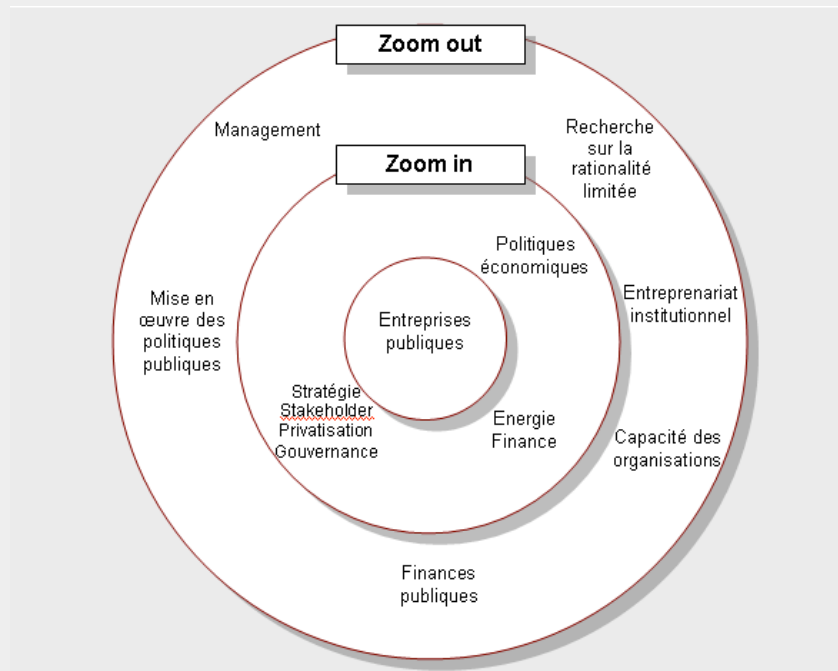




BULLETIN DE VEILLE

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École nationale d'administration publique
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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

- Notre info-flash sur la « bonne gouvernance énergétique »;
- Des articles scientifiques sur les intérêts de recherche du CERGO;
- La suite de notre dossier de presse sur « la crise financière »

Bonne lecture!

EVENEMENTS A VENIR COLLOQUES, CONGRES ET CONFERENCES

Titre	SASE Society for the Advancement of Socio-economics 21^e conférence annuelle. Le capitalisme en crise : régulation économique et mécanismes de solidarité
Auteur	SASE
Publication	Paris, 16-18 juillet 2009
Lien	http://www.sase.org/index.php?option=com_content&task=view&id=164&Itemid=46
Résumé	<p>Les organisateurs de cet évènement souhaitent encourager les intervenants du présent colloque à explorer les causes de la crise de 2008, ainsi que ses conséquences en termes de régulation et de réglementation des économies capitalistes. Quel a été l'impact de la globalisation non régulée ? La crise financière marque-t-elle le début d'une nouvelle période de régulation, et la fin du "laissez-faire" capitaliste ? Comment différents pays, différentes régions du monde ont-ils fait face à la transition post-industrielle ? Comment ont-ils réagi à la crise des marchés financiers? Quel sera le rôle de l'État et des mouvements politiques contestataires dans la transition vers une nouvelle régulation ? Peut-on parler d'une nouvelle forme de capitalisme, à la fois post-financier et post-industriel, et appelant à la création de nouvelles règles ? Quels sont les effets de la crise dans les villes, et quelles stratégies peuvent-elles adopter ? Comment bénéficient-elles de la croissance apportée par la globalisation, et quel impact a la crise sur leur développement ? Telles sont les questions que nous souhaiterions voir soulevées lors de ce colloque.</p> <p><u>APPEL À COMMUNICATIONS EN COURS</u></p> <p>Les communications doivent aborder la question d'une réconciliation entre solidarité sociale et efficacité économique au sein d'un nouveau</p>

	<p>ystème de règles de la concurrence capitaliste. Les communications souhaitées devraient aussi aborder l'évolution comparée des différentes formes de capitalismes présentes dans les pays en transition ou en développement. L'accent pourra aussi être mis sur les défis posés par la globalisation, la transition vers une économie de service, l'intégration - et la désintégration - financière, les conflits religieux ou ethniques, qui sont autant de facteurs pouvant contribuer à la transformation des systèmes capitalistes et aggraver les inégalités.</p> <p><u>DATES IMPORTANTES :</u></p> <p>15 janvier 2009 : Soumission de votre proposition de communication</p> <p>5 mars 2009 : Réponse du comité d'évaluation à votre proposition de communication</p> <p><u>Source : Site internet Sage</u></p>
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INFO FLASH De quoi s'agit-il?

L'expression	« La bonne gouvernance au niveau énergétique »
Auteur	Marc Antoine Archer
Publication	Réflexions sur la Bonne Gouvernance et la Décentralisation énergétique en Haïti, Soumis à Alter presse, le 17 avril 2007.
Lien	http://www.alterpresse.org/imprimer.php3?id_article=5898
Résumé	<p>« La gouvernance s'intéresse à la façon dont le pouvoir est exercé entre les différents secteurs ou groupes d'intérêts de la société de sorte que les libertés traditionnelles puissent s'exprimer, que le commerce puisse se développer et que les arts et la culture puissent prospérer. C'est donc dire que la gouvernance est importante en soi parce qu'elle fournit un contexte pour les choses que les gens valorisent énormément, comme l'histoire le prouve. Par exemple, la liberté personnelle et la liberté de réunion, que ce soit pour des fins sociales, commerciales, religieuses ou autres, doivent se produire dans un cadre social global incluant la primauté du droit et une constitution. (...) La gouvernance implique donc les modalités de prise de décision et les interrelations entre les différents intervenants dans le processus de prise de décision. C'est la capacité de l'État de servir les citoyens. Et, la <i>Bonne Gouvernance, au niveau énergétique</i>, fait référence à l'efficacité, à un rendement élevé, à la maîtrise de la consommation énergétique d'une société ».</p> <p><u>Source : Site Internet Alter Presse</u></p>

