2010. Volume 96. Issue 2. Pages 249-263</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>The dominance of agency theory can reduce our collective scope to analyse private equity in all its diversity and depth. We contribute to theorisation of private equity by developing a contrasting perspective that draws on a rich tradition of virtue ethics. In doing so, we juxtapose 'private equity' with 'public good' to develop points of rhetorical and analytical contrast. We develop a typology differentiating various forms of private equity, and focus on the 'take private' form. These takeovers are where private equity funds are used to buy all a firm's publicly listed shares. Take private deals reduce reporting requirements and lessen the amount of public scrutiny a firm comes under. They allow greater control of a firm's assets and resources but also have effects in terms of the wider social fabric. The 'public good' and virtue ethics offer an alternative basis for theorisation of these deals. This provides a needed contrast to accounts of private equity based on agency theory.</i>

Titre	La société civile mondiale à l'épreuve du réel.
Auteurs	Sous la direction de Martin Vielajus.
Publication	<i>Éditions Charles Léopold Mayer. Paris, France. 2009.344 pages</i>
Source	Bibliothèque de l'ÉNAP, NOUV 10 T768.
Résumé	Depuis les années 1990, nombreux sont ceux qui annoncent l'émergence d'une «société civile mondiale». Qu'en est-il réellement? C'est la question posée dans ce livre, qui propose un choix de texts récents extraits du <i>Global Civil Society Yearbook</i> , périodique de référence dans le domaine des études

	<p>sur la société civile, publié annuellement par la London School of Economics. En supplément à chaque texte, des chercheurs français expriment à leur tour leur point de vue, mettant en relief les différentes écoles de pensée. Sur des enjeux désormais globaux tels que l'eau, le pétrole, l'agriculture, la promotion des libertés civiles et politiques, l'ouvrage donne à voir, au-delà des luttes idéologiques, les forces qui poussent un certain nombre d'acteurs de la société civile à s'impliquer dans la gouvernance mondiale aux côtés des États.</p>
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Titre	The state of ethics in our society: A clear call for action.
Auteurs	Alex J. Plinio, Judith M. Young et Lisa McCormick Lavery
Publication	<i>International Journal of Disclosure & Governance. August 2010. Volume 7. Issue 3. Pages 172-197</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The Rutgers Institute for Ethical Leadership undertook an extensive review of a number of currently available research surveys on ethics in business, education and among the public. The results emerged from a wide variety of groups including employees in the private, government, and health-care sectors, graduate and undergraduate students, high school students and a group referred to as the educated, media-aware public living in over 22 countries. Rutgers Institute for Ethical Leadership studied the findings from these surveys and came to the easy conclusion that there is a dearth of ethical behavior and ethical leadership. It seems unlikely the situation will improve in the short term. The level of observed misconduct remains high. The situation worsens as companies take measures to combat the economic crisis. Reporting of misconduct may be hampered by fear of retaliation. Trust in leaders is low, trust in CEOs is lower. The ethics of the developing workforce does not show signs of improvement. It's a global problem. Some hopeful signs are revealed in these data as well. Ethics programs make a difference. Finally, the data illustrate the seriousness of the problem of poor ethical behavior and the lack of ethical leadership. Committed and sustained efforts must be made to build ethical organizations in every sector to address the level of misconduct in our society.</i></p>

Titre	Governance: The Collision of Politics and Cooperation.
Auteurs	Richard Callahan.
Publication	<i>Public Administration Review. March 2007. Volume 67. Issue 2. Pages 90-301</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Three newly established public agencies built regional rail projects in Los Angeles County from 1978 to 2002. The Los Angeles County Transportation Commission, the Los Angeles Metropolitan Transportation</i></p>

