



Centre de recherche sur la gouvernance

BULLETIN DE VEILLE

Volume 5, numéro 3 | Novembre 2013





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

- Une annonce de conférence en 2014;
- Cinq notices de livre, 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

Jacques Gagné

Chercheur invité, CERGO

Sous la direction de **Luc Bernier**

Professeur titulaire au CERGO – ENAP

veille.cergo@enap.ca

Événements à venir

COLLOQUES, CONGRÈS ET CONFÉRENCES

Titre	THE INSTITUTIONAL FOUNDATIONS OF CAPITALISM - SASE 26TH ANNUAL CONFERENCE THEME
Organisateur	Society for the Advancement of Socio-Economics.
Lieu/Date	Du 10 au 12 juillet 2014. Northwestern University et University of Chicago.
Lien	https://sase.org/2014---chicago/sase-26th-annual-conference-theme_fr_173.html
Information	<p>What makes a market economy possible? Through multiple crises and recoveries, capitalism has proven to be an extraordinarily dynamic, durable and adaptive economic system. Market-allocation of goods and services has spread globally, encompassing developed and emerging economies alike, and subjecting the life-chances of billions of people to the logic of capitalism. Scholars recognize that this is not a monolithic economic system, for it is fraught with internal tensions and marked by complex heterogeneity. And yet, all this economic activity rests upon a set of core institutional foundations.</p> <p>Some preconditions have long been recognized. Adam Smith noted that markets required property rights, a set of legally enforceable rules that governed claims and control over valuable assets. And unless these property rights are also alienable, market exchange is not possible. Early modern rulers promulgated standardized weights and measures as a way to create accurate market information and facilitate exchange. Sovereigns have long minted coins and regulated paper money to help monetize economic transactions. Max Weber underscored the importance of “rational capital accounting” and “calculable law,” backed by the coercive power of the state, for a capitalist economy. Governments even institutionalize economic failure and enforce hard budget constraints by creating a legal apparatus for corporate and individual bankruptcy. One key issue therefore concerns the linkage between political and economic structures, and whether representative democracies have a particular affinity with market economies.</p> <p>Neither functional necessity nor performativity ensures the automatic satisfaction of these preconditions. On the contrary, Karl Polanyi argued that unrestrainedly competitive markets tended to erode their own foundations, but that public policy could mitigate this problem through a strategy of de commodification. The reproduction of labor power, for example, was supported by policies that protected household earnings from market instabilities and which socialized the costs of creating an educated workforce. Groups and organizations that constitute “civil society” may also play a role in this connection, either by shaping public policy or helping to remedy the problem directly. And larger problems than those envisioned by Polanyi now loom as societies face the market externalities that produce global climate change.</p> <p>The establishment, maintenance and erosion of institutional foundations are contingent and conflicted processes that can move forward or backward, by design or accident, but always producing unintended consequences. Furthermore, establishment is a costly undertaking that requires dedicated resources (known</p>

sometimes as taxes). When these institutions malfunction, drama can ensue. Various regulatory and informational failures contributed to the financial crisis of 2008, and the ambiguities of intellectual property continue to generate conflict in the pharmaceutical and computer software industries, both nationally and internationally. The current failure of European labor markets to create adequate employment, especially among young adults, poses thorny political problems that will only grow.

Institutional foundations are traditionally located at the national level, but in the modern era they are increasingly pitched at regional or even global levels. The neo-liberal project of building markets now animates the European Union, WTO, and World Bank as much as it does nation states. Although the monetary base remains a largely national responsibility, the eurozone shows that multi-national arrangements are possible. And the articulation and protection of intellectual property is now shared between national patent, trademark and copyright laws and global agreements like TRIPS. Self-consciously theorized global models diffuse around the world, although implementation frequently reinserts significant local variability, and institutional convergence can be a remarkably inharmonious process.