ARTICLES, LIVRES ET MONOGRAPHIES

ADMINISTRATION PUBLIQUE / PARAPUBLIQUE / L'ETAT

Titre	Towards ontological engineering: a process for building a domain ontology from scratch in public administration
Auteurs	Graciela Brusam, M. Laura Caliusco and Omar Chiotti
Publication	Expert systems, Volume 25, Issue 5, November 2008, p.g. 484.
Lien	http://banques.enap.ca:2283/pqdweb?index=0&did=1581226401&srchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225736969&clientId=41360
Résumé	<p>The state reformation that took place in the 1990s and the technological explosion have led governments to reframe their way of working so as to be able to offer new and better services for citizens. To achieve this goal, major obstacles must be overcome, such as the problem of semantic heterogeneity that leads to more difficult recovery and integration of information from different government sectors. Although in the private sector solutions to this problem through the building of ontologies have already been set out, the characteristics of government itself have led the direct application of these practices to fail. This paper presents a process for building a domain ontology in the public sector from scratch. In addition, it presents the application of this process for building an ontology for the Budgetary Domain of Santa Fe Province (Argentina).</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	American Views About Public Services: A Challenging Paradox for Public Administrators
Auteurs	Cal Clark and Betsy Hall
Publication	International Journal of Public Administration, Volume 31, Issue 12, October 2008, pg. 1403
Lien	http://banques.enap.ca:2283/pqdweb?index=4&did=1579880491&srchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225736969&clientId=41360
Résumé	<p>This review of public opinion about the role of government in the United States finds a perhaps surprising combination of conservative and liberal beliefs. For example, while they are strongly supportive of tax cuts, Americans also want more government activism in a wide variety of areas. This certainly presents a challenge for public administrators and government since the means for fulfilling these desires of the citizens are far from readily apparent.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Public Administration Amid Turbulence: Facilitation or Enhanced Future Governance?
Auteur	Chester A. Newland
Publication	International Journal of Organization Theory and Behavior, Volume 11, Issue 3, Fall 2008, pg. 326.
Lien	http://www.online-translator.com/Default.aspx/Text
Résumé	<p>Public administration emerged as a distinct field a dozen or more decades ago as its professional experts and societies they served embraced shared disciplines of rationality and law in search of reasonableness and human dignity. Now and for the foreseeable future, those fundamentals are challenged by epochal changes. While the field's disciplines persist, with expanding capacities, they are often dangerously devalued. Marked developments of this era are terrorism, turbulence among nation states, and new frameworks of empires; emergence and decline of Facilitative State notions; and competing forces of destruction and of cultivation of constructively shared order among diverse local to global communities. The future of public administration hangs in precarious balance along with law and other basics of enlightened civilization.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Symposium on the Future of Public Administration: Assumptions, Processes, and Projections PART 1
Auteurs	Ronald J. Stupak
Publication	International Journal of organization Theory and Behavior, Volume 11 Issue 3, Fall 2008, pg. 316.
Lien	http://banques.enap.ca:2283/pgdweb?index=8&did=1536919921&SearchMode=2&sid=1&Fmt=1&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225736969&clientId=41360
Résumé	<p>Aucun résumé disponible</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Symposium Introduction
Auteurs	Ronald J. Stupak
Publication	International Journal of organization Theory and Behavior. Volume 11, Issue 3, Fall 2008, pg. 317.
Lien	http://banques.enaq.ca:2283/pqdweb?index=9&did=1536919891&SrchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225736969&clientId=41360
Résumé	<p>"The goal of criticism is not to produce accord, but to enliven interpretation" (Elgin, 1996, p. 87). The contemporary forces impacting public administration and the American Society for Public Administration (ASPA) are capable of becoming either a wave of disaster for the discipline or an opportunity for redesigning the substance, processes, and structures of both public administration and its professional association. Therefore, this symposium aims to investigate, understand, and prescribe the options, alternatives, and designs available for navigating public administration into the future. More specifically, this Introduction clarifies the professional (objective) and the personal (subjective) reasons why the respective articles were commissioned to appear in this symposium. The assumptions, perceptions, and concerns that stimulated the editor to pursue and design the symposium are articulated.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Failed policies but institutional innovation through "layering" and "diffusion" in Spanish central administration
Auteurs	Salvador Parrado
Publication	The International Journal of Public Sector Management, Volume 12, Issue 2, 2008, pg. 230.
Lien	http://banques.enaq.ca:2283/pqdweb?index=11&did=1440878481&SrchMode=1&sid=2&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226096124&clientId=41360
Résumé	<p>Purpose - This paper aims to show that the Spanish central administration, as a representative of the Napoleonic tradition, has undergone considerable managerial changes in non-autonomous and semi-autonomous agencies characterised by their direct involvement in service delivery in spite of the failure of macro-changes and radical reforms of public administration. Design/methodology/approach - This paper provides case studies of "paths" of changes in three organisations. Findings - Through "layering" and "diffusion" of institutions as social mechanisms included in the historical new institutionalism account for innovation, specific organisations like the tax agency, social security and property registry have become more managerial in a state dominated by public law.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Philippine local government officials perceptions of decentralization and its effects on local governments' administrative capabilities
Auteurs	Alinio Buenafe F.
Publication	The George Washington University, 2008, 218 pages.
Lien	http://banques.enap.ca:2283/pgdweb?index=14&did=1481678241&SrchMode=1&sid=2&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226096124&clientId=41360
Résumé	<p>During the past several decades, studies of decentralization of government have increased, expanding in scope and depth from single-country assessments to comparative nation-state studies, and from generalized societal implications to specific functional areas. Philippine decentralization studies were not far behind, especially when decentralization was implemented with the passage of Republic Act 7160, otherwise known as the Local Government Code of 1991. Earlier studies, however, focused on decentralization benefits and advantages from an overall societal perspective rather than in terms of its effects on day-to-day administration. This study examined the local appointive officials' perceptions on the four dimensions of administrative capability--leadership, organizational structure, financial resources, and personnel--considered as important factors to a meaningful decentralization initiative. The perceptions of the appointive officials as decentralization implementers highlight the effects of decentralization on these four dimensions.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Changing Relations between Government and Citizen: Administrative Law and the Work of the Australian Commonwealth Ombudsman
Auteur	Anita Stuhmcke
Publication	Australian Journal of Public Administration, Volume 67, Issue 3, September 2008, pg. 321.
Lien	http://banques.enap.ca:2283/pgdweb?index=17&did=1537633431&SrchMode=1&sid=3&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226097237&clientId=41360
Résumé	<p>This article examines the individual complaint-taking role of the Australian Commonwealth Ombudsman over a 28 year period between 1977-2005. This study was conceived through a curiosity to determine how a 30 year old administrative law institution is reacting to accommodate a dramatically altered legal, political and economic environment. The suspicion was that, in the absence of legislative amendment to its jurisdiction and role, the Commonwealth Ombudsman must strategically change due to the demands of these external forces. The overall quantitative finding from the data analysis is that the internal strategic direction of the Commonwealth Ombudsman is indeed</p>