	<p><i>Authority, and the Alameda Corridor Transportation Authority were experiments in regional governance. Conventional understanding of these agencies only partially explains their successes and failures. One path to improved understanding is to combine research on the politics of designing new public agencies with research on cooperation in collective action problems. What emerges is an untold story of American politics: the evolution of mechanisms that promote cooperation. Four findings emerge: (1) conflict is inevitable; (2) public agencies can succeed despite the problems of politics; (3) successful regional solutions are intensely local; and (4) cooperation emerges from supply-side mechanisms that create new resources rather than reallocate existing resources. The limits of politics are neither random nor predestined—neither is the governance solution.</i></p>
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Titre	Competition and integration in Swedish health care
Auteurs	<i>Bengt Ahgren</i>
Publication	<i>Health Policy. July 2010. Volume 96. Issue 2. Pages 91-97.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Despite of an insignificant track record of quasi-market models in Sweden, new models of this kind have recently been introduced in health care; commonly referred to as “choice of care”. This time citizens act as purchasers; choosing the primary care centre or family physician they want to be treated by, which, in turn, generates a capitation payment to the chosen unit. Policy makers believe that such systems will be self-remedial, that is, as a result of competition the strong providers survive while unprofitable ones will be eliminated. Because of negative consequences of the fragmented health care delivery, policy makers at the same time also promote different forms of integrated health care arrangements. One example is “local health care”, which could be described as an upgraded community-oriented primary care, supported by adaptable hospital services, fitting the needs of a local population.</i></p> <p><i>This article reviews if it is possible to combine this kind of integrated care system with a competition driven model of governance, or if they are incompatible. The findings indicate that some choice of care schemes could hamper the development of integration in local health care. However, geographical monopolies like local health care, enclosed in a non-competitive context, lack the stimulus of competition that possibly improves performance. Thus, it could be argued that if choice of care and local health care should be combined, patients ought to choose between integrated health care arrangements and not among individual health professionals.</i></p>

ADMINISTRATION PUBLIQUE /PARAPUBLIQUE /L'ÉTAT

- Intérêt général /biens publics
- Développement durable et environnement

Titre	A tale of two crises: what the global financial crisis means for the global environmental crisis.
Auteur	Kyla Tienhaara
Publication	Environmental Policy & Governance, May/June 2010. Volume 20. Issue 3. Pages 197-208.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>Humanity is currently faced with two global crises, one financial and one environmental. Although ostensibly distinct, these crises are in fact interlinked. Unsustainable consumption, at the heart of the environmental crisis, is driven to a large extent by unsustainable debt, which creates financial instability. If these underlying issues are tackled, and investment is directed into environmental initiatives through a 'green new deal', then the ultimate outcome of the financial crisis could be the mitigation of the environmental crisis. If, conversely, economic hardship is used as a justification for delaying action on critical environmental issues and economic growth remains at the centre of government policy, then the ultimate outcome of the financial crisis could be the deepening of the environmental crisis. The relationship between the two crises therefore provides both opportunities and threats to achieving long-term economic and ecological sustainability.</i>

Titre	Robust incentives and the design of a climate change governance regime.
Auteur	Gregory F. Nemet
Publication	Energy Policy. November 2010. Volume 38. Issue 11. Pages 7216-7225
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>In building a governance regime to address climate change, should we prioritize the development of global institutions or national ones? This paper focuses on two neglected characteristics to inform the governance problem: the incentives for investment in low-carbon energy technology and the influence of historical policy volatility. Examining a case study of an important low-carbon energy technology, wind power, this study finds: (1) policy volatility has been substantial, (2) policy changes were uncorrelated across jurisdictions, suggesting that (3) investors could have substantially reduced their exposure to the risk of policy volatility by operating globally.</i>