Institutional foundations can also shift between public, quasi-public and private spheres, with important implications for democratic accountability and control. Consider the central role that ISDA plays in the massive over-the-counter derivatives market by creating standardized contractual language for swaps agreements, the importance of private credit rating agencies like Moody's and S&P in governing global capital flows, the part of the Basel Committee in setting international bank capital standards, or the role of ISO in setting a host of product and process standards. Private regulation abounds. They also vary in formalization, with laws and official treaties at one extreme, and informal social arrangements (such as underpin the New York City diamond market) at the other.

The 2014 SASE Annual Meeting seeks contributions that explore the different social and institutional bases of modern capitalism, and how these are variably established locally, nationally, regionally, and globally. Historical and/or comparative research designs are especially welcome, as are projects that deploy a range of quantitative and qualitative methodologies.

Articles, livres et monographies

Organisations publiques | Entreprises publiques

ENTREPRISES PUBLIQUES - RÉFORMES

Titre	STATE-OWNED ENTERPRISES: TRADE EFFECTS AND POLICY IMPLICATIONS
Auteurs	Przemyslaw Kowalski, Max Büge, Monika Sztajerowska et Matias Egeland
Publication	OECD Trade Policy Papers No. 147 (2013). 92 p.
Source	Document disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>With a growing integration via trade and investment, state-owned enterprises (SOEs) that have traditionally been oriented towards domestic markets increasingly compete with private firms in the global market place. Three principal questions emerge from the international trade perspective: (1) How important is state ownership in the global economy; (2) What types of advantages granted to SOEs by governments (or disadvantages afflicting them) are inconsistent with the key principles of the non-discriminatory trading system; and (3) What policies and practices support effective competition among all market participants? Using a sample of world's largest firms and their foreign subsidiaries, this paper shows that the extent of state presence in various countries and economic sectors is significant. Moreover, many of the countries with the highest SOE shares and economic sectors with strong SOE presence are intensely traded. The potential for economic distortions is hence large, if some of these SOEs benefit from unfair advantages granted to them by governments—an allegation that is often raised in political and business circles. Existing information on such advantages is often either anecdotal or limited to individual cases. As a groundwork for future analysis and building on the existing information and literature, this paper presents a conceptual discussion of how potential SOE advantages can generate cross-border effects. It also describes several cases when actions of SOEs as well as advantages allegedly granted to them by governments have been contested as inconsistent with national or international regulations, albeit with varying degree of success. This may be partially explained by the fact that existing regulatory frameworks that discipline some forms of anti-competitive behaviour of SOEs have been designed with domestic objectives in mind or were conceived at times when the state sector was oriented primarily towards domestic markets. The survey of existing rules at the national, bilateral and multilateral levels presented in this paper is a first step in determining whether there is a need to fill any gaps and in finding the most constructive ways of doing so.</p>