	<p>altering. In terms of dispute resolution it is increasingly using its discretionary powers to turn individual complainants back to government departments/agencies. The data analysis reveals that this administrative law institution is shifting from a reactive individual complaint taker to a proactive standard setter for government administration. This article suggests that this movement may impact upon citizen 'rights' or perceptions of their rights to have their individual complaints heard against government. This in turn may have a ripple effect for notions of democratic accountability and the relationship between the citizen and the state.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>
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Titre	Beyond Public Administration? HIV / ADS Policy Networks and the Transformation of Public Administration in Botswana
Auteurs	Gape Kaboyakgose and Keneilwe P. Mpule
Publication	Public Administration and Development, Volume 28, Issue 4, September 2008, pp. 301-310.
Lien	http://www3.interscience.wiley.com/journal/121416450/abstract?CARTON=1&SRETRY=0
Résumé	<p>What impact has HIV/AIDS had on the structure of public administration and what further lessons do these changes hold for other policy sectors in Botswana? For long, Botswana has had the highest prevalence of HIV/AIDS, bringing many developmental challenges. An under-researched facet of HIV/AIDS is the effect it had on the public administration in Botswana. Whereas classical approaches to public administration suggest that it is 'civil' service organisations that lead in health administration, HIV/AIDS spawned a particular type of organisation, the policy network. In mitigating HIV/AIDS, the policy environment became more fragmented with networks for treatment, prevention, advocacy and research emerging. These networks are made up of entities from the public, private for-profit and not for-profit sectors. They participate in the agenda setting, formulation, implementation and monitoring and evaluation of HIV/AIDS policy. Traditional public administration theories cease to hold sway; private actors become engaged in 'public policy' and the other way round. Policy is carried out in horizontal arrangements; linking government, business and non-governmental organisations in mutual inter-dependences. Health care professionals share policy spaces with the media, social scientists and politicians. New challenges face public policy-making including co-ordination problems, fragmented accountability and shared policy spaces. Copyright © 2008 John Wiley & Sons, Ltd.</p> <p>Source: Site Internet Wiley Interscience</p>

Titre	Efficiency in Public Infrastructure Provision: a Theoretical Note
Auteurs	Carsten Colombier
Publication	Journal of Economic Studies, Volume 35, Issue 6, 2008, pp. 528-543.
Lien	http://www.emeraldinsight.com/Insight/viewContentItem.do;jsessionid=EAF8F3B9FF17E9F8E60FAC3AD7E2B719?contentType=Article&contentId=1751506
Résumé	<p>The purpose of this paper is to shed new light on the debate about the appropriateness of the Kaizuka rule, a Samuelson type of efficiency rule for public inputs, for the provision of firm-augmenting public inputs. Firm-augmenting public inputs are commonly included in public infrastructure modelling. In the microeconomic social surplus framework, and assuming perfect competition, the paper analyses how firm-augmenting public inputs should be provided in order to maximise the welfare of consumers and producers. For this purpose, the paper develops a social surplus efficiency rule, i.e. the Boadway rule. Afterwards the question what the characteristics of firm-augmenting public inputs mean for its efficient provision is examined. The findings show that under perfect competition an omniscient government is unable to efficiently provide firm-augmenting public inputs due to the characteristics of firm-augmenting public inputs but not due to inappropriate efficiency rules. The findings show that future research would be ill advised to model public infrastructure as a firm-augmenting public input. Policy conclusions drawn from models that include firm-augmenting public inputs, such as fiscal competition and endogenous growth models, should be reconsidered. The paper makes a strong case that firm-augmenting public input is not a viable concept for modelling public infrastructure. Rather, firm-augmenting public inputs are similar to free goods.</p> <p>Source: Site Internet Emerald</p>

