

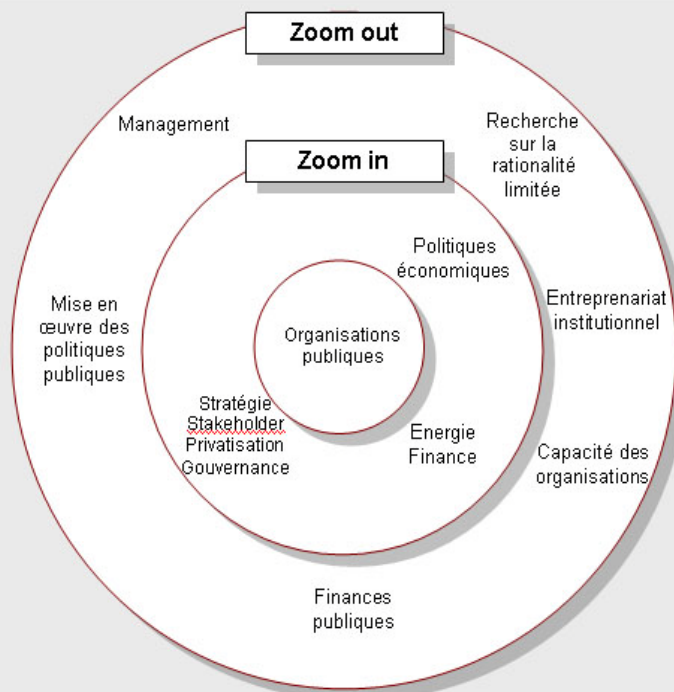
Centre de recherche sur la gouvernance



**BULLETIN DE VEILLE**

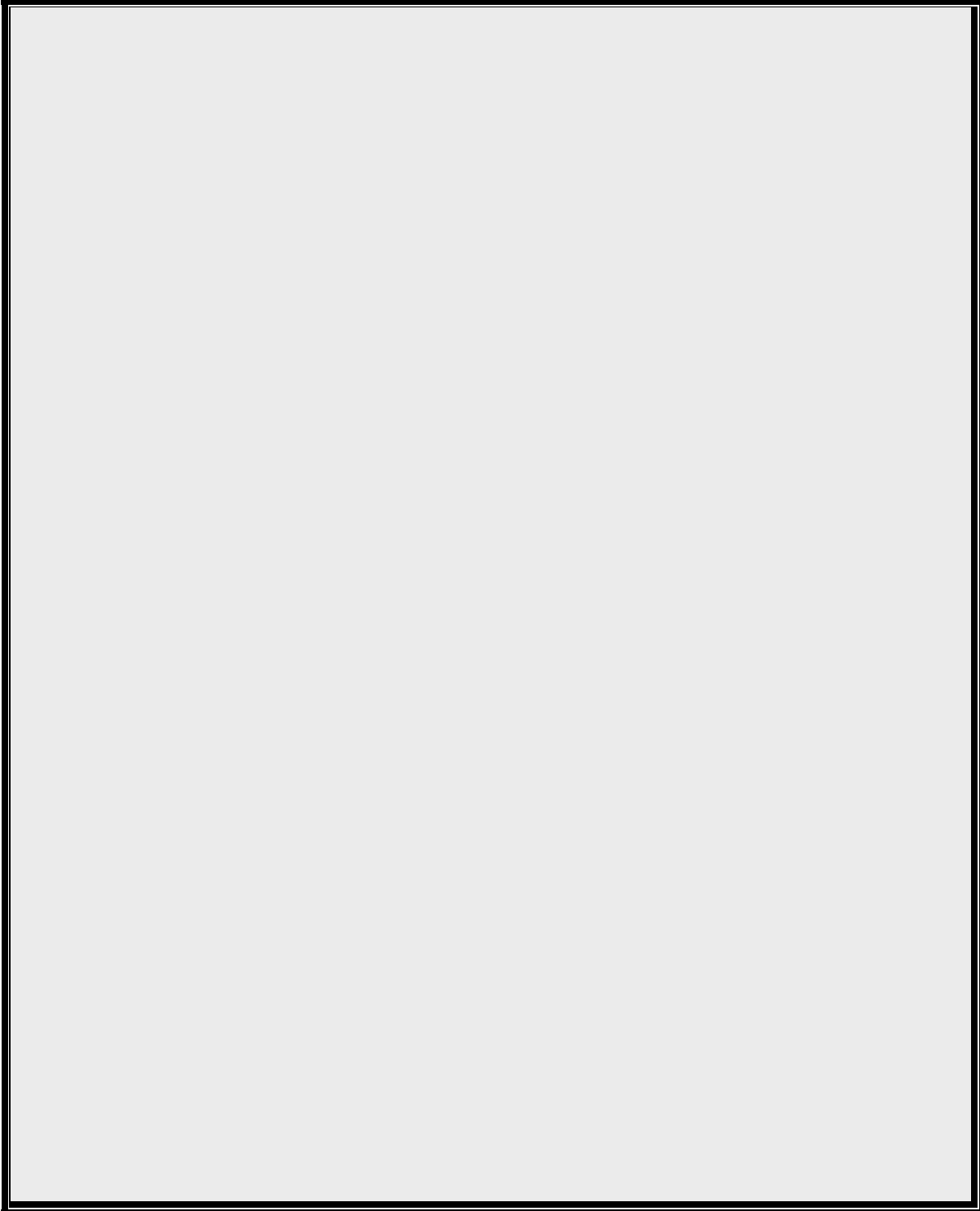
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École nationale d'administration publique