Gouvernance

GOVERNANCE SOCIÉTALE ET PUBLIQUE / INSTITUTIONNELLE

PARTIES PRENANTES

GOVERNANCE ET ÉTHIQUE PUBLIQUE

INDICATEURS

Titre	LE PRINCIPE DE TRANSPARENCE EN SUISSE ET DANS LE MONDE
Auteur	Martial Pasquier (dir.).
Publication	Presses polytechniques et universitaires romandes (2013). 285 p.
Source	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>Qui s'oppose aujourd'hui à la transparence dans la conduite des activités de l'Etat? Pratiquement personne tant le concept est intrinsèquement connoté positivement et sa négation presque toujours associée au secret, à l'opacité et par là à la corruption et à certaines formes d'obscurantisme.</p> <p>La transparence est devenue aujourd'hui incontournable et elle est de plus en plus considérée comme un droit fondamental: celui d'être informé (obligation pour l'Etat d'informer de manière active) et celui de pouvoir s'informer (obligation pour l'Etat de rendre publique l'information dont il dispose). Plusieurs raisons justifient que l'Etat et son administration travaillent de manière transparente. La première de ces raisons a trait à l'équilibre dans l'échange d'informations. Dans nos sociétés et pour l'accomplissement de ses diverses tâches, l'Etat demande de plus en plus d'informations aux citoyens (questionnaires, formulaires, etc.). Ensuite, la transparence s'inscrit dans le but d'améliorer les relations entre administrations et citoyens. Avec le problème lancinant des déficits publics, la perte de confiance dans les administrations, l'exigence d'une plus grande responsabilisation des gouvernants et la lutte contre la corruption, l'accès à l'information permet d'inverser certaines de ces tendances et de rétablir des relations plus harmonieuses entre les administrations et les citoyens. De surcroît, travaillant «sous le regard des citoyens», l'administration est censée exécuter ses tâches de manière plus efficiente.</p> <p>Finalement, la transparence est un outil permettant de favoriser la coparticipation des citoyens au développement et à la conduite des politiques publiques. La participation plus active des citoyens à la gouvernance de l'Etat demande une information de plus grande qualité et en plus grande quantité. La transparence des activités de l'Etat devient dans ce contexte une condition sine qua non de la bonne gouvernance et de la participation active des citoyens aux processus politiques.</p> <p>Cet ouvrage vise à faire le point de la transparence administrative. Il est structuré en trois parties principales. La première partie traite de l'application de la transparence en Suisse. La deuxième partie aborde l'application de ce principe au niveau mondial. La troisième et dernière partie aborde la transparence au travers de problèmes particuliers et d'actualité.</p>

Titre	CONCEPTUALIZING AND RESEARCHING GOVERNANCE IN PUBLIC AND NON-PROFIT ORGANIZATIONS
Auteurs	Luca Gnan, Alessandro Hinna et Fabio Monteduro (dir.).
Publication	Emerald Group Publishing Limited (2013). 263 p.
Source	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	The volume aims to give an outline of the state of the art and the most recent research being done on public and non-profit governance at the international level (with particular emphasis in Europe). The focus of the volume is mainly on the 'organizational' governance that still remains 'a neglected area of governance' both in the public and in the non-profit sector. The volume includes two groups of chapters aimed at examining the recent trends and the future directions of the public and non-profit governance research. One group of chapters addresses broad issues of how to conceptualize and research 'governance' in public and non-profit organizations. The second group of chapters deals with recent trends of research on governance mechanisms through empirical studies, including contingency and behavioral studies on public and non-profit boards, studies on participative governance mechanisms such as stakeholder involvement and citizens' participation and studies on governance codification.

Titre	CO-OPERATIVE GOVERNANCE OF PUBLIC–CITIZEN PARTNERSHIPS: TWO DIAMETRICAL PARTICIPATION MODES
Auteurs	Richard Lang, Dietmar Roessl et Daniela Weismeier-Sammer.
Publication	Studies in Public and Non-Profit Governance (2013). Vol. 1. Pp. 227-246.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	The aim of this study is to examine the impact of co-operative governance structures on citizen participation in public service provision. Using a multiple case study-approach, we analyse and compare five examples of co-operative public–citizen partnerships in Austria and Germany. The study clearly shows that co-operatives can be a tool for both, (1) the bottom-up self-organization of citizens (co-operative as 'contested space') and (2) the top-down organization to canalize citizen participation (co-operative as 'invited space'). Co-operative public–citizen partnerships therefore represent a balancing act between dependency through public funding and autonomy through community-based decision making. It underlines the importance of context-sensitive qualitative research. Limitations might stem from the fact that municipal areas might differ in other countries than Germany and Austria, for example, due to legal prerequisites. If regional government representatives are supporting a bottom-up initiative, they are more inclined to provide crucial resources for the public–citizen partnership and tensions between different stakeholders involved are weakened. As for social implications, co-operative public–citizen partnerships might enhance participatory democracy and seem to strengthen solidarity and social cohesion on the neighbourhood level.