CULTURE D'ENTREPRISE

Titre	Getting to the Roots of Change: Performance Management and Organizational Culture
Auteur	M. Bryna Sanger
Publication	Public Performance & Management Review, Volume 31, Issue 4, June 2008, pg. 621.
Lien	http://banques.enap.ca:2283/pqdweb?index=5&did=1551814721&SrchMode=2&sid=8&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225818351&clientId=41360
Résumé	<p>Transforming a public bureaucracy into a results-based organization requires bold and sustained leadership of cultural change - not simply changes in structures and practices. Cultural change at the New York City Department of Finance involves changing the hearts and minds of both managers and line workers deep in the organization by pushing decision making down and empowering employees to act with accountability. Practice is required. Leadership must have considerable tolerance for well-conceived error while managers throughout the organization learn to use data to test hypotheses about what produces results. In addition, success depends on managing up as well as down. Achieving relaxation of budget rules, spending flexibility, and an ability to adapt plans to changing needs as the transformation takes hold requires the support of external stakeholders and authorizers. Moving to a nimble, responsive, results-based organization is the result of significant organizational learning. Learning takes time.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	Why Should Healthcare Bother?
Auteur	Robin Guenther
Publication	Frontiers of Health Services Management, Volume 25, Issue 1, Fall 2008, pg. 25.
Lien	http://banques.enap.ca:2283/pqdweb?index=14&did=1559307521&SrchMode=1&sid=5&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226086612&clientId=41360
Résumé	<p>Many non religious healthcare organizations -- lacking a reference to stewardship in their mission -- approach green initiatives through a community benefit lens. Almost without exception, hospitals that undertake green building and operation strategies report improved worker recruitment, satisfaction, and retention. Green building is viewed as a major catalyst for organizational culture transformation -- by connecting with employee values, the work experience is transformed. In terms of financial metrics, these green building projects are finding diverse and unique mechanisms to resolve the inherent tension between cost and quality and trade-offs between capital and operating costs. As important local employers and service providers, the</p>

	<p>healthcare industry is uniquely positioned to support the resurgence of support for local economies. The sector should not need to argue that delivering high-quality healthcare requires excess waste production and energy usage -- or that saving lives is somehow outside of broader ecosystems and ecological concerns.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>
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ECONOMIE

Titre	Karl Polanyi's The Great Transformation: perverse effects, protectionism and Gemeinschaft
Auteur	Gareth Dale
Publication	Economy and Society, Volume 37, Issue 4, November 2008, pg. 495.
Lien	http://banques.enap.ca:2283/pqdweb?index=4&did=1582082681&SearchMode=2&sid=5&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226086253&clientId=41360
Résumé	<p>Drawing upon Karl Polanyi's journalistic writings and unpublished lectures from the 1920s and 1930s, this article reconstructs the lineaments of his research programme that was to assume its finished form in The Great Transformation. It identifies and corrects a common misinterpretation of the thesis of that book, and argues that Polanyi's basic theoretical framework is best conceived as Tonniesian: market society is Gesellschaft, while the 'protective counter-movement' of The Great Transformation is Gemeinschaft, understood dynamically. It examines the two central mechanisms by which, in Polanyi's understanding, Gesellschaft broke down in the mid-twentieth century: the 'clash between democracy and capitalism' and the 'perverse effects' whereby political intervention in markets impairs profitability and saps the vitality of the market system.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	Governing Finance : Global Imperatives : Global Imperatives and the Challenge of Reconciling Community Representation with Expertise
Auteur	Gordon L. Clark
Publication	Economic Geography Issue, Vol. 84, No. 3, July, 2008, pp. 281-302
Lien	http://www.clarku.edu/ECONGEOGRAPHY/issue.cfm?issue=2008_03.html
Résumé	<p>Although the regulation of financial institutions and global markets has been subject to extensive research and policy practice, regulation often comes second to governance: regulation cleans up failures of governance in the management and performance of private financial institutions and markets. There are two theories of the nature and practice of governance; one emphasizes its functional performance, whereas the other emphasizes its political foundations. In this article, I suggest that best practice seeks to reconcile functionalism with community representation and that representation is a virtue in its own right and need not be seen as antithetical to functional efficiency. To sustain these arguments, this paper notes the distinctive characteristics of financial decision making under risk and uncertainty, using simple examples to underscore the benefits of good governance. This paper present criteria for well-governed financial institutions, specifically public and private pension funds, with implications for best practice as illustrated by four case studies of funds from Canada, Europe, and the United States. The final section considers the lessons of these case studies for the design of sovereign wealth funds and raises questions as to whether there are limits to reconciliation, given the acceleration of global financial integration.</p> <p>Source : Site Internet Economic Geography, Clark University</p>

ÉNERGIE

Titre	Under the Kremlin's Thumb: Does Increased State Control in the Russian Gas Sector Endanger European Energy Security?
Auteur	Andreas Heinrich
Publication	Europe – Asia Studies, Volume 60, Issue 9, November 2008 pg. 1539.
Lien	http://banques.enap.ca:2283/pgdweb?index=2&did=1578314101&SearchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225814735&clientId=41360
Résumé	<p>This article examines the effect of increased state control over the Russian gas sector and its ultimate impact on energy security in Europe. The various mechanisms by which the state has acquired ownership (or quasi-ownership) over several independent gas producers as well as the potential dangers this poses for European energy supplies are scrutinised. Due to the demonstrated inefficiency of Russian state-controlled companies, negative consequences, such as slowed production growth, are likely to result. The few remaining independent gas producers are still hampered in their development due to the government's reluctance to implement structural reforms in the Russian gas sector</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Research and Markets Ltd.; Emerging Economies Quest for Energy Security is Set to Make Significant Impact on the Global Energy Market
Auteurs	s.a.
Publication	Economics Weeks, November 7, 2008, pg. 46.
Lien	http://banques.enap.ca:2283/pgdweb?index=0&did=1584751941&SearchMode=2&sid=10&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225822641&clientId=41360
Résumé	<p>Scope The report examines the energy security of ten top emerging economies, their energy consumption and production dynamics, potential changes in their energy sector, domestic as well as overseas dependence for energy supply apart from analyzing the countries' energy policy.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Quantifying multiscale inefficiency in electricity markets
Auteur	Olga Y, Uritskaya and Apostolos Serlefis
Publication	Energy Economics, Volume 30, Issue 6, November 2008, pg. 3109.
Lien	http://banques.enap.ca:2283/pqdweb?index=0&did=1580708231&rchMode=2&sid=11&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225823021&clientId=41360
Résumé	<p>One of the basic features of efficient markets is the absence of correlations between price increments over any time scale leading to random walk-type behavior of prices. In this paper, we propose a new approach for measuring deviations from the efficient market state based on an analysis of scale-dependent fractal exponent characterizing correlations at different time scales. The approach is applied to two electricity markets, Alberta and Mid Columbia (Mid-C), as well as to the AECO Alberta natural gas market (for purposes of providing a comparison between storable and non-storable commodities). We show that price fluctuations in all studied markets are not efficient, with electricity prices exhibiting complex multiscale correlated behavior not captured by monofractal methods used in previous studies.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