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 académique 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

Administrateur associé et coordonnateur, CERGO

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## RUBRIQUE DE COMMENTAIRES ET D'ANALYSES

### ***La reconstruction d'Haïti ... et de sa gouvernance : un constat après un an***

Près de 13 mois après que le tremblement de la terre eut laissé la destruction et la désolation en Haïti, il y a lieu de se demander si la situation actuelle est indicative d'une renaissance d'un pays, mais pas de celui d'avant la catastrophe, mais d'un pays avec une dynamique économique et de gouvernance suffisante pour amener à long terme une qualité de vie aussi belle que son climat.

Il n'y a pas de doute que le peuple haïtien est résilient. Les citoyens de ce pays persévèrent et démontrent un courage quotidien. Nul doute non plus que les autres pays, par les organisations gouvernementales ou les organismes à but non lucratifs (ONG), ont fourni des moyens en expertise et en capitaux. Et un processus de gouvernance a été créé spécialement pour encadrer la reconstruction du pays : une Commission Intérimaire pour la Reconstruction d'Haïti, avec comme co-président Bill Clinton, un Fonds de Reconstruction d'Haïti et un Plan d'Action pour le Relèvement et le Développement d'Haïti en mars 2010. Ce dernier plan parle d'une vision « pour la refondation d'Haïti », soit une opportunité pour « qu'Haïti devienne un pays émergent d'ici 2030 ».

L'argent est là, la participation des pays est réelle. Et pourtant les résultats concrets de reconstruction du pays sont navrants. La très grande majorité du million de citoyens déplacés par la tragédie vit encore dans des camps de fortune et devra y vivre encore longtemps si l'on tient compte qu'en janvier, seulement 5% des débris étaient enlevés. Pourquoi une structure de gouvernance avec pour conséquence si peu de résultats? Nous sommes encore loin d'une renaissance.

À l'intérieur de cette structure de gouvernance, la place prédominante de l'autorité est entre les mains de dirigeants politiques haïtiens. Mais antérieurement à la date tragique du 12 janvier 2010, ces dirigeants ont coordonné la gestion d'un État fragile tant au plan politique qu'économique et sociale : instabilité institutionnelle et sociale persistante, niveau très élevé de pauvreté et un système éducatif sous-développé, pour ne citer que quelques éléments de fragilité. Ces mêmes dirigeants n'ont pas vu et participé à un État stable et prospère qui est la nouvelle vision de la *refondation* d'Haïti. Serait-il possible alors que les dirigeants haïtiens n'aient pas l'étoffe pour gouverner une telle reconstruction? Que faire, en trouver de nouveaux? L'on sait que le processus électoral enclenché au cours de la dernière année, malgré le désarroi de la société haïtienne, a plutôt exacerbé l'instabilité plutôt que la réduire. Et comme ce processus est toujours en cours, le leadership demeurera latent encore longtemps, trop longtemps pour conduire la reconstruction d'un pays.

Dans le prochain bulletin, je proposerai une avenue originale de gouvernance pour accélérer la reconstruction du pays. Tout en respectant les sains principes de gouvernance, cette avenue s'appuiera sur un autre principe fondamental que le bien-être de l'humain transcende les frontières nationales.

Robert Poirier

# ÉVÉNEMENTS A VENIR

## COLLOQUES, CONGRÈS ET CONFÉRENCES

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| Titre        | <b>10ème Conférence Internationale de Gouvernance</b>   |
| Organisateur | <b>L'Association Académique Internationale de Gouvernance (AAIG)</b>  |
| Lieu/Date    | <b>Du 30 au 31 mai 2011, Montréal, Québec, Canada</b>   |
| Lien         | <a href="http://www.aaig-asso.com/cig2011">http://www.aaig-asso.com/cig2011</a>   |
| Informations | <p>Organisée par l'École de gestion John-Molson, cette conférence sera l'occasion de réunir les chercheurs qui s'intéressent à la gouvernance d'entreprise qui est le point de rencontre de nombreuses disciplines, principalement la gestion, la finance, le droit et l'économie.</p> <p>Les papiers, rédigés en français ou en anglais, doivent être envoyés en format électronique (word ou pdf) à <a href="mailto:cig2011.Montreal@gmail.com">cig2011.Montreal@gmail.com</a> <b>avant le lundi 21 février 2011.</b></p> |

