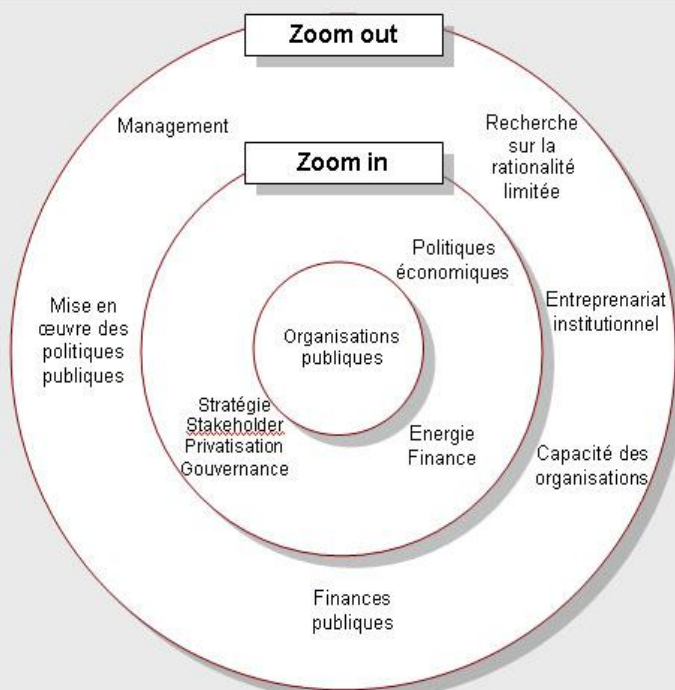


Centre de recherche sur la gouvernance



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

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

Dans ce numéro, nous vous présentons

- **Deux annonces de conférence en 2013 et 2014 ;**
- **Une notice de livres, et;**
- **Des articles académiques sur les intérêts de recherche du CERGO.**

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

Bonne lecture!

Robert Poirier

Chercheur invité et coordonnateur, CERGO

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ÉVÈNEMENTS A VENIR

COLLOQUES, CONGRÈS ET CONFÉRENCES

Titre	THE EUROPEAN CONFERENCE ON THE SOCIAL SCIENCES – ECSS 2013
Organisateurs	The International Academic Forum.
Lieu/Date	Du 4 au 7 juillet 2013, à Brighton, Angleterre.
Lien	http://ecss.iafor.org/
Informations	<p><i>With the launch of the European Conference on the Social Sciences in 2013, we hope to build on the conversations and partnerships that have nurtured over the past three years with the Asian Conference on the Social Sciences, now entering its fourth year, and to forge new relationships as we again encourage academics and scholars to meet and exchange ideas and views in an international academic forum.</i></p> <p><i>This year's conference will include a variety of presenters representing a wide range of social science disciplines, expressing divergent views, searching for common ground, and creating the synergies that can inspire multi-disciplinary collaborations. In developing these relationships among ourselves, the role of the social sciences is strengthened as we take our place at the table, along with scholars in the STEM disciplines (science, technology, engineering, and mathematics), in seeking solutions to the complex issues and problems of the 21st century. I sincerely hope that we will use this time together, not just for intellectual discovery and discourse, but to establish a common vision and to motivate each other to do our part in the creation of a sustainable world.</i></p>

Titre	BOUNDS OF ETHICS IN A GLOBALIZED WORLD – BOE2014
Organisateur	Christ University.
Lieu/Date	Du 4 au 9 janvier 2014, Bangalore, Inde.
Lien	http://www.boundsofethics2014.in/
Informations	<p><i>In "Bounds of Ethics in a Globalized World" (BoE2014), we want to explore methodically the bounds of ethical considerations in all types of human interactions - with their fellow beings, communities and with their environment - which are usually interwoven with important values and norms, religious duties and practices, and social, economic and political power structures of the globalized world. "Bounds of Ethics" (BoE2014), therefore, aims to create among the participants awareness and understanding of the moral fabric of global affairs, and cultivate in them a critical moral thinking in their pursuit of human well-being and ecological integrity.</i></p>

ARTICLES, LIVRES ET MONOGRAPHIES

ORGANISATIONS PUBLIQUES / ENTREPRISES PUBLIQUES

- Entreprises publiques - Réformes

Titre	<i>As Public Goes Private, Social Emerges: The Rise of Social Enterprise</i>
Auteurs	Mark Richard Hayllar et Roger Wettenhall.
Publication	<i>Public Organization Review</i> (2013). Volume 13. Numéro 2. Pages 207-217.
Lien	<u>Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This article explores the relationship between social enterprise and a much-longer known set of arrangements generally comprehended as "public enterprise" (or "state-owned enterprise"). It considers the decline in some contexts in the use of, and interest in, public enterprise that reflects the impact of the privatization movement, and the rise of social enterprise as an alternative form--with speculation about cause-and-effect connections between these movements. An exploration of this sort may contribute in the longer term to a better understanding of the place of "public", "social" and "community" values and structures within the general framework of governance.</i></p>