ENTREPRISES PUBLIQUES – ENTREPRISES PRIVEES

Titre	The Performance Differential between Private and State Owned Enterprises: The Roles of Ownership, Management and Market Structure
Auteurs	Eskil Goldeng, Leo A. Grünfeld and Gabriel R-G. Benito
Publication	The Journal of management Studies, Volume 45, Issue 7, November 2008, pg. 1244.
Lien	http://banques.enap.ca:2283/pqdweb?index=3&did=1562028471&rchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225814735&clientId=41360
Résumé	<p>This article examines differences in performance between private companies (POEs) and state owned enterprises (SOEs), with an emphasis on the effects of market structure. The study uses a comprehensive panel covering in principle all registered companies during the 1990s in Norway, a country where SOEs play an important role in regular markets. Return on assets as well as costs relative to sales revenue are used as measures of performance in markets where SOEs and POEs compete with each other. Overall, POEs perform significantly better than SOEs. The study tests the hypothesis that SOE managers may learn from POE managers in environments with stronger competition, but finds only weak empirical support for such a learning mechanism.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	Does Government Ownership Always Reduce Firm Values? Evidence from Publicly Listed Companies in China
Auteurs	Ran Zhang and James A Largay III
Publication	The Academy of Management Perspectives, Volume 22, Issue 3, August 2008, pg. 116.
Lien	http://banques.énap.ca:2283/pqdweb?index=1&did=1581397831&srchMode=2&sid=8&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225818351&clientId=41360
Résumé	<p>A recent fascinating study by Lihui Tian of Peking University and Saul Estrin of the London School of Economics tested the relationship between government ownership and firm performance in China's near-laboratory setting. Tian and Estrin used data on Chinese listed firms between 1994 and 2004 to analyze the unusual ownership structure of Chinese PLCs. They next assessed firm market value by calculating Tobin's Q (an adjusted measure of firms' market value over book value) and used return on assets to measure profitability. After confirming the presence of a U-shaped relationship between state ownership and corporate value, they concluded that once state ownership passes 25%, corporate performance increases with government ownership, while below 25% state shareholding detracts from firm performance. Firms with large state ownership interests perform better than firms where private and state ownership are more evenly balanced.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	How to make bankers richer: The Brazilian financial market with public and private banks
Auteur	Alexandre Rands Barros
Publication	Quarterly Review of Economics and Finance, Volume 48, Issue 2, May 2008, pg. 217.
Lien	http://banques.énap.ca:2283/pqdweb?index=8&did=1464724371&srchMode=2&sid=8&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225818351&clientId=41360
Résumé	<p>In this paper, the literature on state-owned banks (SOB) and on the determinants of high spread and profitability of Brazilian banks are briefly reviewed. Then the paper proceeds to present the hypothesis that the way state-owned banks have interacted with public-owned banks in the market is partially responsible for such high profitability and interest rates spreads of Brazilian banking system. A model is presented to explain how this interaction can generate this profitability and spreads. The results also show that governments that stretch social policies are those that are most likely to raise profitability and spreads.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

ENTREPRISES PUBLIQUES – REFORMES

Titre	FDI, Linkages and the Efficiency of State-Owned Enterprises in China
Auteur	Sourafel Gima and Yundan Gong
Publication	The Journal of Development Studies, Volume 44, Issue 5, May 2008, pg. 728.
Lien	http://banques.enap.ca:2283/pgdweb?index=9&did=1529742541&SearchMode=2&sid=8&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225818351&clientId=41360
Résumé	<p>As China seeks to consolidate its position as an emerging global economic power, reforming the largely inefficient state-owned enterprises (SOEs) presents a major challenge. Using a comprehensive micro data set, we investigate whether SOEs in China have benefited from the managerial, technical and organisational skills possessed by multinational firms operating in the economy, and conclude that the evidence in favour of positive spillovers is not overwhelming. Limited regional linkages and low level of absorptive capacity are found to be the main reasons for this disappointing performance. Policy makers involved in the reform of SOEs should ensure that managers have the right incentives to make long-term investment in absorptive capacity development</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

GOVERNANCE

Titre	Bureaucratic Advice and Political Governance
Auteurs	Robin Boadway and Motohiro Sato
Publication	Journal of Public Economic Theory, Volume 4, Issue 4, August 2008, pg. 503.
Lien	http://banques.enap.ca:2283/pgdweb?index=4&did=1509808231&SearchMode=2&sid=2&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226089383&clientId=41360
Résumé	<p>This paper studies the conflict of interest between politicians and better-informed bureaucrats when they have differing preferences over a public project. This paper starts with a baseline model where a bureaucrat advises a single decision maker (politician) whether to adopt a project. The bureaucrat can be punished if his misrepresentation of the project is detected. It extend this to multiple projects and multiple bureaucrats, and compare the level of Type I and Type II errors generated with centralized and decentralized decision making. This typically depends on the form of the distribution function that determines the bureaucrats' expectation of being disciplined.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