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| Titre        | <b>International Conference on Sustainable Development</b>  |
| Organisateur | <b>Institut d'administration publique du Canada (IPAC)</b>  |
| Lieu/Date    | <b>Du 5 au 7 décembre 2011, Putrajaya, Malaisie.</b>  |
| Lien         | <a href="http://www.ontariointernational.org/ConferenceMalaysia2011.htm">http://www.ontariointernational.org/ConferenceMalaysia2011.htm</a>   |
| Informations | <p><i>This conference has the following objectives:</i></p> <ul style="list-style-type: none"> <li>• <i>to provide an interdisciplinary forum on global sustainable development for practitioners and academics;</i></li> <li>• <i>to foster dialogue among various stakeholders, including senior level policy makers, academics, and practitioners;</i></li> <li>• <i>to propose multidisciplinary strategies for economic, sociopolitical, cultural, and institutional changes;</i></li> <li>• <i>to allow stakeholders to share their experiences and research results about all aspects of sustainable human and social development;</i></li> <li>• <i>to discuss the practical challenges encountered in promoting sustainable development and the solutions adopted; and</i></li> </ul> <p><i>The International Conference on Sustainable Development consists of four main sessions:</i></p> <ul style="list-style-type: none"> <li>• <i>Sustainable Social and Human Development;</i></li> <li>• <i>Social Sciences and Humanities;</i></li> <li>• <i>Human Rights and Good Governance;</i></li> <li>• <i>Sustainable Development</i></li> </ul> |

## ARTICLES, LIVRES ET MONOGRAPHIES

### *ORGANISATIONS PUBLIQUES /ENTREPRISES PUBLIQUES*

- Entreprises publiques - Réformes

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| Titre       | <b>LA GOUVERNANCE DES SYSTÈMES MULTI-ORGANISATIONNELS</b><br><b><i>L'exemple des services sanitaires et sociaux au Québec</i></b>   |
| Auteurs     | <b>Alain Dupuis et Luc Farinas</b>  |
| Publication | <b><i>Revue française d'administration publique. 2010/3 - n° 135. Pages 549 à 565</i></b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <i>Cet article porte sur l'organisation globale des systèmes multi-organisationnels de santé et de services sociaux et utilise le cas québécois pour approfondir la question. Il adopte une perspective ancrée dans les sciences de l'organisation et s'inspire essentiellement de travaux anglo-saxons pour analyser le principe central de bien des réformes structurelles, celui de l'intégration hiérarchique et formelle des systèmes dont il fait une analyse critique. Il met ensuite en valeur le recours à des mécanismes à base d'ajustement mutuel pour assurer l'organisation d'ensemble des systèmes multi-organisationnels de santé et de services sociaux.</i> |

## GOUVERNANCE

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

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| Titre       | <b>The Relationship Between Corporate Governance and Financial Performance: An Empirical Study of Canadian Firms</b>   |
| Auteurs     | <b>Peter A. Stanwick and Sarah D. Stanwick</b>   |
| Publication | <b><i>The Business Review. Cambridge. December 2010. Volume 16. Numéro 2. Pages 35-41.</i></b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>  |
| Résumé      | <i>The focus of this paper is to examine whether good corporate governance yields higher financial performance than poor governance for Canadian firms. Using the rankings of the Best and Worst Board of Directors ranked by Canadian Business in 2007, the results showed that overall board performance does impact firm performance. The results showed that firms with a higher level of accountability of the board of directors had superior financial performance. The results also showed a significant inverse relationship between board independence and financial performance. The results demonstrated that corporate governance is critical in the ability of the firm to enhance their financial position. In addition, the results showed that the board must be accountable for their actions to ensure that the firm is able to achieve a strong financial performance. Furthermore, the results showed that boards that are dominated by insider board members yielded superior performance by the firm.</i> |

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| Titre       | <b>Fondements théoriques pour une régulation d'Internet: La Légitimation faible et la réflexivité forte</b>   |
| Auteurs     | <b>Bernard Fallery et Florence Rodhain</b>  |
| Publication | <b><i>Systèmes d'information et Management. Septembre 2010. Volume 15. Numéro 3. Pages 41-70</i></b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <i>La gouvernance d'Internet arrive au premier plan des préoccupations internationales, mais apparaît aujourd'hui dans une impasse, à la fois au niveau pratique des régulations quotidiennes mais aussi au niveau théorique si</i> |

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|  | <p><i>elle ne s'appuie que sur une vision contractuelle issue de la Corporate Governance. L'objectif est ici de proposer les fondements théoriques nécessaires pour élaborer des modes alternatifs de régulation de ce réseau de réseaux. La première partie expose un état des forces en présence et des questions posées, en opposant deux visions : celle de la « société de l'information » à celle de « sociétés du savoir ».</i></p> <p><i>(suite)</i></p> <p><i>Dans une deuxième partie on présente alors une proposition théorique fondée sur deux concepts issus des recherches sociologiques : la légitimation faible et la réflexivité forte. Au final il apparaît que l'évolution vers les deux scénarios possibles, une démocratie directe sans hiérarchie ou une démocratie représentative ordonnée, passera par une même culture intermédiaire, celle de la solidarité et de la sécurité collective. La discipline des systèmes d'information doit apporter son éclairage sur les conditions de cet apprentissage inter-organisationnel.</i></p> |
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| Titre       | <b>Governance, Structure, and Democracy: Luther Gulick and the Future of Public Administration</b>  |
| Auteurs     | <b>Kenneth J. Meier</b>   |
| Publication | <b>Public Administration Review. December 2010. Special Issue. Numéro 3. Pages S284-S291</b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <p><i>Luther Gulick was both an academic and a reformer. In the latter role, he thought seriously about what the future of public administration might look like. This essay examines his work as a lens through which to view the future of public administration in 2020. Gulick suggests that public administration needs a governance orientation to link scholarship with the realities of practice, a recognition of the bias of structures, a stress on the informal elements of organization, additional research on almost every question, a recognition of the importance of ethics, a stress on the importance of context, and a fundamental appreciation of the role that public management plays in fostering democracy.</i></p> |