Titre	<i>State-Owned Enterprise Policy and the Loss of Economic Sovereignty: The Case of Ireland</i>
Auteurs	Dónal Palcic et Eoin Reeves.
Publication	<i>Public Organization Review</i> (2013). Volume 13. Numéro 2. Pages 117-130.
Lien	<u>Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The global financial crisis that erupted in 2008 has had enormous implications for the composition of the state-owned enterprise (SOE) sector in many advanced economies around the world. The crisis resulted in the nationalization of financial institutions in a number of economies, but has also led to a number of countries pursuing policies of privatization to raise much needed revenue to tackle high levels of indebtedness. This article describes the changes to the composition of the Irish SOE sector since the onset of the economic crisis in 2008, as well as its impact on the stated plans for the future of the SOE sector. It addresses the question of privatization and the conditionality for the sale of state assets contained in the bailout agreement signed between the Irish government and the IMF/ECB/European Commission (the "Troika"). It finds that Ireland has been afforded a degree of discretion with regard to the choice of assets to be sold and the application of proceeds. Revenue targets, however, have been dictated by the Troika. This contrasts with the agreements forged between the Troika and the governments of Greece and Portugal where there has been a far greater degree of conditionality attached to SOE divestments.</i></p>

Titre	<i>Enterprise Performance, Privatization and the Role of Ownership in Finland</i>
Auteur	Motasam Tatahi.
Publication	<i>Journal of Economics and Behavioral Studies</i> (2013). Volume 5. Numéro 3. Pages 122-135.
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>In both economically developed and developing countries, privatisation, budget austerity measures and market liberalisations have become key aspects of structural reform programs in the last three decades. These three recommended policies were parts of strong revival of classical and new-classical school of thought since the middle of 70s. Such programs aim to achieve higher microeconomic efficiency and foster economic growth, whilst also aspiring to reduce public sector borrowing requirements through the elimination of unnecessary subsidies. For firms to achieve superior performance a change in ownership from public (state ownership) to private has been recommended as a vital condition. To assess the ownership role, the economic performances of private, public and mixed enterprises in Finland is compared through the use of factor analysis method. The extracted factors, using data of two years, 1998 and 2000, do not pick ownership as a key performance factor.</i></p>

GOVERNANCE

- **Gouvernance sociétale et publique / institutionnelle**
- **Parties prenantes**
- **Gouvernance et éthique publique**
- **Indicateurs**

Titre	<i>Flying Blind? Evidence for Good Governance Public Management Reform Agendas, Implementation and Outcomes in Low Income Countries.</i>
Auteurs	Shaun Goldfinch, Karl DeRouen Jr. et Paulina Pospieszna
Publication	<i>Public Administration and Development</i> (2013). Volume 33, Numéro 1. Pages 50–61.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>Although considerable resources and attention have been allocated to recent 'good governance' public management reform in low income and fragile states, there is little evidence as to what degree this agenda has been implemented nor as to whether it has led to improved services and outcomes for populations. To address this lacuna, we conduct a review of the large but almost entirely qualitative literature on good governance reform in the 49 countries classed as low income by the United Nations. We find only a small number of documents that link good governance public sector reform agendas with implementation. Fewer still assess outcome. We conduct an empirical analysis of the relationship between reform agenda (using data from the literature review), implementation, service delivery and outcomes, as measured by performance on Millennium Development Goals indicators. We report that there is little, if any, empirical evidence that reform enhances service delivery.</i>

Titre	<i>Governance and Organizational Eclecticism in the Public Arena: Introductory Perspectives.</i>
Auteur	Ian Thynne.
Publication	<i>Public Organization Review</i> (2013). Volume 13, Numéro 2. Pages 107–116.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>The Symposium is introduced here in terms of its antecedents and the eclecticism of governance and organizations in the public arena. The all-embracing nature of governance is complemented by organizational diversity and hybridity in constellational formations and networks. Key capacities, recognizing the significance of organizational ownership, regulation and performance, are essential in creating structures, developing policies, taking action and fostering legitimacy in governance. An overview of these matters sets the scene for the analyses in subsequent articles.</i>