Titre	Governance and Complexity--Emerging Issues for Governance Theory
Auteur	Andreas Duit and Victor Galaz
Publication	Governance, Volume 21, Issue 3, July 2008, pg. 311.
Lien	http://banques.enap.ca:2283/pqdweb?index=1&did=1509789531&srchMode=2&sid=3&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226090788&clientId=41360
Résumé	<p>Unexpected epidemics, abrupt catastrophic shifts in biophysical systems, and economic crises that cascade across national borders and regions are events that challenge the steering capacity of governance at all political levels. This article seeks to extend the applicability of governance theory by developing hypotheses about how different governance types can be expected to handle processes of change characterized by nonlinear dynamics, threshold effects, cascades, and limited predictability. The first part of the article argues the relevance of a complex adaptive system approach and goes on to review how well governance theory acknowledges the intriguing behavior of complex adaptive systems. In the second part, we develop a typology of governance systems based on their adaptive capacities. Finally, this article investigates how combinations of governance systems on different levels buffer or weaken the capacity to govern complex adaptive systems.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

INTERET GENERAL / BIENS PUBLICS

Titre	When Ambition Checks Ambition: Bureaucratic Trustees and the Separation of Powers
Auteur	Jack H. Knott and Gary J. Miller
Publication	American Review of Public Administration, Volume 38, Issue 4, December 2008, pg. 387.
Lien	http://banques.enap.ca:2283/pqdweb?index=0&did=1590051731&srchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226093381&clientId=41360
Résumé	<p>A credible commitment to property rights and contract enforcement contributes to sustained economic growth. Credible commitment suffers when private interests collude with government to secure private gain over the public interest. The Madisonian separation of powers system was designed to hinder this kind of private gain by political factions. In this article, the authors ask what role public agencies play in promoting credible commitment, arguing that principal-agency theory is suspect from the Federalist viewpoint, which assumed that elected officials are self-serving in ways that can harm the public good.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

MANAGEMENT

Titre	The Moderating Effect of Impression Management on the Organizational Politics-Performance Relationship
Auteur	Yei-Yi Chen and WenChang Fang
Publication	Journal of Business Ethics, Volume 79, Issue 3, May 2008, pg. 15.
Lien	http://banques.enap.ca:2283/pqdweb?index=6&did=1466679471&SearchMode=2&sid=8&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225818351&clientId=41360
Résumé	<p>This study investigates the complexities in the relationship between perceptions of organizational politics and performance ratings by examining the moderating effect of impression management on that relationship. Expectancy theory was employed to better understand the moderating effect. We proposed that two kinds of impression management tactics occurred: supervisor-focused and job-focused, respectively. It was hypothesized that increased exercise of impression management would mitigate the negative effects of perceptions of organizational politics and performance ratings. Data were collected from 290 full-time employees of ten state-owned enterprises in Taiwan. Hierarchical moderated regression analysis of data revealed that the job-focused tactics exerted a significant moderating effect on the relationship between perceptions of organizational politics and performance ratings.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	Stratégique 8e édition 2008
Auteur	Gerry Johnson, Kevan Scholes, Richard Whittington, Frédéric Fréry
Publication	Pearson Education, Collection Management / Strategie, 800 pages.
Lien	http://www.cfo-news.com/Strategique-8e-edition-2008-Gerry-Johnson,-Kevan-Scholes,-Richard-Whittington,-Frederic-Frery_a7294.html
Résumé	<p>Cet ouvrage met en lumière les liens entre diagnostic, choix et déploiement stratégique. Il expose clairement les recherches et les pratiques de la stratégie, tant dans les entreprises que dans le secteur public ou les organisations à but non lucratif.</p> <p>Source: CFO.news.com</p>

Titre	Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management
Auteurs	Amber Wichowsky and Donald P. Moynihan
Publication	Public Administration Review, Volume 68, Issue 5, September-October 2008, pp. 908-920.
Lien	http://www.ingentaconnect.com/content/bpl/puar/2008/00000068/0000005/art00014
Résumé	<p>Governments increasingly require administrators to develop outcome measurements that reflect a program's impact on society. But standard approaches to performance measurement have neglected the impact on citizenship outcomes—the individual civic capacities and dispositions and social bonds of civic reciprocity and trust. The concept is adapted from the growing policy feedback literature in political science, which offers strong empirical evidence that certain policies have measurable effects on citizenship outcomes such as political participation, social capital, a sense of civic belonging, and self-worth as a citizen. Using the Program Assessment Rating Tool as an example, the authors demonstrate the failure of performance assessments to consider the civic implications of public policies. They argue that performance management systems should focus on citizenship outcomes and offer a series of suggestions on how to measure such outcomes.</p> <p>Source : Site Interne IngentaConnect</p>

MANAGEMENT – NEW PUBLIC MANAGEMENT

Titre	A cultural ecology of New Public Management
Auteur	Soma Pillay
Publication	International Review of Administration, Volume 74, Issue 3, 2008.
Lien	http://ras.sagepub.com/cgi/content/abstract/74/3/373
Résumé	<p>During the 1980s, new public management (NPM) evolved as a universal model of reform and governance in public sector management. However, in practice, there have been significant differences between countries that have been successful in NPM reform and those that have not. Drawing on institutional theory and frameworks of national culture, this article is aimed at exploring the applicability of NPM in a particular cultural context. In particular, the study analyses the applicability of NPM in the developing economy of South Africa. Using Hofstede's construct of national culture and institutional theory, social units within South Africa are explained. A cultural theory is presented whereby NPM is depicted as a culturally dependent strategy. The present study proposes a cultural theory that takes into account the differences that exist among the cultures of various countries. It is suggested that the successful implementation of NPM requires complementarities between the reform strategies that are adopted and the particular cultural characteristics of the country in which they are implemented. Points for practitioners This article is</p>