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| Titre       | <b>A model for improving board performance: The case of a national sport organization</b>   |
| Auteurs     | <b>Lesley Ferkins, Gael McDonald and David Shilbury</b>   |
| Publication | <b>Journal of Management &amp; Organization. September 2010. Volume 16. Issue 4. Pages 601-621.</b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <p><i>The transition of many sport organisations from being predominantly volunteer-administered and anchored in an amateur ethos to professionally managed</i></p> |



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|  | <p><i>entities has created unique challenges for the governance of sport.</i></p> <p><i>This paper provides a contribution to the governance literature through the presentation of a situational case where a four-stage model, drawn from an action research approach, has been used for developing a board's strategic capability and subsequent improvement in organisational performance. Action research is founded on the premise that change and research are not mutually exclusive and that dual foci on improving practice and developing theory are possible (Coghlan &amp; Brannick, 2001).</i></p> <p><i>(suite)</i></p> <p><i>Utilising a national sport organisation (NSO) in New Zealand the study developed and tested a structured model for improving board functioning and, specifically, strategic contribution. While the case to which the model has been applied is an NSO, the model and the subsequent reflections have value for non-profit as well as commercial entities particularly with regard to a greater understanding of the mechanisms associated with balancing the performance and conformance roles of the board.</i></p> |
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## ADMINISTRATION PUBLIQUE /PARAPUBLIQUE /L'ÉTAT

- Intérêt général /biens publics
- Développement durable et environnement

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| Titre       | <b><i>The Reform of Governance</i></b>  |
| Auteurs     | <b>Edited by Yu Keping</b>  |
| Publication | <b><i>Social Scientific Studies in Reform Era China. Kononklijke. The Netherlands. Also by Social Sciences Academic Press. Beijing. China. 2010. 475 pages</i></b>  |
| Source      | <b>Bibliothèque de l'ÉNAP, JQ 1510 Z63 2010</b>   |
| Résumé      | <i>The Reform of Governance is a translated collection of articles providing a look at how scholars in China have been assessing their country's recent governmental history. This volume, as well as the others in the SSRC series, provides Western scholars with an accessible English-language look at the state of current Chinese scholarship, and as such, does not simply provide information for the direct study of economic issues, but also for meta-level analysis of the interplay of China's policy, scholarship, and economy. Specific topics include democratic reforms, electoral rules, accountability and social welfare.</i> |

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| Titre       | <b>Sustainability as a Conceptual Focus for Public Administration</b>                     |
| Auteur      | <b>Daniel J. Fiorino</b>  |
| Publication | <b>Public Administration Review. December 2010. Volume 70. Special Issue. Pages 78-88</b> |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>           |
| Résumé      | <i>This article argues that sustainability should define the conceptual focus for the</i> |

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|  | <p><i>field of public administration in the coming decade. Sustainability involves three systems: environmental, economic, and political/social systems. The challenge of governance, and thus of public administration, is to sustain each of these systems on its own while maintaining an appropriate balance among them. The article defines the sustainability concept, and its environmental component in particular, in ways that are relevant to public administration; assesses the validity of the concept in terms of the interrelationships and interdependencies among the three systems; and suggests the implications for the field. By integrating knowledge and study of the environmental system with the traditional competence in the political/social and economic systems that is expected in the field, public administrators may achieve a more theoretically complete and empirically valid foundation for education, research, and practice.</i></p> <p><i>And just as many apparently insoluble problems have eluded solution until someone discovered the “right” way to view them, so it may be that our failure to cope adequately with certain large and complex problems of our time is a consequence of failure to see the unifying elements in the complexity.</i></p> |
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| Titre       | <b><i>Le CHUM: une tragédie québécoise</i></b>   |
| Auteurs     | <b>Robert Lacroix et Louis Maheu</b>   |
| Publication | <b><i>Les Éditions du Boréal. Montréal. Québec. Canada. 2010. 320 pages</i></b>  |
| Source      | <b>Bibliothèque de l'ÉNAP, RA 983 M62 L147 2010.</b>   |
| Résumé      | <p><i>Tout le monde a bien sûr entendu parler de la saga du CHUM, ce centre hospitalier universitaire qui devait ouvrir ses portes en 2005. Études, attermolements, tergiversations, nouvelles études contradictoires, coups de force et coups de théâtre se sont succédé sans qu'une seule pelletée de terre ait été levée. Ce que l'on sait moins, c'est que le projet de construire un hôpital rattaché à l'Université de Montréal remonte en fait à... 1927. Cela fera donc bientôt un siècle que Montréal attend son hôpital universitaire francophone, et rien ne laisse croire assurément que celui-ci verra le jour dans un avenir prochain.</i></p> <p><i>Pourquoi la plus grande université québécoise, l'une des universités françaises les plus prestigieuses du monde, ne dispose-t-elle pas d'un hôpital universitaire à la hauteur de sa mission ?</i></p> <p><i>(suite)</i></p> <p><i>Quelle conjonction d'événements a permis un tel gaspillage de temps et de ressources ? Quels rapports de force ont joué, en public ou en coulisses ? Quelles ambitions politiques étaient à l'œuvre, ouvertes ou secrètes ? Quel a</i></p> |