Titre	<i>Hybrid Governance: The Case of Household Solid Waste Management in Sweden.</i>
Auteur	Katja Lindqvist.
Publication	<i>Public Organization Review (2013). Volume 13. Numéro 2. Pages 143–154.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Governance is hybrid to the extent that it involves diverse organizational forms, jurisdictional domains, and stakeholders across the public and private sectors. This article analyses the governance of household solid waste management in Sweden from a hybridity perspective, with the City of Helsingborg in North-Western Scania in Sweden as an example. The governance arrangements comprise municipal and company-based organizations, conflicting legislation, and long planning and investment horizons. The latter has resulted in significant innovations over the last 20 years, while changes in organizational forms, tasks, networks and jurisdictions have caused tensions in governance processes and relationships.</i></p>

Titre	<i>Citizen, Customer, Partner: Engaging the Public in Public Management</i>
Auteur	John Clayton Thomas
Publication	<i>M.E. Sharpe. 2012. 242 pages.</i>
Source	Livre disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ.
Résumé	<p><i>Citizen participation, in new and old forms, is a key concern of public administration research and practice, ranging from local government budgeting (Ebdon and Franklin 2006) to collaborative governance (Cooper, Bryer, and Meek 2006). John Clayton Thomas is a long-standing public administration scholar with public participation research over more than 25 years (e.g., Thomas 1986). He provides a strong contribution to help public managers at all levels of government make sense of what is needed, why, and how, in order to address three broad kinds of interactions between the public and public administrators. Thomas addresses a dual challenge: for public administrators “to understand the nature of the public they face as citizen, customer and partner” (12) and to effectively work with the public in each of those roles.</i></p> <p><i>The current volume is an extensive reworking of his 1995 book on public participation (Thomas 1995) and includes several good changes and additions. His primary audience is public administrators “who hold the principal responsibilities for how their agencies and governments interact with the public” (12). He believes that elected officials, street-level bureaucrats, and possibly workers in the nonprofit and private sectors “whose work with the public resembles the work of government officials” (13) can benefit as well. While the content is largely from the U.S. context, Thomas thinks that the generality of his work has value for international audiences.</i></p>

ADMINISTRATION PUBLIQUE / PARAPUBLIQUE / L'ÉTAT

- Intérêt général / biens publics
- Développement durable et environnement

Titre	<i>An Analysis on Development of Public Administration Study in Western Countries.</i>
Auteurs	Rong Tan et Lifang Hao.
Publication	<i>Canadian Social Science (2013). Volume 9, Numéro 2. Pages 21–27.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Public administration study has been conducted for several hundred years in western countries, while the countries in different areas presenting diverse development paths and research approaches. Continental European countries represented by France and Germany which fail to get rid of the influence of jurisprudence till now as yet due to the close integration of early study of public administration and administrative law, embody the value orientation of nationalism and features of self-reform. Nevertheless, public administration study in countries like Britain and the United States shows a tendency of managerialism with strong characteristic and tendency of comparative research.</i></p> <p><i>Political system started with the appearance of government. Public administration emerges as the times require because political system has to form the government and require government's corresponding behavior in order to realize its goals. Therefore, public administration, which emerged at the same time when government appeared, has a long history. However, as a special field of study, it started rather late. Public administration has gradually become an academic field and major since German scholars, in the 1900s, tried to discuss cameralism, a theory of systematical management of government affairs. Public administration studies began to appear in the writings of Prussian cameralists in the 18th century and those of researchers in the 19th century, although these studies "tended to emphasize issues related to the continental system of administrative law". This paper aims to discuss the diverse development paths and characteristics of study of public administration conducted in western countries by reviewing the administration study development in both continental European and AngloAmerican countries.</i></p>

Titre	<i>Offering Institutional Insight to Government's Leaders.</i>
Auteur	Paul Posner.
Publication	<i>Public Manager (2012). Volume 41, Numéro 4. Pages 33–36.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The winning candidates from the 2012 elections will face a daunting set of challenges. As difficult as modern campaigns have become, the governance challenges may very well prove to be more vexing. Public service professionals, acting through the National Academy of Public Administration and the American Society for Public Administration, have long felt a responsibility to provide advice and counsel to incoming administrations. National leaders face a daunting series of challenges as they assume the reigns of power in 2013. While the federal government is increasingly responsible for achieving a broader range of objectives, the government is increasingly dependent on other sectors to deliver major national programs, such as environmental protection, healthcare, or infrastructure. As government's role grows, so does its reliance on other sectors. As the national government takes on more objectives and becomes the target for the expectations of the nation for critical public services, a greater emphasis will have to be placed on assessing how well far-flung government programs have achieved the ambitious objectives assigned to them by Congress and the president.</i></p>

