

Centre de recherche sur la gouvernance



BULLETIN DE VEILLE
Volume 4, No 4

AVRIL 2011



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

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

Dans ce numéro, nous vous présentons

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

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

Bonne lecture!

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RUBRIQUE DE COMMENTAIRES ET D'ANALYSES

Un des sujets de recherche du CERGO depuis le début a été l'étude des entreprises publiques. Sur le site du centre de recherche, le lecteur intéressé pourra trouver une récente revue de presse faite par Émilie Tremblay qui est présentement assistante de recherche au centre. Les gouvernements européens sont depuis le début de la crise en 2008 aller à la rescousse de leurs banques et aussi de leurs manufacturiers d'automobiles. Ils ne sont pas les seuls. Le gouvernement américain a fait la même chose. Dans le cas des banques en particulier, celles qui ont retrouvé la rentabilité ont voulu rembourser rapidement les gouvernements. Elles échappent ainsi à la nécessité de respecter les conditions des gouvernements dont celles sur les bonus qui avaient été très impopulaires chez les populations obligées de financer par leurs impôts des entreprises qui n'avaient pas su s'auto-réglementer et qui avaient à peine cessé de se verser des salaires princiers malgré la crise. Une interprétation des possibilités entourant ces nationalisations pour la gestion de l'économie de ces pays est offerte dans le cahier de recherche par Luc Bernier sur le sujet aussi sur notre site.

Le tableau complet des nationalisations qui a été mis à jour par Émilie Tremblay à la suite du travail de Geneviève Blouin, puis par Mathieu Faucher et Patrick Gauthier, illustre que les nationalisations ont été nombreuses et que le processus de remboursement est entamé. Ce tableau est aussi disponible sur notre site. Ces nationalisations se voulaient temporaires dans la majorité des cas. Le retrait de l'État permet d'un côté aux gouvernements d'éponger les déficits gonflés pour faire face à la crise mais, d'autre part, nuit à leur capacité d'orienter le développement économique en ayant une capacité de contrôle dans ces institutions financières. Dans les bulletins à venir, nous tenterons de suivre les publications sur les entreprises publiques et leur gouvernance ainsi que les mouvements de privatisation qui avaient été inversés depuis 2008. Nous allons aussi suivre les recherches présentement faites au CERGO sur les innovations dans le secteur public.

ÉVÈNEMENTS A VENIR

COLLOQUES, CONGRÈS ET CONFÉRENCES

Titre	Colorado Conference on Earth System Governance: Crossing Boundaries and Building Bridges
Organisateur	The Environmental Governance Working Group and the School of Global Environmental Sustainability at Colorado State University
Lieu/Date	Campus of Colorado State University in Fort Collins, Colorado, USA, 17-20 May 2011
Lien	http://cc2011.earthsystemgovernance.org/conference.html
Informations	<p>Establishing effective strategies for mediating the relationship between humans and the natural world represents one of the most daunting tasks in the quest for global environmental sustainability. Environmental problems, such as climate change, biodiversity loss, water quality and access problems, soil erosion and others, call into question the fundamental viability of how humans have organized the relationship between society and nature over the last two hundred years, creating an urgent need to identify and develop new strategies for steering societies towards a more sustainable relationship with the natural world.</p> <p>The Earth System Governance Project of the International Human Dimensions Programme on Global Environmental Change was launched in 2009 to address these problems of environmental governance. In this project “earth system governance” is defined as the interrelated and increasingly integrated system of formal and informal rules, rule-making systems, and actor-networks at all levels of human society (from local to global) that are set up to steer societies towards preventing, mitigating, and adapting to global and local environmental change and, in particular, earth system transformation, within the normative context of sustainable development. The Earth System Governance Project’s Science Plan is organized around five analytical problems. Architecture relates to the emergence, design and effectiveness of governance arrangements. Agency addresses questions of who governs the earth system and how. Adaptiveness research explores the ability of governance systems to change in the face of new knowledge and challenges as well as to enhance adaptiveness of social-ecological systems in the face of major disturbances. Accountability refers to the democratic quality of environmental governance arrangements. Finally, allocation and access concerns justice, equity, and fairness. These analytical problems are united by the cross-cutting themes of power, knowledge, norms and scale.</p>