Administration publique / parapublique / L'État

INTÉRÊT GÉNÉRAL / BIENS PUBLIQUES

DÉVELOPPEMENT DURABLE ET ENVIRONNEMENT

Titre	MODELING AND ASSESSMENT OF COMPETENCIES IN URBAN LOCAL BODIES FOR IMPLEMENTING PPP PROJECTS
Auteurs	Ganesh A. Devkar et Satyanarayana N. Kalidindi.
Publication	Built Environment Project and Asset Management (2013). Vol. 3. N° 1. Pp. 42-57.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>The weak competencies in urban local bodies (ULBs) for implementing public private partnership (PPP) projects are recognized as a major hurdle in uptake of the PPP model in India. Competency-based management provides a systematic solution for addressing the competency gap in ULBs, which comprises four components: competency identification, competency assessment, competency development and competency monitoring. The purpose of this paper is to discuss the development of a PPP competencies assessment (PCA) tool for assessment of competencies in ULBs for implementing urban PPP projects. The analytical hierarchy process (AHP) was used for modeling of competencies involved in urban PPP projects. The application of the PCA tool was showcased with a case study of PPP projects in the municipal solid waste management (MSW) sector.</p> <p>The PCA tool is effective in assessment of competencies in ULBs. The outputs obtained from the PCA tool provided detailed information on competency profile of the ULB, competency gap and aggregate measure of PPP competencies index. The study contributes towards the growing body of knowledge on competency development in ULBs for implementing urban PPP projects. The results would also help policy makers to formulate approaches to overcome the competency gap in ULBs.</p>

Politiques publiques / Théorie

NORMALISATION

PRIVATISATION

Titre	DEMOCRACY AND AUTHENTICITY: TOWARD A THEORY OF PUBLIC JUSTIFICATION
Auteur	Howard H. Schweber.
Publication	Cambridge University Press (2011). 446 pages.
Source	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	In <i>Democracy and Authenticity</i> , the author examines a basic problem for liberal democracies. When a political entity is characterized by diversity of identities and values, what kinds of justifications are appropriate for coercive government actions? In particular, the author argues that justifications based on particular religious doctrines inaccessible to nonadherents cannot be a proper basis for government actions that affect everyone. He develops a model of public justification intended to guide citizens in a liberal democracy through the work of creating policies that satisfy their responsibilities to one another.

Titre	BUSINESS AS USUAL: INTEREST GROUP ACCESS AND REPRESENTATION ACROSS POLICY-MAKING VENUES
Auteurs	Frederick J. Boehmke, Sean Gailmard and John W. Patty.
Publication	Journal of Public Policy, Vol. 33, N° 1. Pp 3-33.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	We provide the first comprehensive study of lobbying across venues by studying interest group registrations in both the legislative and administrative branches. We present four major findings based on Federal and state data. Firstly, groups engage in substantial administrative lobbying relative to legislative lobbying. Secondly, the vast majority of groups lobby the legislature, but a large proportion of groups also lobby the bureaucracy. Thirdly, representational biases in legislative lobbying are replicated across venues: business groups dominate administrative lobbying at least as much as they do legislative lobbying. Finally, the level of interest group activity in one venue for a given policy area is strongly related to its level in the other venue. The findings potentially have important implications for the impact of institutional design on both the form and promotion of broad participation in policy-making as well as the ultimate content of policies chosen by democratic governments, broadly construed.