Titre	<i>How environmentally focused is the German sustainability strategy? A critical discussion of the indicators used to measure sustainable development in Germany.</i>
Auteurs	Falko Leukhardt et Simon Allen.
Publication	<i>Environment, Development and Sustainability (2013). Volume 15, Numéro 1. Pages 149–166.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>There are hardly any critical discussions of sustainable development indicator sets designed for use at the national level. This article aims at rectifying this omission in critical academic research by contributing to the discourse on environmental sustainability with an assessment of the indicator set used for the measurement of sustainable development in Germany. It will evaluate to what extent the sustainable development concept is reflected in the structure of the strategy and analyse in how far fundamental environmental issues are covered by the indicator set. The discussion will show that the environmental dimension of the sustainability concept is not sufficiently integrated in the German National Sustainable Development Strategy. Although the strategy's indicator set contains a range of environmental indicators, gaps in the German indicator set become apparent when contrasted with important issues of sustainability. It will be concluded that the environmental dimension of the sustainable development concept is not the recurrent theme in either the strategy or the indicator set.</i></p>

POLITIQUES PUBLIQUES / THÉORIE

- Nationalisation
- Privatisation

Titre	<i>Public sector reform and blame avoidance effects.</i>
Auteur	Peter B. Mortensen.
Publication	<i>Journal of Public Policy</i> (2013). Volume 33. Numéro 2. Pages 229-253.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Blame avoidance has often been claimed to be an important rationale behind changes in the organisation of the public sector, but very few studies have examined whether and how public attribution of responsibility is actually affected by such reforms. For instance, how do changes in the formal allocation of authority affect public attribution of blame when things go wrong? Is the effect immediate or delayed? To advance our understanding of such questions, this paper presents an analysis of blame and credit attribution in more than 1 200 newspaper articles about health-care-related issues in Norway before and after the major Norwegian hospital reform from 2002. The central empirical finding of the article is that central state-level authorities in Norway were attributed less blame in media coverage of health-care problems after the reform than before the reform. The shift is delayed, but substantial and robust to various modifications in model estimations</i></p>

Titre	<i>Public Debt Reduction in Advanced Countries and Its Impact on Emerging Countries.</i>
Auteurs	Karl Farmer et Matthias Schelnast.
Publication	<i>International Advances in Economic Research</i> (2013). Volume 19. Numéro 2. Pages 167-188.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Financial crises accompanied by banking crises often entail heavy fiscal legacies. For the U.S., for example, the gross government debt to GDP ratio exceeded 100 % in 2012. Due to the unsustainability of public debt, both in the U.S. and in other advanced countries, moves towards a substantial reduction in debt levels would appear to be unavoidable. However, as shown in this paper, the long-run welfare impact of debt reduction in advanced countries, both at home and abroad, may prove to be somewhat of a disincentive for policy makers. In particular, we find that under conditions of dynamic inefficiency, and when Home (U.S.) has a negative external balance and a lower capital production share than Foreign (China), both domestic and foreign welfare decrease if Home reduces public debt.</i></p>

Titre	<i>Procyclical government spending: a public choice analysis.</i>
Auteurs	Andrew Abbott et Philip Jones.
Publication	<i>Public Choice (2013). Volume 154. Numéros 3 et 4. Pages 243-258.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Procyclical government spending occurs when government expenditures increase at a faster rate than income in an economic upturn but fall at a faster rate in a recession. Voracity effects occur when competition for increased spending proves more effective as national income increases. Public choice theory can be applied to describe the distribution of fiscal power across different tiers of government to shed insight into competition for intergovernmental transfers. Politicians have electoral incentives to press for intergovernmental transfers but they also have electoral incentives to signal their ability to manage the economy. With this mix of incentives, the prediction is that intergovernmental transfers will be procyclical and that sub-central government spending will be more procyclical than central government spending. Public choice analysis of pressure for increased public spending predicts a specific pattern of cyclical government spending. This pattern can be observed when analyzing government expenditures in 20 OECD countries between 1995 and 2006.</i></p>

GOVERNANCE DES FINANCES PUBLIQUES POLITIQUES ECONOMIQUES/BUDGETAIRES

- Politiques économiques
- Économie du savoir
- Régimes de retraite
- Infrastructures publiques