	<p><i>While it also has downsides, a poorly coordinated international policy regime has the advantage of reducing the risk associated with a global policy failure. Beyond this case study, the importance of this positive effect depends on: the probability of policy failures in each country, the correlations among them, and the probability of a global policy failure.</i></p>
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Titre	The importance of context for effective public engagement: learning from the governance of waste
Auteur	Richard Bull, Judith Petts et James Evans
Publication	Journal of Environmental Planning & Management. December 2010. Volume 53. Issue 8. Pages 991-1009.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This paper takes a new look at the importance of context - institutional and political - in effective public engagement processes. It does so through a rare comparative opportunity to examine the effectiveness of processes of public engagement in two UK waste authorities, where the same waste company was involved as both the primary contractor for the delivery of the waste management service (including new energy-from-waste facilities) and, furthermore, the same staff delivered the public engagement. Interrogating these cases affords the opportunity to place flesh on the bones of the sometimes 'abstract' skeleton of context. While engagement processes support effective local governance in an era of partnerships and deliberative democracy, the paper identifies that the methods adopted cannot be played out devoid of detailed understanding and response to local context, including the strength of partnership working between the public and private sector, the degree of political support for engagement, and the extent to which a traditional institutional paternalism still dominates.</i></p>

Titre	<i>The evolving Physiology of Government: Canadian Public Administration in Transition.</i>
Auteurs	Sous la direction de O.P. Dwivedi, Tim A. Mau et Byron Sheldrick.
Publication	University of Ottawa Press. Ottawa. Canada. 2009. 403 pages
Source	Bibliothèque de l'ÉNAP, JL75 E93 2009.
Résumé	<p><i>Published in the Governance Series, this volume presents the currents of political change that have rippled through the administration of the public sector. This change often produces significant alterations in our understanding of how best to organize and administer public services.</i></p> <p><i>This volume brings together some of the leading Canadian and international scholars of public administration to reflect on these changes and their significance. The volume examines the shifts from a traditional model of</i></p>

	<p><i>administration to new forms of administration such as new public management and governance.</i></p> <p><i>The papers were originally presented at a conference to honour Professor J.E. Hodgetts, the father of Canadian public administration. The field and profession he chose to join and serve has undergone significant transformations since he taught his first course in public administration to returning war veterans at Queen's University in 1946. This volume reflects that fact by providing a sixty-year perspective on a field in rapid change.</i></p>
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POLITIQUES PUBLIQUES /THÉORIE

- Nationalisation
- Privatisation

Titre	International Cooperation to Manage High-Skill Migration: The Case of India–U.S. Relations
Auteur	Ted Davis et David M. Hart
Publication	Review of Policy Research. July 2010. Volume 27. Issue 4. Pages 509-526.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>Highly skilled people are among the most valuable factors of production in the contemporary world economy. Some have characterized the competition among nations for these people as a “brain drain” or “war for talent,” which imposes significant costs on the countries of emigration. However, the distribution of costs and benefits that results from high-skill migration is not necessarily zero-sum or fixed. It may be altered through international cooperation, producing a self-reinforcing “win–win” scenario for sending and receiving countries. Bilateral cooperation, focused on specific sectors affected by migration, is the most promising approach for realizing such a scenario. This paper explores the prospects and potential for such cooperation between India and the United States, which comprise what is probably the world’s largest high-skill mobility relationship. After sketching the broad contours of the relationship, we explore the prospects for mutually beneficial cooperation in three specific fields of high-skill migration: information technology services, medicine and nursing, and graduate education.</i>

Titre	The Best Of Two Worlds.
Auteur	Patricia Jardim Palma, Miguel Pina Cunha et Miguel Pereira Lopes
Publication	Public Management Review. September 2010. Volume 12. Issue 5. Pages 725-746.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>Policies have been introduced in the public sector to increase efficiency. Following a privatization, there is a split between operational and strategic control. In this study, we explored how a public organization restores its identity after losing its operational structure. Based on a case study of a seaport, we found that when the self-defining properties were lost, the organizational identity dissolved into a managerial public identity. The organizational meaning that provided security and guided behavior was lost and the new identity was unable to serve as a provider of meaning. Implications for new public management policy and practice are discussed.</i>