Titre	CGBC 2011 - Corporate Governance and Business Conference (CGBC)
Organisateur	Academy of Business and Retail Management Research and Journal of Business and Retail Management Research
Lieu/Date	6th, 7th & 8th July 2011, Boston, USA.
Lien	http://www.ourglobal.com/event/?eventid=7820
Informations	<i>The recent financial crisis has created an impression, rightly or wrongly, of a wholesale failure in corporate governance. Considerable debate has ensued</i>

	<p><i>and various practitioners, policy makers and theorists have endeavoured to discover whether this is symptomatic of broader problems or the result of inadequacies in the regulation structure of the financial system. All who wrestle with this issue are aware of the need to encourage high standards of corporate governance without endangering entrepreneurialism, innovation and wealth creation. This whole issue has thrown into sharp relief the dialogue (or lack of it) between boards and shareholders. There is clearly no room for complacency in the areas of strategy and value-creation. Companies worldwide are now suffering a whole raft of problems many of which stem from liquidity and solvency in the global banking system. Increasingly the issue of Corporate Governance is one that warrants attention. From the American Bar Association's Model Business Corporation Act to the Turnbull Guidance (2005) considerable momentum has been building, a momentum added to considerably by the Enron debacle. The conference seeks to elucidate a wealth of issues related not just to Corporate Governance, but also business management and general business ethics. Contributions should therefore be of interest to scholars, practitioners and researchers in management in both developed and developing countries targeting a worldwide readership.</i></p>
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Titre	Governance Quality, Market Structure and Innovation: An International Conference
Organisateur	Economic Governance Research Group
Lieu/Date	Du 9 et 10 septembre 2011. University of Greenwich, London
Lien	http://www.economicgovernance.net
Informations	<p><i>The relationship between economic governance, market structures, network analysis and innovation has remained a relatively under-studied area of research. This has been the case despite extensive work on the relationship between governance quality and other economic outcomes such as growth, investment, and income distribution. In addition, potential synergies that may result from combining economic governance, market structure (i.e., level of competition), relational governance and network structures remain to be explored. Given this state of affairs, we aim to bring together innovative research papers that explore the relationship between innovation (measured through inputs or outputs at macro- or micro-level), economic/corporate/relational governance, and networks structures.</i></p>

ARTICLES, LIVRES ET MONOGRAPHIES

ORGANISATIONS PUBLIQUES / ENTREPRISES PUBLIQUES

- Entreprises publiques - Réformes

Titre	<i>Empowering Public Sector Employees to Improve Performance: Does It Work?</i>
Auteurs	Sergio Fernandez and Tima Moldogaziev
Publication	<i>The American Review of Public Administration. January 2011. Volume. 41, no. 1. Pages 23-47</i>
Source	Bibliothèque de l'ÉNAP
Résumé	<p><i>For more than a decade, public organizations have been adopting employee empowerment with the aim of improving performance and job satisfaction and promoting innovativeness. Our understanding of employee empowerment has been hindered by a dearth of empirical research on its uses and consequences in the public sector. Based on Bowen and Lawler's conceptualization of employee empowerment, this study explores the link between various empowerment practices and perceived performance in federal agencies. It is found that empowerment practices aimed at providing employees with access to job-related knowledge and skills and at granting them discretion to change work processes have a positive and substantively significant influence on perceived performance. Other empowerment practices geared toward providing employees with information about goals and performance and offering them rewards based on performance are found, however, to have little bearing on perceptions of performance.</i></p>