Gouvernance des finances publiques Politiques économiques / budgétaires

POLITIQUES ÉCONOMIQUES ET ÉCONOMIE DU SAVOIR

RÉGIMES DE RETRAITE

INFRASTRUCTURES PUBLIQUES

Titre	ANALYSE DES RÉGIMES DE RETRAITE PUBLICS DES ÉTATS-UNIS
Auteur	Alicia H. Munnell, Director of the Center for Retirement Research at Boston College
Publication	State and Local Pensions, What Now?
Source	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>Le livre trace un historique au plan financier, de 1970 à 2012, des régimes de retraite des états américains les plus importants, pose un diagnostic sur la situation actuelle et propose des solutions.</p> <p>Les conclusions de l'analyse américaine ne sont probablement pas très différentes de ce qu'une analyse similaire produirait au Canada :</p> <ul style="list-style-type: none"> • La situation financière des régimes varie beaucoup d'un état à l'autre en fonction des montants de cotisations que les gouvernements ont versés dans le passé dans les régimes. • Les passifs des régimes sont en moyenne grandement sous-évalués (et, partant de là, les déficits également) du fait que le taux d'actualisation utilisé pour évaluer le passif est trop élevé. Un taux adéquat aurait pour effet d'augmenter les passifs d'environ 50%. • Les régimes de retraite ne devraient pas être modifiés de façon isolée mais plutôt sur la base de la rémunération globale. • Il faut prendre garde de se fixer comme objectif de ramener les prestations des régimes de retraite du secteur public au niveau de celles du secteur privé. L'objectif pourrait plutôt être d'augmenter les rentes du secteur privé. Dans les deux secteurs, il est certain que la réforme impliquera l'augmentation des contributions.

Titre	CANADIAN PUBLIC BUDGETING IN THE AGE OF CRISIS
Auteurs	G. Bruce Doern, Allan M. Maslove et Michael J. Prince
Publication	McGill-Queen's University Press. 2013. 282 pages.
Source	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	In the aftermath of the 2008 financial crunch, a pending era of budgetary austerity looms over Canada. Canadian Public Budgeting in the Age of Crises provides a roadmap through the difficult fiscal decisions that have characterized contemporary federal politics across four decades.

	<p>(suite)</p> <p>The authors provide an accessible and comprehensive overview of the constraints that have affected budgetary outcomes in the recent past and that will affect the near future, with analysis spanning micro, macro, social, environmental, and intergenerational domains. They examine the current Harper government's Conservative era, but also look at public budgeting under Chrétien, Mulroney, and Trudeau. Set in the crucial context of macroeconomic policy shifts and in a global comparative context, Canadian Public Budgeting in the Age of Crises broadens and deepens our understanding of government spending, borrowing, and taxing. Budgetary domains - complex realms of fiscal content, choice, and governance - are introduced and balanced against an analysis of these domains with pertinent and up-to-date discussions on institutional influences, dominant actors, and shifting power imbalances.</p>
--	--

Titre	RAPPORT DE LA COMMISSION DES FINANCES PUBLIQUES SUR LE RAPPORT D'AMOURS
Auteur	Commission des finances publiques (Québec)
Publication	Rapport officiel de la Commission (17 septembre 2013)
Lien	http://www.assnat.qc.ca/fr/travaux-parlementaires/commissions/CFP/mandats/Mandat
Résumé	<p>La seule conclusion du Rapport de la Commission des finances publiques qui constitue une recommandation d'action immédiate est la mise-sur-pied des régimes volontaires d'épargne-retraite. Il s'agit ici de régimes qui s'adressent prioritairement à de petits employeurs qui n'offrent pas encore de véhicules d'épargne-retraite collectifs à leurs employés.</p> <p>Voici les principaux sujets du Rapport D'Amours sur lesquels la Commission recommande que des études plus poussées soient menées :</p> <ul style="list-style-type: none"> • Rente de longévité : idée jugée intéressante mais les effets sur les entreprises, l'économie et les finances publiques doivent être évalués. • Capitalisation améliorée des régimes de retraite : innovation intéressante mais effet négatif sur les déficits actuariels déjà importants des régimes du secteur public • Situation des municipalités : constatation des problèmes de financement des régimes de retraite en même temps que de l'opposition syndicale à toute réduction des droits acquis; la Commission ne prend pas position. • Restructuration des régimes à prestations déterminées : compte tenu que les groupes ont des positions diamétralement opposées, la Commission réfère la question au gouvernement afin qu'il trouve une solution.