Titre	<i>The Public Pension Crisis.</i>
Auteur	Jack M. Beermann.
Publication	<i>Washington and Lee Law Review</i> (2013). Volume 70. Numéro 1. Pages 3-94.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Unfunded employee pension obligations will present a serious fiscal problem to state and local governments in the not-too-distant future. This article takes a look at the causes and potential cures for the public pension mess, mainly through the lens of legal doctrines that limit public employers' ability to avoid obligations. As far as the causes are concerned, this article examines the political environment within which public pension promises are made and funded, as an attempt to understand how this occurred. The article then turns to ask if states could implement meaningful reforms without violating either state or federal law. In particular, it looks at state balanced budget requirements, state constitutional provisions regarding public employee pensions, and federal constitutional law and asks whether states could significantly reduce their pension promises to public employees without violating the law. The entire analysis is also informed by the concerns of the employees and retirees whose perhaps sole source of retirement income would be reduced by changes in benefit levels. The article concludes with remarks placing the matter in that context, raising the possibility of a bailout to ameliorate the potentially disastrous consequences of reform to public employees and retirees.</i></p>

Titre	<i>Infrastructure Advocacy and Public Credibility.</i>
Auteur	C Kenneth Orski.
Publication	<i>Institute of Transportation Engineers Journal</i> (2013). Volume 83. Numéro 3. Pages 38-39.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Last week, infrastructure was in the news again. President Obama, in his State of the Union address, proposed a \$50 billion infrastructure initiative. The following day, the House Committee on Transportation and Infrastructure held a hearing on "The Federal Role in America's Infrastructure," focusing on the importance of infrastructure for the US economy and the federal role in its preservation and expansion. What kind of impact these advocacy efforts will have on public opinion and on congressional attitudes and decisions remains</i></p>

	<p>(suite)</p> <p><i>to be seen. To be successful, the pro-infrastructure campaign must persuade fiscally conservative lawmakers that there are urgent reasons for increased spending on public works. The advocacy campaign must overcome the cynical impression among many people that pressures to raise fuel taxes are nothing more than special interest pleadings of groups that stand to profit from increased infrastructure revenue.</i></p>
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Titre	<i>Risk Management for Pension Funds.</i>
Auteurs	<i>John Hatchett, David Bowie, Nick Forrester.</i>
Publication	<i>Pension Forum (publié par Society of Actuaries), parution prévue en juillet 2013</i>
Lien	<i>Site Web de la Society of Actuaries : www.soa.org</i>
Résumé	<p>Les auteurs présentent une méthode de gestion de risque d'entreprise applicable aux régimes de retraite. Traditionnellement, le risque le plus souvent considéré par les régimes de retraite se limite à la possibilité de rendement insuffisant des actifs du régime, le régime étant présenté comme une entité totalement autonome. L'article étend l'étude du risque en se référant à toutes les parties prenantes au régime : participants, comité de retraite, employeur.</p> <p><u>Participants</u></p> <p>Le risque encouru par les participants est que leur rente ne soit pas payée lorsqu'elle devient due. Ce risque est le plus souvent sous-évalué par les participants parce que dans l'évaluation, la possibilité que l'employeur fasse défaut de paiement de contributions en cas de déficit n'est pas prise en compte.</p> <p><u>Comité de retraite</u></p> <p>Les membres du Comité de retraite ont un rôle de fiduciaire et, à ce titre, devraient prioriser la sécurité des prestations déjà acquises. Cependant, ils cèdent très souvent à deux tentations : (a) miser sur des placements risqués, en espérant ainsi obtenir des prestations plus élevées qu'avec des placements sans risque; (b) faire confiance à l'employeur, même à très long terme, pour payer les déficits.</p> <p><u>Employeur</u></p> <p>Afin de maximiser la sécurité des prestations, l'employeur devrait considérer la promesse accordée à ses employés comme une dette de « premier rang ». Le plus souvent, l'employeur cherche plutôt à minimiser ses contributions au régime de retraite de façon à pouvoir investir davantage dans l'entreprise (ou dans le cas d'un régime public, de façon à reporter à plus tard la charge des contribuables).</p> <p>Les auteurs suggèrent donc de considérer comme risque non seulement le rendement faible des actifs, mais également la possibilité que l'employeur ne respecte pas son engagement de contributions futures. Une plus grande transparence pourrait, après analyse, mener à une réduction des rentes promises mais au moins celles-ci seraient plus certaines d'être payées.</p>