GOVERNANCE

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

Titre	The Mirage of Global Democracy
Auteur	Jaap De Wilde
Publication	<i>European Review, 2011. Volume 19, No. . Pages 5–18</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The literature about global democracy deals with two different types of democratization:</i></p> <p><i>. Type 1 is about spreading democracy across sovereign states as the basis for good governance. It focuses on the quality of the state/society-nexus: the balance between coercion, reward and identity.</i></p> <p><i>. Type 2 is about democratizing world politics as such. In its most concrete expressions it focuses on the relationship between international society (a community of states) and world society (a community of people).</i></p> <p><i>The contemporary structure of multilevel governance provides the rationale behind this: national democracies are ineffective in controlling essential centres of power. This implies a need to scale up democracy to global proportions. However, in Type 1 considerations the term democracy often is an empty shell. This blinds observers for checks and balances and types of pluralism in non-democratic states. It also blinds them for misuse of democratic claims in democratic states. Aspiring global democracy in terms of Type 2 ignores that the presence of a central authority is a precondition inherent to the concept of democracy. Democratic theory cannot escape and is consequently caught up in its preconditions of a people and a government.</i></p>

ADMINISTRATION PUBLIQUE / PARAPUBLIQUE / L'ÉTAT

- Intérêt général / biens publics
- Développement durable et environnement

Titre	Governing Electronically: E-government and the Reconfiguration of Public Administration, Policy and Power
Auteur	Paul Henman
Publication	Palgrave Macmillan, New York. Éditions du Rocher. 2010. 288 pages
Source	Bibliothèque de l'ÉNAP
Résumé	<i>While technology is increasingly a central component for the operation of government, its role is poorly understood. This ground-breaking and insightful book uniquely utilizes Foucault's governmentality approach to examine the nature of contemporary, technologically-facilitated government. Drawing on six detailed case studies of e-government in welfare, health and taxation, the book demonstrates that information technology is more than just a tool for politicians and policy-makers, but contributes to the very substance and reconfiguration of public administration, public policy, power and citizenship. Moreover, governmental changes are analysed in terms of networks, risk, speed, complexity, power and citizenship.</i>

Titre	David and Goliath: Diaspora Organizations as Partners in the Development Industry
Auteur	Jennifer M. Brinkerhoff
Publication	public administration and development. 2011. Volume 31. Pages 37–49
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>Diasporas are a potential resource for development and are receiving more attention from governments, international donors, and other development actors. Increasing rapprochement among these actors for the purpose of development may yield a mix of costs and benefits, depending on how it evolves. This article draws lessons from NGOs' experience; identifies diasporas' potential comparative advantages for development; illuminates limitations to their instrumentalization by these actors; and provides assessment tools and frameworks for informing strategic partnerships that can sustain diasporas' organization identity over time. Attention to diasporas as potential development actors rarely moves beyond remittances, though diasporas may embody a range of significant comparative advantages. For example, diasporans may come from the poorest, most marginalized places in their country of origin (COO), and may be the only actors with sustained reach and interest into these locations and populations. The analysis focuses on informing DOs' decision-making with respect to strategically partnering with governments and donors to advance shared development aims. On their part, if donors and governments seek to maximize diaspora development contributions rather than rushing to instrumentalize diasporas, they would do well simply to embrace diasporans as independent partners, not extensions of their own agendas.</i>

POLITIQUES PUBLIQUES / THÉORIE

- Nationalisation
- Privatisation

Titre	Public–Private Partnerships Policy and Practice: A Reference Guide
Auteur	Edited by H.K. Young
Publication	Governance and Institutional Development Division of the Commonwealth Secretariat. London. 2010. 208 pages.
Source	Bibliothèque de l'ÉNAP
Résumé	<p><i>Public–Private Partnerships Policy and Practice is a comprehensive reference guide on PPP theory and practice for senior policy-makers and other public sector officials in developing countries. The guide focuses on the key lessons learned – and emerging best practice – from successful and failed PPP transactions over the past thirty years.</i></p> <p><i>The guide avoids jargon and explains relevant concepts in non-specialist language. Key points are summarised at the beginning of each section and provide an overall high-level outline. References are provided throughout and at the end of each section to allow the reader to access further information on specific issues.</i></p>