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|  | <i>été le rôle des divers partis politiques et des gouvernements en place ? Comment la machine bureaucratique de l'État est-elle intervenue ? Quel rôle ont joué les médias et les groupes de pression ? Quelles erreurs de perception et de communication ont usé la patience de la population ?</i> |
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| Titre       | <b><i>The Study of Local Public Economies: Multi-organizational, Multi-level Institutional Analysis and Development</i></b>   |
| Auteurs     | <b>Ronald J. Oakerson and Roger B. Parks</b>  |
| Publication | <b>The Policy Studies Journal. Volume 39. Numéro 1. 2011. Pages 147-167</b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <i>One important extension of the IAD framework has been to the study of local public economies. These are multi-organizational, multi-level arrangements defined as the set of governmental jurisdictions, public and nonprofit agencies, and private firms that interact in various patterns to provide and produce public goods and services within a specific locality or region. Commonly, the localities or regions studied from this perspective have been U.S. metropolitan areas, often defined as a central city and its surrounding or adjoining county. Localities can be delineated, however, on various terms, and in the IAD framework, it is the geo-physical nature of a locality that, in substantial part, drives the analysis. One of the strengths of the approach is its capacity to explain local variations in public organization as a function of the geo-physical diversity of localities, while at the same time developing empirical generalizations and normative principles that apply across diverse regions. What, for example, might the organization and governance of a complex metropolitan area have in common with the organization and governance of a complex protected area, such as the greater Yellowstone eco-region or the Adirondack Park? Construing both sorts of regions as local public economies can enhance our overall understanding of public organization at the same time that it permits a more nuanced understanding of diverse localities. Such work contributes to the ongoing IAD project of "understanding institutional diversity."</i> |

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| Titre       | <b><i>Delivering on Sustainability's Global and Local Orientation</i></b>   |
| Auteurs     | <b>Eva Marie Collins and Kate Kearins</b>   |
| Publication | <b>Academy of Management Learning &amp; Education. 2010. Volume 9. Numéro 3. Pages 499-506</b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <i>A sustainability instructor takes her graduate-level sustainability class to an eco-village on an island off of Auckland, New Zealand. The students have the opportunity to make mud bricks for homes, visit houses powered "off the grid" from solar and wind energy, and tour community gardens that provide fresh fruit and vegetables. Rain water is collected from roofs for use in the homes. At</i> |

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|  | <p><i>the end of the day, several New Zealand students approach the instructor and enthuse about how inspired they are by this alternative lifestyle. Two international students also approach the instructor; one student is from China and the other from Tajikistan. And although they approach the instructor separately, they have the same message: "This is how we live at home. We don't want to live this way. We want to live the way you do here in New Zealand."</i></p> |
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## **POLITIQUES PUBLIQUES /THÉORIE**

- Nationalisation
- Privatisation

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| Titre       | <b>L'action publique au prisme de ses instruments</b>   |
| Auteur      | <b>Louis Simard et Pierre Lascoumes</b>   |
| Publication | <b>Revue française de science politique. Février 2011. Volume 61. Pages 5-22.</b>   |
| Lien        | <b><u><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></u></b>   |
| Résumé      | <p><i>Selon les auteurs, les travaux à partir des notions « d'instrument d'action publique » ou de « technologies de gouvernement » ont connu ces dernières années une forte recrudescence dans l'espace francophone. Ils s'appuient sur une tradition anglo-saxonne de plus de quarante années et aujourd'hui très diversifiée, mais ils l'ont enrichi de différents apports allant des théories du pouvoir à la sociologie des sciences. L'article présente ainsi un panorama de la littérature en mettant en valeur la diversité des perspectives qui coexistent et leur évolutions. L'approche par les instruments est un bon traceur de changement de l'action publique, mais aussi des régimes et des styles politiques. Elle incite aussi à saisir l'action publique dans sa matérialité. Comprendre l'instrumentation est une façon de saisir les transformations de l'État en envisageant ses pratiques, et les recompositions qu'elles connaissent, en particulier dans la tension permanente entre contrainte et incitation.</i></p> |