Titre	Innovations à l'interface entre institutions publiques, para-publiques et privées dans le cadre des politiques publiques preventives concertées : le cas de la prévention des licenciements pour raison de santé
Auteur	Valery Michaux
Publication	Revue Management et Avenir. Septembre 2010. Issue 35. Pages 210-234.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p>Dans le cadre des politiques publiques préventives (sécurité, terrorisme, santé, social, emploi, risques naturels...), il est nécessaire de dépasser la simple mise en réseau et la coordination entre acteurs locaux pour rentrer dans une logique plus poussée d'articulation étroite inter-organisationnelle qui réclame un décloisonnement et des innovations à l'interface entre institutions publiques, para-publiques et privés. Cet article relate une expérience réussie de développement d'une politique locale de prévention des licenciements pour raison de santé. Ce cas permet de montrer le poids de la dimension managériale dans la mise en place et l'institutionnalisation des conditions de décloisonnement, de transversalité et d'articulations pertinentes dans des situations complexes caractérisées par un nombre important d'organisations. La discussion théorique permet de montrer le potentiel explicatif de la théorie du « Collective Mind » (Weick et Roberts, 1993) dans la phase de problématisation et dans l'institutionnalisation d'un système d'inter-vigilance entre ces organisations autonomes.</p>

Titre	There is no "point" in decision-making: a model of transactive rationality for public policy and administration
Auteur	Shyama Kuruvilla et Philipp Dorstewitz
Publication	Policy Sciences. September 2010. Volume 43. Issue 3. Pages 263-287.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The hope that policy-making is a rational process lies at the heart of policy science and democratic practice. However, what constitutes rationality is not clear. In policy deliberations, scientific, democratic, moral, and ecological concerns are often at odds. Harold Lasswell, in instituting the contemporary policy sciences, found that John Dewey's pragmatist philosophy provided an integrative foundation that took into account all these considerations. As the policy sciences developed with a predominantly empirical focus on discrete aspects of policy-making, this holistic perspective was lost for a while. Contemporary theorists are reclaiming pragmatist philosophy as a framework for public policy and administration. In this article, key postulates of pragmatist philosophy are transposed to policy science by developing a new theoretical model of transactive rationality. This model is developed in light of current</i></p>

	<p><i>policy analyses, and against the backdrop of three classical policy science theories of rationality: linear and bounded rationalism; incrementalism; and mixed-scanning. Transactive rationality is a “fourth approach” that, by integrating scientific, democratic, moral, and ecological considerations, serves as a more holistic, explanatory, and normative guide for public policy and democratic practice.</i></p>
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POLITIQUES ECONOMIQUES, BUDGETAIRES

- Rationalité limitée
- Économie du savoir

Titre	New Forms of Local Governance
Auteurs	Antonio F. Tavares et Pedro J. Camões
Publication	Public Management Review. September 2010. Volume 12. Issue 5. Pages 587-608
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This article seeks to identify which factors lead local governments to use corporate public sector organizations, particularly municipal corporations, for service delivery. The authors argue that local officials trade off bureaucratic costs of in-house production with agency costs of external delegation to municipal corporations when deciding how to deliver local public services. Econometric models are employed to test this explanation for the adoption of municipal corporations by 278 Portuguese local governments. The results indicate that organizational size, financial independency and fiscal surplus, as well as ideological concerns and the activity of local interest groups, drive choices of local governance structures.</i></p>

Titre	European Policies to Foster Knowledge: The Case of the European Social Fund – an Introductory Study
Auteurs	Eduardo Tomé
Publication	Proceedings of the European Conference on Intellectual Capital. 2010. Pages 566-575
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>In recent years the European Union (EU) has struggled to become the leading force in the Knowledge Based Economy (KBE). For that purpose the EU defined the so-called “Lisbon Strategy”. Additionally, since the sixties the EU (formerly European Communities (ECs)) invested in Human Resources and in Knowledge using the European Social Fund (ESF). In this paper we try to assess analyse critically those ECs’ and EUs’ investments in Knowledge in the light of the economic analysis of the Knowledge market. We conclude that there is evidence that the ESF has been an important provider of Knowledge in Europe, contributing to the increase of Knowledge levels. However we also conclude that the economic consequences of that effort were not assessed properly; therefore it is not clear what the effects of the investment were. The few studies we found that may base the sort of analysis we want to make point to small, if existing effects of the ESF were small. This in itself is an interesting finding that deserves careful consideration.</i></p>