	<p>useful to practitioners in attempting to understand the importance of congruence between reform strategies and practices and national culture. In particular, the study makes a contribution to policy entrepreneurship in recognizing that efficiency and institutional perspectives must be complementary and congruent if success in reform is to be achieved.</p> <p>Source: Site Internet SageJournalsOnline</p>
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Titre	New public management and the corporatisation of the public sector in peripheral capitalist countries
Auteurs	Motsomi Marobela
Publication	International Journal of social Economics, Volume 35, Issue 6, 2008, pg. 423.
Lien	http://banques.enap.ca:2283/pqdweb?index=6&did=1476683301&SearchMode=1&sid=2&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226094772&clientId=41360
Résumé	<p>Purpose - Capitalist transformation of the public sector is global phenomenon that affects many countries. This paper seeks to examine recent public sector reforms introduced by the Government of Botswana to improve civil service performance. The underlying political philosophy behind the change in the public sector is explored by relating the neoliberal ideology which is driving the reform agenda to the discourse of new public management (NPM).</p> <p>Design/methodology/approach - A realist social theory is used to explain generative mechanisms and structures that are the driving force behind the change process. Findings - The paper suggests that the public sector provides essential services, which many poor people in the developing world depend on. Consequently, privatisation of public services is more likely to exacerbate poverty and to intensify inequality because the private sector is profit not needs centred. Moreover, these changes will have serious consequences for the workers. Already some have been retrenched and those remaining face a new work regime. Outsourcing is one facet of it in Botswana, which is associated with poor pay and bad working conditions. Practical implications - Provides a deeper understanding of restructuring of the public sector which is crucial for labour organisations and researchers on labour relations. Originality/value - Previous research on Botswana reforms has tended to promote neoliberal globalisation. This is the first paper that challenges comprehensively this dominant paradigm and its accompanying ideology of NPM by offering an alternative critique from a standpoint of the poor and exploited.</p> <p>Source : ProQuest / banque de données de l'ÉNAP</p>

POLITIQUES PUBLIQUES

Titre	The Conditional Effect of Specialized Governance on Public Policy
Auteur	Megan Mullin
Publication	American Journal of Political Science, Volume 52, Issue 1, January 2008, pp. 125-141.
Lien	http://www.ingentaconnect.com/content/bpl/ajps/2008/0000052/0000001/art00009
Résumé	<p>What are the policy consequences of creating functionally specialized venues for decision making? This study directly compares special districts with general purpose local governments to evaluate how specialization influences responsiveness and policy choice. Previous theorizing has assumed that specialization should have the same effect across all policy contexts. The findings presented here show instead that its effect is conditional on the status of public problems. Objective conditions related to a policy issue more strongly influence the responsiveness of multipurpose legislatures than that of special districts; thus the institutional effect of functional specialization varies with the severity of the public problem. The result is that governing structure matters most where problems are least severe. The findings demonstrate the importance of considering policy context when analyzing the effects of political institutions.</p> <p>Source: Site Internet IngentaConnect</p>

Titre	A Government Department in Meltdown : Crisis at the Home Office
Auteurs	Chris Painter
Publication	Public Money & Management, Volume 28, Issue 5, October 2008, pp. 275-282.
Lien	http://www.ingentaconnect.com/content/bpl/pmam/2008/0000028/0000005/art00004
Résumé	<p>This article examines the multiple explanations for the succession of crises engulfing the Home Office during 2006 and 2007. Although some of the reasons related to characteristics and shortcomings of the institution itself malfunctions in contemporary UK governance also took their toll, raising fundamental questions to do with citizenship, the public domain and public policy processes.</p> <p>Source : Site Internet IngentaConnect</p>

PRIVATISATION

Titre	Privatization's impact on private productivity: The case of Brazilian iron ore
Auteurs	James A. Schmitz Jr. and Arilton Teixeira
Publication	Review of Economic Dynamics, Volume 11, Issue 4, October 2008, pg. 745.
Lien	http://banques.enap.ca:2283/pgdweb?index=9&did=1570609921&SrchMode=2&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225814735&clientId=41360
Résumé	<p>A major motivation for the recent wave of privatizations of state-owned enterprises (SOEs) was a belief that privatization would increase SOE productivity. There are now many studies showing most privatizations achieved this goal. This theme is that the productivity gains from privatization are much more general and widespread than has typically been recognized in this literature. In assessing the productivity gains from privatization, the literature has only examined the productivity gains accruing at the privatized SOEs. But privatization may have significant impact on the private producers that often exist side-by-side SOEs. This paper shows that this was indeed the case when Brazil privatized its SOEs in the iron ore industry. That is, after their privatization, the iron ore SOEs dramatically increased their labor productivity, but so did the private iron ore companies in the industry.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	Private or Public? Towards a Taxonomy of Optimal Ownership and Management Regimes
Auteurs	Stephen King and Rohan Pitchford
Publication	Economic Record, Volume 84, Issue 266, September 2008, pg. 366.
Lien	http://banques.enap.ca:2283/pgdweb?index=14&did=1561583161&SrchMode=1&sid=1&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225816042&clientId=41360
Résumé	<p>This article develop a model to assist policy-makers in their choice between private and public ownership for a broad range of activities, based on managers' ability to divert resources through perks or pet projects. Qualitative information is always required to demonstrate that public ownership is optimal. More 'public' firms are synonymous with greater control of such actions, but generate greater bureaucracy costs. The flat incentives faced by public managers can be socially desirable when commercially productive activities generate large social harms relative to profit, but are undesirable when these activities are either benign or create external social benefits. Applications are discussed.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