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| Titre       | <b>Corporate Governance in Public Private Partnerships</b>   |
| Auteur      | <b>André Santos Raquel and Alexandre Andrade</b>   |
| Publication | <b>European Public Private Partnership Law Review. 2010. Issue 4. Pages 209-214.</b>   |
| Lien        | <b><u><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></u></b>  |
| Résumé      | <p><i>PPPs are a constant topic of political debate and for years PPPs have formed a well-established means of providing the development of Portugal's economy and society. In Portugal we have seen PPPs emerging for the provision of transport infrastructures, schools, hospitals and other public services. Many efforts have been undertaken to improve PPPs, however, this "instrument" has a very complex question to solve in the near future: the impact of all PPPs in the public debt.</i></p> <p><i>The impact of all PPPs in the public debt is intimately related with its economic justification. In our opinion, this is the first key to the success of good</i></p> |

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|  | <p><i>governance in PPPs. When deciding if an investment is economically justifiable, the public entity should identify the benefits and costs of project, including its indirect effects, prepare cost-benefit analyses and calculate the economic return of the project.</i></p> <p><i>(suite)</i></p> <p><i>Portugal has been hit hard by the global crises and sovereign spreads remain high, reflecting investors' concerns on fiscal consolidation. At the beginning of November 2010, during the discussion to approve the 2011 State Budget, the Government and the main opposition party, PSD agreed to create a working group to accelerate the analysis of all PPPs in Portugal. The main objective is to understand the impact of PPPs in the public debt as well as the gains in efficiency and/or improved services delivery of PPPs compared with the traditional procurement.</i></p> <p><i>It is advisable that a PPP starts with a strong economic justification and "lives" complemented by a strong corporate governance policy.</i></p> |
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| Titre       | <b>The Governance of International Migration: Mechanisms, Processes, and Institutions</b>   |
| Auteur      | <b>Kathleen Newland</b>   |
| Publication | <b>Global Governance, July-Sept, 2010. Pages 331-343.</b>   |
| Lien        | <b><u><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></u></b>   |
| Résumé      | <p><i>This article explains how the global governance of international migration has evolved as a policy issue on the international agenda over the past decade while noting that there is still no consensus on whether global governance is really required, what type of global governance would be appropriate, and how it should develop. The article reviews a series of policy options that have been proposed to fill the governance gap in international migration; namely, to create a new agency, to designate a lead agency, to bring the International Organization for Migration into the UN system, a coordination model, a leadership model, a World Trade Organization model, and an evolutionary model.</i></p> |

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| Titre       | <b>Dynamic Strategies and Static Issues in Water Governance: A Case of Water Privatization in India</b>  |
| Auteur      | <b>Rose Mary George</b>  |
| Publication | <b>Journal of Management &amp; Public Policy, Volume 2. Numéro 1. December 2010. Pages 96-109.</b>   |
| Lien        | <b><u><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></u></b>  |
| Résumé      | <p><i>Water, traditionally identified as a Common Property Resource (CPR), has been subjected to consecutive regime changes in its governance like all other</i></p> |

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|  | <p><i>CPRs. In ancient societies water was considered as everybody's property and was open to all. The community held water resources as commons in medieval societies and access to it has identified, as a commonly shared public need. Later, in the management of water well defined state property regimes have emerged in independent countries and state was regarded as the custodian of water. In the era of globalization when state retreat from many socio-economic functions it resorted to privatization of water in the name of economy and efficiency. This paper centers on the fundamental issues in water governance with special reference to the present management scenario of privatization.</i></p> |
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## ***POLITIQUES ECONOMIQUES, BUDGETAIRES***

- Rationalité limitée
- Économie du savoir

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| Titre       | <b>Why Public Financial Management Matters</b>   |
| Auteurs     | <b>Sharon N. Kioko, Justin Marlowe, David S. T. Matkin, Michael Moody, Daniel L. Smith and Zhirong J. Zhao</b>   |
| Publication | <b>Journal of Public Administration Research and Theory. 2010. Volume 21. Pages i113-i124</b>  |
| Lien        | <b><u><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></u></b>  |
| Résumé      | <i>Public administration and management (PAM) scholars have long recognized that financial resources are the lifeblood of public organizations. Less appreciated is how the study of public financial management (PFM) can inform the theory, research, and practice of PAM broadly. In this article, we argue that PFM research brings a variety of conceptual, analytical, and empirical insights to bear on some of public administration and management's timeless questions. To illustrate this claim, we synthesize findings from a variety of research across the PFM subfield.</i> |

## ENERGIE

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| Titre       | <b>Why Public Financial Management Matters</b>  |
| Auteurs     | <b>Richard Bull, Judith Petts and James Evans</b>   |
| Publication | <b>Journal of Environmental Planning &amp; Management. December 2010, Vol. 53. Issue 8, pages 991-1009.</b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| 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> |

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| Titre       | <b>Into the Woods: A Cautionary Tale for Governance</b>  |
| Auteurs     | <b>Karen G. Evans</b>  |
| Publication | <b>Administration &amp; Society; Nov2010, Vol. 42 Issue 7, p859-883, 25p.</b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>  |
| Résumé      | <p><i>In 2010, the state is not merely hollow but increasingly empty, and those of us in government have to find their energy and purpose in the process of rebuilding it. Our happy endings—the specific outcomes we claim to want—somehow come along with unexpected twists and losses. We've discovered that life and governance aren't linear and predictable. In the 20th century, public administration (PA) ignored pragmatism, in large part, because it did not provide blueprints or formulas or promise specific outcomes. When PA asked, "How will this inclusive process of inquiry produce efficient results?" Pragmatism answered, "Efficiency? Does our Constitution call for efficiency? No, it's the process that matters. Trust the process, involve as many citizens in the process as possible, invest in the development of citizens' capacity to join and contribute to the process. If the process is right, our path through the woods will go in the right direction, and 'right' (if not predictable) outcomes will follow. The process is continuous, and as circumstances change, the process adapts." In the past we rejected Pragmatism. Today, perhaps, we need to reflect on our understanding of what governance is, and possibly to reexamine</i></p> |