ENERGIE

Titre	Changing Regulation and Governance of Finnish Energy Policy Making: New Rules but Old Elites?
Auteurs	Ilkka Ruostetsaari
Publication	Review of Policy Research. Volume 27. No 3. 2010. Pages 273-297
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Energy policy making is commonly seen as a sector dominated more by experts and technocrats than politicians. Regulation of Finnish energy policy, which was traditionally characterized by statecenteredness and detailed governmental control, was step by step annulled in the mid-1980s on, and a deregulation policy was introduced. The return of regulation can be timed to in the beginning of the twenty-first century, being the result of the global debate and measures dealing with climate change.</i></p> <p><i>The purpose of this study was to assess the extent to which the changes of operational environment have transformed the power structure of Finnish energy policy making and whether the key actors constitute a coherent energy elite in terms of attitudinal unanimity and interaction networks. Methodologically the study was based on three sets of elite interview data collected in 1987, 1997, and 2009 and a postal survey conducted among the citizenry in 2007. The major finding was that despite fundamental changes in the operational environment the power structure of the energy sector policy making has been fairly stable from 1987 to 2009 and the old cohesive energy elite is still in power.</i></p>

Titre	What about the politics? Sustainable development, transition management, and long term energy transitions
Auteurs	James Meadowcroft
Publication	Policy Research Science. Volume 42. No 4. 2009. Pages 323-340
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This article is concerned with governance of long term socio-technical transitions required to orient development trajectories of advanced industrial counties along more sustainable lines. It discusses the contribution that 'transition management' can make to such processes, emphasizes the irreducibly political character of governance for sustainable development, and suggests that the long-term transformation of energy systems will prove to be a messy, conflictual, and highly disjointed process.</i></p>

Titre	The effects of energy co-governance in Peru.
Auteurs	Guillaume Fontaine
Publication	Energy Policy. Mai 2010. Vol. 38. Issue 5. Pages 2234-2244
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Soon after the launching of the Camisea Gas Project, in 2000, Peru became a medium-range Latin American gas exporting country. Our central argument is that energy governance in this country has been shifting from a “hierarchical” to a “co-governance” mode. Accordingly, interactions among the State, the society and economic actors are now regulated in a horizontal and decentralized way, rather than a vertical and centralized one. This shift contributed to the success of the Camisea gas project :</i></p> <ul style="list-style-type: none"> • <i>Its had a positive effect on foreign direct investments inflow in the energy sector;</i> • <i>In addition, it has helped Peru reach energetic self-sufficiency, while improving its energy balance;</i> • <i>Meanwhile, energy policy has welcomed a major participation of social actors, contributing to institutionalized arrangements between the State, the companies and indigenous communities and their non-governmental orsanizations partners.</i> <p><i>Two theoretical conclusions can be drawn from this study. First, the State’s role remains central in energy governance, thus invalidating the “hollowing of the State” thesis. Second, the co-governance mode helps to overcome the “resource curse” thesis.</i></p>