Titre	<i>Innover pour pérenniser le système de retraite (Rapport D'Amours) volet: modification des prestations acquises.</i>
Auteurs	Comité de sept experts de régimes de retraite, présidé par monsieur Alban D'Amours.
Publication	Rapport remis au Gouvernement du Québec en avril 2013
Lien	<u>Document disponible à la bibliothèque de l'ENAP ou sur le site Web de la Régie des rentes du Québec :</u> http://www.rrq.gouv.qc.ca/fr/rapport_comite/Pages/landing.aspx
Résumé ⁽¹⁾	<p>Le Rapport propose de permettre, sur une période de cinq ans, de négocier à la baisse certaines prestations déjà acquises dans les régimes de retraite. Présentement la Loi sur les régimes complémentaires de retraite interdit de diminuer les prestations déjà acquises (même si les prestations à l'égard du service futur, elles, peuvent être diminuées). De plus, si après trois ans, il n'y avait pas entente entre l'employeur et les participants pour réduire les prestations, l'employeur aurait le droit unilatéral de retirer l'indexation des rentes payables après la retraite, autant pour les participants actifs que les retraités.</p> <p>Des exemples de réductions de prestations acquises, qui pourraient être convenues par négociation, sont fournis dans le Rapport. Ainsi, outre l'élimination de l'indexation des rentes, il se pourrait que :</p> <ul style="list-style-type: none"> • la formule de rente soit basée sur le salaire de carrière plutôt que le salaire final; • la rente ne soit payable qu'à 65 ans (ou si payable avant 65 ans, avec réduction actuarielle); • la rente ne soit plus payable au conjoint survivant en cas de décès du participant (ou si elle l'est, le montant de rente payable au participant sera réduit actuariellement). <p>Dans le cas où les participants sont non syndiqués, la réduction des prestations sera considérée comme acceptée si moins de 30% des participants s'objectent à la réduction.</p> <p>Il est à noter que le rapport D'Amours porte sur tous les régimes soumis à la Loi sur les régimes complémentaires de retraite, soit les régimes privés, les régimes des municipalités et les régimes des universités. Les régimes du secteur proprement public, entre autres ceux de la fonction publique et des réseaux de la santé et de l'éducation ne sont pas considérés dans le Rapport.</p> <p>⁽¹⁾ Le présent résumé se limite à traiter de la recommandation du Rapport D'Amours qui, si adoptée, permettrait de modifier de façon rétroactive certaines prestations des régimes de retraite. Les autres recommandations les plus importantes concernent moins la gouvernance des régimes; il s'agit de l'introduction d'une rente de longévité, en ajout au Régime de rentes du Québec, et d'une nouvelle méthode d'évaluation actuarielle des régimes.</p>

ENERGIE

Titre	<i>The Developing Strategy of Green Energy Industry Cluster: A Case Study of the Solar Photoelectric Industry.</i>
Auteurs	Maw-Shin Hsu et Chang-An Lee.
Publication	<i>Journal of American Academy of Business (2013). Volume 19. Numéro 1. Pages 281-288.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>It has become the international major and concerning issue for the energy shortage and environmental problem. The Cancun Agreement has continuous the carbon reduction from Kyoto Protocol program and stipulated the international greenhouse reduction in 2010. The global warming will be controlled between 1.5 degree and 2.0 degree. Until 2020, the countersigned convention countries should decrease carbon between 25% and 40% which is based on 1990 standard. The global countries dedicate to develop green energy industries to reach the goal. The main motivation comes from the international community have done their best efforts to promote the solar photoelectric industry and reached USD2430 billion for green energy development in 2010. The solar energy industry development will become the hot industry in the future. This Study uses Porter's Diamond model and a case study to analyze the developing strategy of Green Energy Industry Cluster, especially for the solar photoelectric industry in Taiwan. We follow the following 4 procedures to process this research: 1).Identify the local environmental advantage. 2).Upgrade the current solar industry technology development and transform the traditional industry. 3). Set up the personnel training and analysis lab system together. 4). Establish the government policy and subsidy reward. We also use the questionnaire to collect the suggestion from the experienced experts/ scholars. The findings will suggest the proper strategy for developing solar energy industry as well as the future direction of government in solar energy industry cluster development.</i></p>

STRATEGIE

Titre	<i>Designing a Social Media Strategy to Fulfill Your Agency's Mission.</i>
Auteur	Ines Mergel.
Publication	<i>Public Manager (2013). Volume 42. Numéro 1. Pages 26-29.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Social media applications have become acceptable communication and interaction channels in the public sector. Driven by online behavior of citizens, available social networking platforms, and the governments' need to become more participatory, transparent, and collaborative, public managers must design a social media strategy that helps to fulfill the mission of their organization. Social media applications have become the newest wave of e-government and are making government Web sites more interactive and engaging. Tools such as Facebook, Twitter, blogs, and photo- and video-sharing sites have become accepted communication channels in the public sector. The most important driver for social media use in the public sector should be the existing organizational mission and communication strategy of the agency. The organizational goals and objectives drive the extent and types of social media tools an agency should add to the already existing communication channels.</i></p>