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|  | <i>those strange ideas Pragmatism offered once upon a time.</i> |
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## STRATEGIE

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| Titre       | <b>Sustainability in Strategic Management Education: The Quest for New Root Metaphors</b>   |
| Auteurs     | <b>Luc K. Audebrand</b>   |
| Publication | <b>Academy of Management Learning &amp; Education. 2010. Volume 9. Numéro 3. Pages 413-428</b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| 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 (suite)</i></p> <p><i>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. My purpose in this exercise is twofold: (1) to arrive at an enriched understanding and deeper appreciation of the war metaphor in strategic management education, and (2) 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></p> |

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

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| Titre       | <b>Governance of Public Sector Organizations</b>  |
| Auteurs     | <b>Edited by Per Laegreid and Koen Verhoest</b>   |
| Publication | <b>Series: Governance and Public Management. Palgrave Macmillan. Hampshire. England. 2010. 360 pages</b>  |
| Source      | <b>Bibliothèque de l'ÉNAP, JF 1601 G721I 2010</b>   |
| Résumé      | <p><i>Governance of Public Sector Organizations examines recent changes in central governmental administration in contemporary democracies by focusing on organizational forms and their effects. There is a considerable need for such knowledge in a period when governments are constantly restructuring their administration. This book studies and explains how New Public Management (NPM) and post-NPM reforms affect the organizational proliferation and specialization, as well as the autonomy and control of central agencies. New empirical data sheds light on the effects of these changes on organizational performance. The book describes how 'whole-of-government' initiatives with emphasis on reassertion of the centre and horizontal coordination supplement NPM reforms, producing increased layering and complexity in government organizations.</i></p> <p><i>The contributors to this volume examine agencies in Australia, Canada, the UK, Hong Kong, Norway, Germany, the Netherlands, Switzerland, Belgium, Italy and Hungary. By combining survey, mapping and case study methodologies, they show that structural, cultural, task-related and historical features interact in shaping organizational reforms.</i></p> |

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| Titre       | <b>Governance Infrastructures in 2020</b>   |
| Auteurs     | <b>Erik Johnston</b>  |
| Publication | <b>Public Administration Review. December 2010. Special Issue. Pages s122-S128.</b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>   |
| Résumé      | <p><i>A governance infrastructure is the collection of technologies and systems, people, policies, practices, and relationships that interact to support governing activities. Information technology, especially communication and computational technologies, continues to augment society's ability to organize, interact, and govern. As we think about the future of governance, this article challenges us to move beyond questions of how to best manage government institutions to how to design smart governance systems with the appropriate incentives and rules to harness and coordinate the enthusiasm and capabilities of those governed. This article anticipates how the interaction of technology and society can be leveraged to mindfully design an interaction-defined, participation-</i></p> |

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|  | <p><i>based governance infrastructure to return power to the people while increasing accountability. Supporting examples of such governance approaches already exist and are regularly emerging in distributed organizations, online communities, nonprofits, and governments.</i></p> |
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## MANAGEMENT ET CULTURE D'ENTREPRISE

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| Titre       | <b>Whistleblowing: A Survey of Literature</b>  |
| Auteurs     | <b>Siddhartha Dasgupta and Ankit Kesharwani</b>  |
| Publication | <b>The IUP Journal of Corporate Governance, October 2010. Volume IX, No. 4, pp. 57-70</b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>  |
| Résumé      | <p><i>Corporate whistleblowing can play a crucial role in protecting shareholder interests. When an employee of an organization makes public, any illegal or illegitimate act of the organization, undesirable public scrutiny, legal action and regulatory act may result. Regardless of an enormous increase in whistleblowing activities in organizations recently, little research has been done about the types of organizational wrongdoings, the whistleblowing process, what distinguishes whistleblowing from organizational loyalty, and what are the various laws to protect whistleblowers from organizational retaliation. This paper first highlights the relevant literatures regarding the types of whistleblowing and the whistleblowing process. Second, it discusses about how organizational loyalty differs from whistleblowing. Next, this paper discusses about the reasons and the motivations of the whistleblowers. Finally, it emphasizes the consequences of whistleblowing and what are some of the various laws to protect the whistleblowers.</i></p> |