STRATEGIE

Titre	Sustainability in Strategic Management Education: The Quest for New Root Metaphors
Auteurs	Luc K. Audebrand
Publication	Academy of Management Learning & Education. Volume 9. No. 3. Pages 413-428.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The integration of sustainability into strategic management education has recently evolved from a marginal issue into one of greater importance and centrality. Sustainability related subjects (e.g., reducing energy consumption, conserving water supplies, improving air quality, preserving endangered species and ecosystems) have been added to the curricula of undergraduate and graduate programs and to strategic management textbooks. The current reforms will not, however, create deep or lasting change if the root metaphors underlying strategic management education remain unchanged. Metaphors are integral to the way we act, interact, and think about the world. They are also central to the discussion of sustainability in strategic management, as with any complex and fluid phenomenon. While various metaphors have waxed and waned in popularity over the years, the war metaphor still guides strategic management theory, research, and education. In light of the challenges of sustainability, a reappraisal of the war metaphor is overdue. We need to consider its role and impact in our approach to sustainable strategic management education.</i></p> <p><i>The author's purpose in this exercise is twofold:</i></p> <ul style="list-style-type: none"> <i>• to arrive at an enriched understanding and deeper appreciation of the war metaphor in strategic management education, and;</i> <i>• to provide some insights into how new metaphors can be created, assessed, and promoted to establish sustainability as a framework for strategic management education.</i>

MANAGEMENT –NOUVEAU MANAGEMENT PUBLIC

Titre	Monastic Governance: Forgotten Prospects for Public Institutions.
Auteurs	Emil Inauen, Katja Rost, Bruno Frey, Fabian Homberg, Margit Osterloh
Publication	American Review of Public Administration. November 2010, Volume 40. Issue 6. Pages 631-653
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>To overcome agency problems, public sector reforms started to introduce businesslike incentive structures to motivate public officials. By neglecting internal behavioral incentives, however, these reforms often do not reach their stated goals. This research analyzes the governance structure of Benedictine monasteries to gain new insights into solving agency problems in public institutions. A comparison is useful because members of both organizational forms, public organizations and monasteries, see themselves as responsible participants in their community and claim to serve the public good. This research studies monastic governance from an economic perspective. Benedictine monasteries in Baden-Württemberg, Bavaria, and German-speaking Switzerland have an average lifetime of almost 500 years, and only a quarter of them broke up because of agency problems. The authors argue that they were able to survive for centuries because of an appropriate governance structure, relying strongly on the intrinsic motivation of the members and internal control mechanisms. This governance approach differs in several aspects from current public sector reforms.</i></p>

Titre	Transcending New Public Management: The Transformation of Public Sector Reforms.
Auteurs	Édité par Tom Christensen et Per Laegreid
Publication	265 pages
Résumé	<p><i>This book contains studies focusing on post-New Public Management (NPM) reforms by contrasting them with the NPM-based public-sector reforms that took place during the last two decades of the twentieth century. Its empirical focus is on Australia, Denmark, Norway, New Zealand and Sweden. The theoretical approach is a transformative one, embracing political design, cultural-institutional trajectories and external pressure to understand the processes and effects of the reforms.</i></p> <p><i>A main aim of the study is to examine what has happened over time. The authors look beyond NPM and a central question being asked is whether NPM is finished. Their argument is that NPM is by no means over. It has, however, been challenged. New types of reforms have been added, and there have been reversals, especially when it comes to the disaggregation components of</i></p>

	<p><i>NPM. The authors also see a reassertion of the centre, strengthening of central policy capacity and whole-of-government initiatives to enhance horizontal coordination.</i></p>
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MANAGEMENT ET CULTURE D'ENTREPRISE

Titre	Crisis Management in the Catholic Church: Lessons for Public Administrators
Auteurs	Tom Barth
Publication	Public Administration Review. Sep/Oct 2010. Volume 70. Issue 5. Pages 780-791
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>The Catholic Church offers a timely, significant case study of institutional failure. Looking at an in-depth examination of the sex abuse scandal conducted by the John Jay College of Criminal Justice, the author discusses how the church crisis relates to classic public administration and crisis management theory. Given the similarities between the church and the government as public bureaucratic institutions, public administrations have much to learn from the case. Lessons include immediately sharing harsh truths with the public, accepting the stark realities of higher "public" expectations, establishing appropriate accountability systems, and fostering trust by building close community relationships. It is equally important to consider that church leaders neither fully considered nor absorbed key lessons from existing administrative theory. Concepts such as inappropriate organizational culture, bureaucracy, technicism, and goal displacement often blind leaders to adopting best practices based on well-established theory.</i>