RESPONSABILITE SOCIALE DES ENTREPRISES ET ETHIQUE

Titre	The changing role of governments in corporate social responsibility: drivers and responses
Auteurs	Laura Albareda, Joseph M. Lozano, Antonio Tencati, Atle Midttun and Francesco Perrini
Prublication	Business Ethics, Volume 17, Issue 4, October 2008, pg. 347.
Lien	http://banques.enap.ca:2283/pgdweb?index=6&did=1543207391&SearchMode=2&sid=3&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226096792&clientId=41360
Résumé	<p>The aim of this article is to contribute to understanding the changing role of government in promoting corporate social responsibility (CSR). Over the last decade, governments have joined other stakeholders in assuming a relevant role as drivers of CSR, working together with intergovernmental organizations and recognizing that public policies are key in encouraging a greater sense of CSR. This paper focuses on the analysis of the new strategies adopted by governments in order to promote, and encourage businesses to adopt, CSR values and strategies. The research is based on the analysis of an explanatory framework, related to the development of a relational analytical framework, which tries to analyze the vision, values, strategies and roles adopted by governments, and the integration of new partnerships that governments establish in the CSR area with the private sector and social organizations. The research compares CSR initiatives and public policies in three European countries: Italy, Norway and the United Kingdom, and focuses on governmental drivers and responses. The preliminary results demonstrate that governments are incorporating a common statement and discourse on CSR, working in partnership with the private and social sectors. For governments, CSR implies the need to manage a complex set of relationships in order to develop a win-win situation between business and social organizations. However, the research also focuses on the differences between the three governments when applying CSR public policies. These divergences are based on the previous cultural and political framework, such as the welfare state typology, the organizational structures and the business and social and cultural background in each country.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

Titre	Une stratégie éthique « chemin faisant »
Auteurs	Francine Séguin et Fabien Durif
Publication	Gestion, Volume 32, Issue 1, Spring 2007, pg. 83.
Lien	http://banques.ensp.ca:2283/pqdweb?index=0&did=1268007241&srchMode=2&sid=9&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226087229&clientId=41360
Résumé	<p>Nearly every day, the business news contains reports of financial scandals and all kinds of ethics-related problems. Ethical considerations thus seem to be almost absent from the content of the strategies as well as the processes adopted by companies when developing and implementing these strategies. However, in today's world, companies that hope to grow and last must acquire legitimacy at both the economic and social level. This article looks at ethics as a voluntary process on the part of companies, manifested in the adoption of tools, procedures and processes aimed at making the business of doing business more ethical. Its objective is to help companies adopt an "ethical strategic position" that respects their different stakeholders. The first part of the article examines the content of an ethical strategic position; more specifically, it deals with ethical behavior as a source of competitive advantage in terms of costs and/or differentiation.</p> <p>Source : ProQuest / Banque de données de l'ÉNAP</p>

SERVICES PUBLICS

Titre	Public Service Motivation and the Assumption of Person - Organization Fit: Testing the Mediating Effect of Value Congruence
Auteur	Bradley E. Wright and Sanjay K. Pandey
Publication	Administration & Society, Volume 40, Issue 5, September 2008, pg. 502.
Lien	http://banques.ensp.ca:2283/pqdweb?index=2&did=1542670711&srchMode=1&sid=2&Fmt=2&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1226094772&clientId=41360
Résumé	<p>This study contributes to our understanding of public service motivation by clarifying the mechanisms through which public service motivation influences employee attitudes previously linked to organizational performance. In particular, the authors find that the relationship between employee public service motivation and job satisfaction is mediated by the extent to which the employee perceives that his or her values are congruent with those of the public sector organization he or she works for. This study suggests that caution should be exercised when making claims regarding the effects of public service motivation and that greater emphasis should be placed on ways public sector organizations can foster employee - organization value congruence.</p> <p>Source: ProQuest / Banque de données de l'ÉNAP</p>

STRATEGIE

Titre	Minding the Cognition : Toward a Strategic Knowledge Management for Competitive Advantage
Auteurs	Stenthil Kumar Muthusamy
Publication	Strategic Change, Vol. 17, 2008, pp. 145-153.
Lien	http://papers.ssrn.com/sol3/papers.cfm?abstract_id=954488
Résumé	<p>The Knowledge base of an organization is considered its intellectual capital, and is increasingly emphasized as a vital source of competitive advantage. Engineering, managing, and leveraging knowledge (individual-, group-, and organizational-level knowledge) are becoming strategic activities in many organizations for achieving competitive advantage. In this context, building organizational capabilities to acquire, create, and disseminate knowledge on a continual basis has become a key challenge for strategy and organizational design experts. While the research and practice in this regard has focused extensively on Information Technology (IT) capabilities for building knowledge communities, the process dimension of learning, knowledge creation, and dissemination has received less attention. This paper articulates the need for cultivating the various learning as well as sociocognitive routines to create and leverage knowledge and suggests how this approach would help formulate better strategies and enhance employees' commitment. This article also highlights the importance of a dynamic approach to managing organizational cognition, a critical factor in organization survival. We further discuss the implications for strategic management and organization development practices.</p> <p>Source : Site Internet SSRN Social Science Research Network</p>

STRATEGIE / CHANGEMENT STRATEGIQUE

Titre	Radical Strategic and Structural Change Occurrence, Antecedents and Consequences
Auteur	J. Danie; Wischnevsky and Fariborz Damanpour
Publication	International Journal of Technology Management, Vol. 44, No. __, 2008, pp. 53-80.
Lien	http://www.inderscience.com/search/index.php?action=record&rec_id=20698&prevQuery=&ps=10&m=or
Résumé	<p>Over time, firms tend to develop relatively stable strategies and organisational arrangements. Radical departure from such patterns is infrequent, yet sometimes necessary for organisational effectiveness and survival. In this study, this article examines key factors that facilitate radical strategic and structural change and the performance consequences associated with each type of change.</p> <p>Source: Site Internet Inderscience Publishers</p>

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La crise financière

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