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| Titre       | <b>Doing No Harm: Enabling, Enacting, and Elaborating a Culture of Safety in Health Care</b>   |
| Auteurs     | <b>Timothy J. Vogus, Kathleen M. Sutcliffe, and Karl E. Weick</b>  |
| Publication | <b>Academy of Management Perspectives, November 2010. Pages 60-77</b>  |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>  |
| Résumé      | <p><i>Medical error has reached epidemic proportions, and researchers have developed insufficiently sophisticated models of safety culture to match the complexity of the challenge of safety in health care. This has left providers and researchers with an inadequate conceptual toolkit for improving safety. To rectify the resulting crisis we consolidate fragments of management research into a comprehensive and integrative framework of how patient safety is produced and sustained through safety culture. Safety culture involves actions that single out and focus safety-relevant premises and cultural practices that reduce harm. This entails (a) enabling, which consolidates the premises for a safety culture; (b) enacting, which translates consolidated premises into concrete practices that prioritize safety; and (c) elaborating, which enlarges and refines the consolidation and translation. We close by discussing the implications of our framework for future research on key issues such as</i></p> |

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|  | <i>efficiency-safety trade-offs, interactions among components of the framework, and feedback loops.</i> |
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## **RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE**

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| Titre       | <b>L'institutionnalisation de l'éthique gouvernementale: Quelle place pour l'éthique?</b>   |
| Auteur      | <b>Yves Boisvert. Avec la collaboration de Magalie Jutras, François Lalumière et Hugo Roy.</b>  |
| Publication | <b>Les Presses de l'Université du Québec. Québec, Canada. 2011. 205 pages.</b>  |
| Lien        | <b>Bibliothèque de l'ÉNAP, JA 79 B684 2011</b>  |
| Résumé      | <p><i>Depuis près de vingt ans, les cas de malversation, les conflits d'intérêts et les autres problèmes concernant la mauvaise utilisation de l'argent des contribuables dans le service public sont légion. Dégoûtés par le manque d'éthique de leurs dirigeants, les citoyens sont devenus méfiants.</i></p> <p><i>Comment faire face à cette crise de confiance ? Est-ce que les stratégies d'institutionnalisation de l'éthique élaborées par les responsables politiques sont adéquates, efficaces et performantes pour socialiser, baliser et surveiller la conduite des agents publics ?</i></p> <p><i>En présentant les cadres de gestion de l'intégrité et de régulation de divers niveaux de services, les auteurs analysent les différentes démarches gouvernementales en matière d'institutionnalisation de l'éthique. À la croisée de la science politique, de la sociologie et de l'éthique appliquée, leurs travaux scrutent les infrastructures de niveaux fédéral, provincial et municipal, ainsi que les propositions faites par l'Organisation de coopération et de développement économiques (OCDE).</i></p> |

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| Titre       | <b>Corporate governance, corporate social responsibility and corporate performance</b>   |
| Auteur      | <b>Chi-Jui Huang</b>   |
| Publication | <b>Journal of Management &amp; Organization. November 2010. Vol. 16. Issue 5, pages 641-655.</b>   |
| Lien        | <b><u><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></u></b>  |
| Résumé      | <p><i>Previous research has analyzed and debated corporate governance (CG) and corporate social responsibility (CSR) independently. This paper aims to empirically explore the interrelationship between CG, CSR, financial performance (FP) and Corporate Social Performance (CSP) using a sample of 297 electronics companies operating in Taiwan, a newly industrialized Asian economy.</i></p> <p><i>The results show that a CG model which includes independent outside directors and which has specific ownership characteristics has a significantly positive impact on both FP and CSP, whereas FP itself does not influence</i></p> |

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|  | <p><i>CSP. The presence of independent outside directors in the firm has the greatest impact on the social performance of the firm's worker, customer, supplier, community and society dimensions.</i></p> <p><i>(suite)</i></p> <p><i>Government shareholders enhance a firm's social performance extraordinarily because government shareholders will be more likely to request that companies fulfill their social responsibilities. Only government shareholders positively and significantly relate to a firm's environmental performance. Furthermore, foreign institutional stockholders help to increase worker and supplier performance by paying more attention to employee policies and supply chain relationships.</i></p> <p><i>Finally, independent outside directors, foreign institutional stockholders and domestic financial institutional stockholders are shown to improve financial performance.</i></p> |
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*GESTION DE CRISE*

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| Titre       | <b>Accountability in Governance Networks: An Assessment of Public, Private, and Nonprofit Emergency Management Practices Following Hurricane Katrina</b>   |
| Auteur      | <b>Christopher J. Koliba, Asim Zia and Russell M. Mills</b>  |
| Publication | <b>Public Administration Review. March/April 2011. Pages 210–220</b>   |
| Lien        | <b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>  |
| Résumé      | <i>What is the most effective framework for analyzing complex accountability challenges within governing networks? Recognizing the multiscale and intersector (public, private, and nonprofit) characteristics of these networks, an accountability model is advanced organized around democratic (elected representatives, citizens, and the legal system), market (owners and consumers), as well as administrative (bureaucratic, professional and collaborative) relationships. This concept draws from 2005 events following Hurricane Katrina. Multiple failures of governing networks to plan for and respond to Katrina include a breakdown in democratic, market, and administrative accountability as well as a pervasive confusion over trade-offs between accountability types emerging from crises. This essay offers several useful recommendations for emergency management planners as well as for those who teach and research.</i> |