Titre	Innovative and entrepreneurial activity in the public sector: The changing face of public sector institutions
Auteurs	Belinda Luke, Martie-Louise Verreyenne et Kate Kearins
Publication	Innovation: Management, Policy & Practice. Auguste 2010. Volume 12. Issue 2. Pages 138-153.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>This paper investigates the drivers and facilitators of innovative and entrepreneurial activity in three New Zealand state-owned enterprises (SOEs). Illustrative cases reveal that those aspects typically associated with entrepreneurship, such as innovation, risk acceptance, pro-activeness and growth, are supported by a number of other elements within the public sector context studied. These elements include external drivers related to performance, including operational excellence and cost efficiency. They also comprise internal facilitators such as a more flexible culture, an investment in people, a focus on branding, and the deliberate application and transfer of knowledge. The implications are twofold. First, that innovation and entrepreneurship in the public sector can go beyond government policy-making, with the SOE model representing an important policy decision and</i>

	<p><i>sector of the New Zealand Government. And second, that the impact of several SOEs on international markets suggests competition on the global stage will increasingly come from both public and private sector organisations.</i></p>
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RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE

Titre	The Political Roots of Corporate Social Responsibility
Auteur	David Antony Detomasi
Publication	Journal of Business Ethics. November 2008. Volume 82. Pages 807–819.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This article argues that whether and how a firm chooses to adopt Corporate Social Responsibility (CSR) initiatives is conditional in part upon the domestic political institutional structures present in its home market. It demonstrates that economic globalization has increased the pressure applied to companies to develop CSR policies that might help overcome specific governance gaps associated with the globalization phenomenon. Drawing upon an examination of domestic institutions and overall political structure, it argues that the political conditions and expectations present in a company's home market will condition whether a firm might pursue CSR activity. For home markets, it is posited that perceived electoral salience will be filtered through government type and ideology, and state/societal structures will influence if and how firms will use CSR. Specific arguments are developed from these categorizations. The article concludes with a discussion of how researchers might further explore links between CSR, domestic political structures, and corporate political activity.</i></p>

Titre	Managing Conflicting Public Values: Governing With Integrity and Effectiveness
Auteur	Gjalt de Graaf et Zeger van der Wal
Publication	American Review of Public Administration; November 2010. Vol. 40. Issue 6, pages 623-630.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The articles of this symposium were all part of the First Global Dialogue on Ethical and Effective Governance, a conference organized by the VU University in Amsterdam in May 2009. In this introduction we focus on the subtitle of the conference: governing with integrity and governing effectively/efficiently — both are intrinsically valued. The importance of governing with moral public values like transparency, equity, and honesty is clear. Yet it is also clear that acting on moral values does not always produce the required policy outcomes. The potential conflict between governing with integrity and governing efficiently and effectively is the central theme of this symposium</i></p>

Titre	Le discours moral de l'entreprise
Auteur	Michel Dion
Publication	Les Éditions G.G.C. Itée. Sherbrooke, Québec, Canada. 2010. 200 pages.
Source	Bibliothèque de l'ÉNAP, HF 5387 D556. 2010
Résumé	<p>La moralité ou l'«éthique organisationnelle» des entreprises se manifeste par divers documents corporatifs, notamment : mission et vision d'entreprise, énoncé de valeurs organisationnelle, code d'éthique et rapports de développement durable. À partir d'un échantillon de trente grandes entreprises, dont la majorité est canadienne, les codes d'éthique sont étudiés sous l'angle de l'influence de la culture d'entreprise qui caractérise chaque organisation. Ainsi, parce qu'il existe une seule culture organisationnelle dans une entreprise, il doit exister quelques valeurs communes dans tous les départements. Pourtant, en pratique, il s'instaure une incohérence au travers des différents documents corporatifs à «teneur éthique». En réponse à ces constatations, l'auteur prône un exercice de cohérence des valeurs pour établir un discours moral de l'entreprise qui soit cohérent.</p>