Titre	Re-Evaluating the underlying Premises of Free Market Privatization in Current Dispensation
Auteur	Darlington C. Richards, Morgan and Gladson I. Nwanna
Publication	International Business & Economics Research Journal. November 2010. Volume 9, Number 11. Pages 17-20.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The contextual framework or policy orthodoxy persuading the implementation of privatization was the prevalent thinking that economic systems functioned best in a "free market", with little or no government intervention. The contextual framework or policy orthodoxy persuading the implementation of privatization was the prevalent thinking that economic systems functioned best in a "free market", with little or no government intervention. In the same vein was the belief that a more productive allocation and rationalization of factors of production will dictate a wholesale transfer from public to private sector of the ownership and control of productive assets, their allocation and pricing, including the residual profits flowing from them. The most effective vehicle for such implementation of free market privatization was adjudged to be unfettered deregulation. To the extent that it enabled the untangling of bureaucratic impediments to the inflow and retention of capital to the countries by way of foreign direct investment (EDI) and portfolio investment (PI), including the repatriation of resultant profits, it was a welcome outcome. Unfettered deregulation, as clearly manifested in recent years, particularly in well-known developed economies, appears to have produced an outcome</i></p>

	<p><i>substantially inconsistent with the traditional suppositions, begging the obvious question in the minds of academicians and policymakers alike. Where to, from here? The answer to the apparent conflict and/or contradiction is more urgent in the developing and emerging economies where privatization, and in a broader sense, the ideas and practices based on free market principles and on free market prescriptions have been promoted and sold as sacrosanct, if not necessary for their economic growth and survival. Given the current state of the global financial market which, at best, can be said to be in a state of flux, and the myriads of supposedly economic development initiatives invoking the likes of privatization and deregulation, we are tempted to ask the following questions: Are there any fixes? Could there be better, more accommodating alternative assumption(s), doctrine(s) or paradigm(s)?</i></p>
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POLITIQUES ECONOMIQUES/BUDGETAIRES

- Rationalité limitée
- Économie du savoir

Titre	Governing on the Edges: Globalization of Production and the Challenge to Public Administration in the Twenty-First Century
Auteurs	George Abonyi and David M. Van Slyke
Publication	Public Administration Review • December 2010 • Special Issue. Pages S33-S45
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Globalization means many things for governments around the world in terms of governance. Questions that are left unexplored in the public administration literature are what changes in the globalization of production mean for governments and their relationships with business and civil society, and what the implications are for public administration. The authors develop a conceptual framework that governments can use to shape their interactions with business in more strategically and mutually beneficial ways. The data are derived from extensive fieldwork in the emerging economies of Southeast Asia. Key challenges to government include the importance of understanding global value chains, value chain-related trade facilitation, investment in logistics, the strengthening of enterprise clusters, effective education, skill development and training, and the governance risks inherent in value chains and networks. The essay concludes with a discussion of five key considerations for public administration in thinking, planning, and acting strategically in relationships with the private sector regarding the globalization of production. These considerations are crucial for creating business environments that strengthen economic development and manage societal concerns in ways that are aligned with public values.</i></p>

Titre	The Electoral Consequences of Large Fiscal Adjustments
Auteurs	Alberto Alesina, Dorian Carloni and Giampaolo Lecce
Publication	First Draft – Octobre 2010
Lien	Article disponible via Robert Poirier
Résumé	<p><i>The conventional wisdom regarding the political consequences of large reductions of budget deficits is that they are very costly for the governments which implement them: they are punished by voters at the following elections. In the present paper, instead, we find no evidence that governments which quickly reduce budget deficits are systematically voted out of office in a sample of 19 OECD countries from 1975 to 2008. We also take into consideration issues of reverse causality, namely the possibility that only "strong and popular" governments can implement fiscal adjustments and thus they are not voted out of office "despite" having reduced the deficits. In the end we conclude that many governments can reduce deficits decisively avoiding an electoral defeat.</i></p>