Titre	<i>Outsourcing and strategy in Spanish town halls: a field study.</i>
Auteurs	Reyes Gonzalez, Juan Llopis et Jose Gasco.
Publication	<i>Management Decision (2013). Volume 51. Numéro 1. Pages 97-119.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>This study seeks to analyse the links between strategies, structures and processes in the case of the largest Spanish town halls, using the Miles and Snow's models about organisational strategies, and asking the following questions: "What is the situation of municipal services' outsourcing in the largest Spanish town halls?"; "Do Spanish town halls follow the strategies suggested in Miles and Snow's model?"; and "Is there a relationship between the strategic position adopted by town halls and their stance on outsourcing?" In order to achieve these aims a questionnaire was administered to the human resource managers in the town halls of the largest Spanish cities. The paper finds that outsourcing is a complement, which seeks to improve the services delivered, and local institutions do not resort to it due to a lack of internal resources but as a way to complement their own capabilities. The paper has identified three distinct strategic profiles in the town halls interviewed which coincide with the profiles that Miles and Snow call prospective, defensive and reactive strategies. It reveals that town halls which outsource to a greater extent are the ones which identify more with the prospective or reactive strategy, whereas those which outsource less are closer to the defensive strategy.</i></p>

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

Titre	<i>Public sector reform: an overview of recent literature and research on NPM and alternative paths.</i>
Auteurs	Michel De Vries et Juraj Nemec.
Publication	<i>International Journal of Public Sector Management (2013). Volume 26. Numéro 1. Pages 4-16.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The article argues that NPM has two dimensions, namely the minimization of the role of government vis-à-vis society and the improvement of the internal performance of the public sector. Whereas the first dimension is indeed more and more disputed nowadays this does not imply this also goes for the second dimension. The conclusion of this article calls for explanatory empirical research in order to explain the increasing variance in reforms among countries, by investigating which factors are determinative for decisions by governments to turn one way or the other. It is far from certain which way the public sector is heading in the so-called post-NPM era. Some countries are still implementing NPM-kind of reforms, either by downsizing or by introducing performance management. Other countries have chosen alternative paths. All this implies an increased variance between countries in the direction public sector reforms take. It requires quite different support from administrative sciences compared to the one-size-fits-all recommendations for public sector reforms – in conformity with the maxims of NPM – as witnessed in the past decades. The article contributes to the discussion about the role of NPM today. It presents original conclusions about diverging developments based on the unique comprehensive literature review on the topic.</i></p>

Titre	<i>Conceptualising the nature of work: revisiting Luther Gulick's theories of organisation.</i>
Auteur	Richard Breese.
Publication	<i>Journal of Management History (2013). Volume 19. Numéro 2. Pages 279-294.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The aim of this paper is to evaluate the coherence of Gulick's ideas on the nature of work roles and the implications for organisational theory. An analysis is undertaken of Gulick's writings in the "Papers on the Science of Administration", on different ways of organising (for which the author has used the term "systems of organisation") and similar work by his contemporaries, including Chester Barnard. The subsequent critique of Gulick's ideas by Herbert Simon is evaluated. Gulick's ideas are then compared with a theoretical framework developed by the author, which covers similar ground to the systems of organisation. The paper argues that Gulick's ideas on the nature of work roles in his systems of organisation were an important, but flawed contribution to organisational theory. Shortcomings in Gulick's theories on systems of organisation are identified, which, when rectified, improve the coherence of the theories and address legitimate criticisms made by Herbert Simon. The article has important implications for contemporary interpretations</i></p>

	<p>(suite)</p> <p><i>of the intellectual clash between Gulick and Simon, and the relevance of Gulick's ideas for contemporary management research. The article has implications for the theoretical perspectives which are brought to bear on how organisations conceptualise their work tasks and organise themselves accordingly.</i></p>
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Titre	<i>Assessing the effectiveness of a performance evaluation system in the public health care sector: some novel evidence from the Tuscany region experience.</i>
Auteurs	Sabina Nuti, Chiara Seghieri et Milena Vainieri.
Publication	<i>Journal of Management and Governance (2013). Volume 17. Numéro 1. Pages 59-69.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Since 80's the introduction of New Public Management principles has promoted the use of performance measurement to drive a more efficient, effective and accountable public sector. The adoption of a sophisticated and comprehensive multidimensional performance measurement system, which looks beyond traditional financial measures, based on organization strategies, such as the balanced scorecard, has thus been suggested. This revolution in the public management came together with the devolution processes that involved most European public health systems. Set within this context, in the last decade, each of the twenty Italian regions developed its own management tools. Among others, the Tuscan performance evaluation system (PES) has been valued as a particularly innovative and comprehensive system. This paper reports the novel experience of the Tuscan PES; in particular, it measures PES effectiveness and discusses the critical factors that could have led to the PES success. Five are the critical success factors identified by researchers: the visual reporting system, the linkage between PES and CEO's reward system, the public disclosure of data, the high level of employees and managers involvement into the entire process and the strong political commitment. All those factors run together to achieve better results; however, the process of development of the system plays a pivotal role. Scholars suggest the use of a constructive approach in order to gain effective changes in human organization. According to this stream of literature, this paper contributes by the novel experience of the Tuscan PES in addressing as a further fruitful application of the constructivist approach in healthcare.</i></p>

RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE

Titre	<i>The Chief Officer of Corporate Social Responsibility: A Study of Its Presence in Top Management Teams.</i>
Auteur	Robert Strand.
Publication	<i>Journal of Business Ethics</i> (2013). Volume 112. Numéro 14. Pages 721 734.
Lien	<u>Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The author presents a review of the top management teams (TMTs) of the largest public corporations in the U.S. and Scandinavia (one thousand in total) to identify corporations that have a TMT position with “corporate social responsibility” (CSR) or a “CSR synonym” like sustainability or citizenship explicitly included in the position title. Through this he presents three key findings. First, he establishes that a number of CSR TMT positions exist and he lists all identified corporations and associated position titles. Second, the author shows that Scandinavian corporations are significantly more likely than U.S. corporations to have such CSR TMT positions. This finding serves as evidence that the U.S. may have been surpassed by a subset of Europe, i.e., Scandinavia, in at least one relevant measure of explicit CSR, whereby this study may serve witness to a noteworthy juncture post Matten and Moon’s (Academy of Management Review, 33(2):404–424, 2008) “Implicit & Explicit CSR” article. And third, he shows that corporations with a CSR TMT position are three times more likely to be included in the Dow Jones Sustainability Index (DJSI) than corporations with none. A range of further research opportunities stemming from these findings include exploring whether explicit attention to CSR by the corporation is indicative of a longer term trend that has to do with attention to responsible business and whether a move away from the expression ‘CSR’ toward the expression ‘sustainability’ is underway and what this may entail.</i></p>

GESTION DE RISQUE ET GESTION DE CRISE

Titre	<i>Fractal Crises – A New Path for Crisis Theory and Management.</i>
Auteurs	Benjamin Topper et Patrick Lagadec
Publication	<i>Journal of Contingencies and Crisis Management</i> (2013). Volume 21. Numéro 1. Pages 4–16.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>This paper is a modest contribution to the vast exploration to be embarked upon as our maps appear increasingly outdated. The authors will first explore some outmoded 'taken for granted' assumptions and visions: this section aims to clarify why the crisis management world has profoundly changed and how the current understanding of crises and theoretical frameworks is becoming increasingly less adequate. Then, they will try to meet the second challenge of this special issue, by suggesting innovative approaches that will contribute to elaborate the building blocks of a theory of crisis management. They will propose a new theoretical framework, through the use of a fractal approach, following the footsteps of Benoit Mandelbrot, in order to rethink and capture the essence of the new theatre of operations that must be dealt with. Throughout, the authors will show how this original framework could be put into practice and what its limitations and perspectives are.</i></p>

Titre	<i>Wandering Through Crisis and Everyday Organizing; Revealing the Subjective Nature of Interpretive, Temporal and Organizational Boundaries.</i>
Auteur	Joeri van Laere.
Publication	<i>Journal of Contingencies and Crisis Management</i> (2013). Volume 21. Numéro 1. Pages 17–25.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The results of a 6-year action research study on developing crisis management preparedness in Swedish municipalities reveal strong connections rather than sharp distinctions between crisis and non-crisis on interpretive, temporal and organizational dimensions. Confusion and debate about what is labelled as a crisis, when everyday ends and crisis begins, and who and who are not involved, may illuminate different views on what the scale, scope and inherent complexity of 'our' system is in crisis and in non-crisis. Crises are not only a brutal audit for the practitioners involved, but also for the scientific theories that explain crisis behaviour. Current definitions of crisis understate the subjective nature of interpretations of crisis and organizing. To better understand the muddiness of organizing, crisis management researchers might aim for portraying more feed-forward messiness in crisis study descriptions and applying less hindsight bias in their analyses. Such images could help practitioners realize that organizing is more complex and less controllable than currently might be pictured and assumed. A deeper exploration of concepts like duality, competing values and complex adaptive systems could serve both practitioners and researchers.</i></p>