Titre	Theoretical tensions between regulation, governance, and strategic behaviour in a federated world order
Auteur	Emanuela Todeva
Publication	International Journal of Social Economics. 2010, Vol. 37 Issue 10, pages 784-801
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The paper seeks to explore Kant's formulations on universal good will, perfect moral order, and universal peace, and the notion that the world's citizenship should be organised in a federated system of states, free to choose their own universal laws. The theoretical discussion is pursued in two separate sections:</i></p> <ul style="list-style-type: none"> • <i>The first section reviews leading regulation theories that explain how governments in their decision-making capacity engage in regulation at macro-level of the entire socio-economic system.</i> • <i>The second section follows from this argument and discusses the governance theory and alternative governance mechanisms designed and employed by governments to manage the strategic behaviour of the individual economic actors at mezzo- and micro-level of contract relationships.</i>

About the findings, the paper discusses some of the current theories that underpin the analysis and interpretation of public administration practice, or public governance in different socio-economic systems. The paper looks at some of the dominant postulates of regulation and governance, and question to what extent they can be accepted as universal principles in line with Kant's argumentation. Different types of governance mechanisms are compared and contrasted in the context of strategic actors such as: the public government as a regulating authority and the firms as regulated economic actors.

(suite)

The argument in this paper is that governments as regulators of national socio-economic systems are strategic actors in their capacity to actively shape the regulatory environment, implementing various coordination mechanisms that facilitate the functioning of the economy and the society. The paper attempts to make some ethical judgements on market imperfections and government imperfections in line with Kant's concept of universal moral order.

GESTION DE CRISE

Titre	An integrated approach to managing disruption-related risk: Life and death in a model community
Auteur	Carl A. Gibson
Publication	Journal of Business Continuity & Emergency Planning. Volume 4. No. 3. Pages 246–261
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>In this article, one of the difficulties in examining organisational resilience in a community setting is the sheer complexity of the interrelationships essential to creating and sustaining that resilience. Very often, one is reduced to synthesising simpler hypothetical models to try to define and analyse the key aspects of resilience to volatility in the environment. This paper uses a university organisational setting as a real-life model of a community to explore the key arrangements essential for establishing resilience. Australia's worst recorded natural disaster, the devastating Victorian bushfires of February 2009, provides a context against which the resilience arrangements of an organisation, and by extrapolation a model community, can be examined.</i></p>

Titre	The New World of Crises and Crisis Management: Implications for Policymaking and Research
Auteur	Arjen Boin
Publication	Review of Policy Research. July 2009. Volume 26. Issue 4. Pages 367-377.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>In recent years, we have witnessed a series of spectacular crises and disasters: 9/11, Madrid and London, the Asian tsunami, the Mumbai attacks, the implosion of the financial system—the world of crises and disasters seems to be changing. This special issue explores how these crises and disasters are changing and what governments can do to prepare. This opening article defines critical concepts, sketches a theoretical perspective, offers key research findings, and introduces the contributions to the special issue.</i></p>

Titre	La crise comme strategie de chansement dans les organisations publiques
Auteur	Claude Rochet et Olivier Keramidas
Publication	Revue des Sciences de Gestion. Novembre/décembre 2007. Issue 228. Pages 13-22.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p>Dans un environnement en mutation, les organisations dolvent faire évoluer leurs missions et objectifs ainsi que leur modèle d'activité. Ces mutations sont d'autant plus critiques dans le secteur public que les outils de gestion utilisés pour répondre au changement sont souvent mal adaptés. Les quatre études de cas présentées dans ce document, permettent de décrire les phénomènes de crises comme potentiellement stratégiques pour piloter l'évolution des organisations publiques. A travers une méthodologie qualitative, conduite sur une analyse inter-cas, les chercheurs montrent que ces situations de crises pour les décideurs et organisations publiques, peuvent, sous certaines conditions explicitées ici, se transformer en levier stratégique pour conduire le changement au sein des organisations.</p>