ENERGIE

Titre	The Impact of Energy Asset Privatisation on State Government Debt Management and Service Provision in Victoria and New South Wales
Auteur	Malcolm Abbott
Publication	Australian Journal of Public Administration. March 2011. Volume 70, Issue 1. Pages 94–104.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>The purpose of this article is to look at the impact of the privatisation of the electricity and gas industries in the state of Victoria on the level of state government debt and subsequent ability of the state to deliver public services in the areas of health, education and law and order. In order to undertake this, a comparison is made with the state of New South Wales (NSW), where the privatisation of the electricity industry was often debated during the 1990s and 2000s, but never undertaken.</i>

Titre	Energy, Convenient Solutions
Auteur	Howard Johnson
Publication	Senesis Word Publishing. USA. 2011. 382 pages.
Source	Via la Bibliothèque de l'ÉNAP
Résumé	<p><i>This book is about energy, energy systems, energy use, fuels, and fuel use. It describes some history of energy and fuels, their sources, practicality, and uses. It also describes many new and revolutionary materials and systems that could be solutions to the current energy crisis. The best combination of the solutions described could solve our energy crisis in just a few years, a decade at most. The real problem is in enacting these solutions. Implementation will be dependent on varied systems of interacting disciplines, companies, researchers, investors, and governments.</i></p> <p><i>The author recognizes and uses a number of language conventions that are now quite common with which he does not agree. For example, carbon dioxide is quite commonly referred to as a “greenhouse gas,” a serious misnomer. The physical processes by which all gasses, including carbon dioxide, absorb, hold, and radiate heat energy in the atmosphere is completely different from that which holds heat in an actual greenhouse, the “greenhouse effect.” Also and related, “Global Warming” has come to have a very specific meaning that the author finds is far more an emotional belief system than a provable reality. Nevertheless, these terms and others, are used in the text where they convey their now common meanings. Incidentally, some individuals are now applying another term to carbon dioxide that is categorically false. That term, applied strictly for political reasons, is “pollutant.” carbon dioxide is no more an air pollutant than is water, argon, or nitrogen and the term, “pollutant” will not be used to describe carbon dioxide in this book. There are other terms that are similarly incorrect but have crept into the language by common usage.</i></p> <p><i>The many forces that will shape our energy systems.</i></p>

STRATEGIE

Titre	Enterprise Risk Management: A Review of Prevalent Practices
Auteurs	Joseph Rizzi, Betty J. Simkins, and Karen Schoening-Thiessen
Publication	The Conference Board of Canada. Canada. 2011. 22 pages
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Enterprise risk management (ERM) is a process that is critical to an organization's risk governance framework. While organizations are pursuing ERM, many are at different stages in the journey, and most have adopted diverse structures and risk governance practices. In fall 2009, The Conference Board of Canada conducted a multi-industry online survey on various aspects of ERM. The purpose was to provide benchmarking data on the most prevalent risk governance practices, followed by an in-depth interview process (published in a separate report) to gain a clearer understanding of why organizations have adopted certain risk management, risk oversight, and governance practices. This report describes the key findings from the survey.</i></p>

Titre	Comment intégrer le développement durable à la stratégie?
Auteur	Serge Poisson-de-Haro
Publication	Revue Gestion – HEC Montréal. Volume 36, Numéro 1. Printemps 2011. Pages 56 - 65
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>De nombreuses organisations ont décidé de transformer leurs processus dans l'optique du développement durable en prenant en compte non seulement les effets économiques de leurs activités, mais aussi leurs effets sociaux et environnementaux. Toutefois, pour la plupart des entreprises, il reste un long chemin à parcourir afin de faire vraiment du développement durable, car elles n'ont pas encore changé leurs façons de faire par manque de moyens, de savoir-faire ou de volonté. Comment les entreprises peuvent-elles se positionner, puis mettre en œuvre des plans d'action en matière de développement durable? Quel type de changement devraient-elles apporter? Cet article vise à aider les entreprises à mieux comprendre les enjeux du développement durable et à proposer une démarche cohérente par rapport à leurs ambitions stratégiques. Nous présentons les trois étapes de l'intégration du développement durable : analyser la performance économique, environnementale et sociale de l'entreprise; évaluer les enjeux du développement durable pour l'entreprise et l'industrie; adopter une position face au développement durable accordée avec l'importance de ce défi pour l'entreprise et sa capacité à le gérer. Plusieurs exemples illustrent nos propos. En outre, notre analyse de l'intégration du développement durable dans l'industrie de l'électricité en Espagne nous amène à constater que, dans un même secteur, des entreprises peuvent adopter un positionnement qui leur est propre. Mots clés : développement durable, durabilité, sustainability, responsabilité sociale, éthique, environnement.</i></p>

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

Titre	<i>Les Capacités Organisationnelles de l'administration Électronique : Cas d'un organisme au Gouvernement du Québec</i>
Auteurs	Soumaya Ben Dhaou et Gilles St-Amant,
Publication	<i>Gestion 2000. Novembre - décembre 2010. Pages 95-112</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>Le développement de l'Administration électronique (Ae) amène une importante transformation dans les organisations publiques. Cette transformation est caractérisée par des changements rapides, continus et à différents niveaux. Les organisations publiques se trouvent alors contraintes d'être capable de se renouveler en permanence. Ainsi, l'organisation doit avoir à sa disposition les capacités organisationnelles (CO) nécessaires pour adopter les stratégies organisationnelles adéquates pour faire face à cette évolution rapide de l'environnement.</i>

Titre	<i>Using BPM governance to align systems and practice</i>
Auteurs	Gaby Doebeli, Ron Fisher, Rod Gapp and Louis Sanzogni
Publication	<i>Business Process Management Journal, Volume 17, No. 2, 2011. Pages 184-202</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<i>The purpose of this paper is to propose a business process management (BPM) governance model that sets BPM decision making, along with roles and responsibilities. The setting context of the study is a government-owned corporation operating in Australia. The approach is a qualitative case study that examined and analysed organisational documents using a content analysis. Results of document analysis are used to inform a series of in-depth interviews of key stakeholders in the organisation. Interviews are analysed using a constant comparison method to derive themes and build categories of description. The interpretation of the results of thematic analysis against the framework of the BPM governance model leads to findings that include implications for theory and practice. In practical terms, the research shows how BPM practice can be aligned and integrated with the corporate governance and management systems in the selected case study organisation. Relating to the literature, the paper addresses a gap relating to how to deploy BPM governance in an organisation.</i>

MANAGEMENT ET CULTURE D'ENTREPRISE

Titre	Exercer la Saine Gestion : Gouvernance, Éthique managériale et Audit de saine gestion
Auteur	Bernard Brault
Publication	Publications CCH Ltée, Québec, 2010 - 464 pages
Source	Bibliothèque de l'ÉNAP
Résumé	<p><i>Dans un système économique de libre marché, la confiance demeure l'élément central qui permet d'établir nos relations et nos transactions d'affaires. Cette 4e édition revue et augmentée, arrive à un moment où plus que jamais la probité, la transparence et l'abnégation des décideurs sont remises en question. Gouvernance et gestion ne sont que trop souvent associées à malversation, copinage, gaspillage et corruption. En première partie, ce livre vient en aide aux gestionnaires intègres et compétents qui sont dévoués et loyaux à leur organisation et qui n'ont que peu ou rarement de reconnaissance ni de moyens pour démontrer leur intégrité. Par la suite nous décrivons la méthodologie de l'Audit de Saine Gestion qui permet de faire ressortir les risques liés au management par une analyse de conformité aux Principes de Saine Gestion Généralement Reconnus colligés par l'Ordre des Administrateurs Agréés du Québec (OAAQ).</i></p> <p><i>Cette nouvelle édition présente trois nouveaux chapitres. Nous abordons la question de l'éthique managériale qui est fort différente de l'éthique des affaires ou l'éthique des entreprises. L'éthique managériale est un des intrants du concept de Saine Gestion et de l'obligation de Saine Gestion. Un second chapitre aborde un aspect inédit de l'Affaire Norbourg. Révélation choc: Et si un audit de Saine gestion avait été conduit avant le scandale? Finalement, le troisième chapitre fait état du développement d'un Cadre de Saine Gestion pour les Centres de petite enfance (CPE) au Québec.</i></p>

Titre	The Governance of Corporate Sustainability
Auteurs	Claudia Kruse and Stefan Lundbergh
Publication	Rotman International Journal of Pension Management. Fall 2010. Volume 3 • Issue 2. Pages 46-51
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>This article assesses the current status of the governance of corporate sustainability. It does so from the perspectives of both corporations and of institutional investors. Topics covered include the evolution of responsible ownership, the required integration of corporate governance and sustainability agendas, implications for Board composition, alignment with incentive strategies, and stakeholder engagement mechanisms. We close with an action agenda that would take the governance of corporate sustainability to the next level.</i></p>

RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE

Titre	Reason, emotion, and the problem of world poverty: moral sentiment theory and international ethics
Auteur	Renee Jeffery
Publication	International Theory. Cambridge University Press, 2011. Volume 3, Pages 143–178.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>This article defends a sentimentalist cosmopolitan approach to international ethics against the rationalist cosmopolitan claim that emotions ought to be subjugated by their master, reason, and in processes of ethical deliberation. It argues that emotions play an indispensable role in making moral judgements and help to motivate ethical actions. Drawing on elements of 18th century moral sentiment theory and recent advances in neuroscience and psychology, the article demonstrates that reason and emotion are intimately linked forms of reflective thought, that emotion is central to reason and, far from disrupting processes of ethical deliberation, may actually enhance our ability to make moral judgements. Focusing on the problem of global poverty, the article shows that a sentimentalist cosmopolitan ethic provides a holistic approach to moral dilemmas in world politics that is capable of identifying injustices, prescribing how we ought to respond to them, and motivating ethical action in response to the injustices we observe.</i>

Titre	Building Sustainable Integrity into Organizational Strategy and Operations
Auteurs	Andrea Bonime-Blanc and Anne Nobles
Publication	ExecutiveAction Series. The Conference Board. No. 347. April 2011. 10 Pages
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>In today's world of Twitter, YouTube, WikiLeaks, and cable news, every misstep by an organization may be highlighted, scrutinized, and sensationalized. To avoid being wrongfully labeled as a corporate "villain," it is important to have a well operating ethics, compliance, and integrity program that is integrated into the company's business operations and strategy.</i>

GESTION DE CRISE

Titre	Managing Transboundary Crises: Identifying the Building Blocks of an Effective Response System
Auteurs	Chris Ansell, Arjen Boin and Ann Keller
Publication	<i>Journal of Contingencies and Crisis Management, December 2010, Volume 18, Issue 4. Pages 195–207.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>In recent years, crises have become increasingly transboundary in nature. This exploratory paper investigates whether and how the transboundary dimensions of crises such as pandemics, cyber attacks and prolonged critical infrastructure failure accentuate the challenges that public and private authorities confront in the face of urgent threats. We explore the transboundary dimensions of crises and disasters, discuss how an increase in 'transboundedness' affects traditional crisis management challenges and investigate what administrative mechanisms are needed to deal with these compounded challenges. Building on lessons learned from past crises and disasters, our goal is to stimulate a discussion among crisis management scholars about the political-administrative capabilities required to deal with 'transboundary' crises.</i></p>