ÉNERGIE

Titre	GOVERNANCE AND NUCLEAR POWER: WHY GOVERNING IS EASIER SAID THAN DONE
Auteurs	Keith Baker et Gerry Stoker.
Publication	Political Studies (2013). Vol. 61. N° 3. Pp 580-598.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	Governance studies have taken an interpretative turn. There is value in this development which emphasises how, through the construction of narrative and meaning, the processes of governance can be given direction. A study of Britain's privatised energy industry, embedded in a complex set of international networks and market conditions, is used to illustrate the argument. Government cannot command an expansion of nuclear power to meet future energy needs but is seeking to deliver it through a governance narrative that is collaborative and decentred. To judge the likely success of this governance stance requires stepping beyond an interpretative frame and complementing it with insights from a historical institutional perspective. The British government is severely hampered in achieving its objectives by institutional and structural constraints.

Titre	INSIDE THE BLACK BOX: INCENTIVE REGULATION AND INCENTIVE CHANNELING ON ENERGY MARKETS
Auteur	Klaus Heine.
Publication	Journal of Management & Governance (2013). Vol. 17. N° 1. Pp 157-186.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	This paper aims to achieve more insight into the complex interplay between the 'external' market regulations and 'internal' regulations (corporate governance) of energy firms. In recent years, many countries have deregulated the incumbent energy monopolies and have introduced new modes of regulation. However, the new incentive schemes do not represent an unmitigated success story. A major problem seems to be the neoclassical framework that is used for the analysis of energy markets. Therefore, an important goal of this paper is to clarify the boundaries of neoclassical regulation theory. There are two restrictions that hamper the neoclassical analysis of energy markets. The first is the difficulty of overcoming the widely held 'black box' view of firms. The second is the idea that agents always make rational choices. The paper proposes a kind of theoretical division of labor for understanding the effectiveness of regulatory schemes in energy markets. Neoclassical economics points out to the sources of market failure, and helps to identify where in particular on the supply chain one is likely to observe natural monopolies. Transaction cost economics explains appropriate governance of vertical relations along the supply chain. And organizational theories can elucidate what happens within firms: their response to regulation, competition, and relations with suppliers. A research agenda for the third component is proposed, drawing on insights from New Sociological Institutionalism and organizational behavior.

STRATÉGIE

Titre	BEHAVIORAL STRATEGY: A FOUNDATIONAL VIEW
Auteurs	James E. Schrage et Albert Madansky.
Publication	Journal of Strategy and Management (2013). Volume 6. N° 1. Pp 81-95.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>The purpose of this paper is to apply the cognitive research of Herbert Simon to business strategy decisions, to begin a discussion of the emerging field of Behavioral Strategy. Research on cognition, memory and expertise are organized, with the aim of enlightening the process of business strategy development. The authors select four insights from Simon's work to form an integrative framework of decision making and apply this to illuminate existing approaches to schools of strategy thought and practice.</p> <p>This paper should lead to research on how to advance the process of solving strategic problems, in both practice and theory. The most important limitation is that much additional research lies ahead, as this is a foundational view. For now, researchers have to recognize the potential for application of Simon's cognitive research to the practice of strategic decisions.</p>

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

Titre	THE SOCIAL EMBEDDEDNESS OF BUSINESS MODEL ENACTMENT: IMPLICATIONS FOR THEORY AND PRACTICE
Auteur	Bert Spector.
Publication	Journal of Strategy and Management (2013). Vol. 6. N° 1. Pp. 27-39.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>This paper analyzes the intra-firm dynamics of business model enactment, paying particular attention to the social context in which that enactment occurs. It develops its hypotheses from qualitative case studies. In particular, the article presents two exploratory cases designed to generate questions and hypotheses. Two hypotheses are generated: first, the social capital of a firm enhances its capacity to enact its intra-firm business model; and second, when business model redesign alters the organizational location in which activities and transactions are performed, social capital will become especially salient. Exploratory research is both suggestive and limited. Additional descriptive and explanatory research will more fully explore the phenomenon of the role of social capital in enacted business model design, as well as present data bearing on cause-effect relationships.</p> <p>For the manager, the implication of the research relates especially to building an enactment capacity for the firm's business model; attention to social relationships and investment in social capital will enhance a firm's enactment capacity. The article is the first to consider the intra-firm dynamics of business model design and to integrate the concept of social capital into an understanding of design enactment.</p>

Titre	PLANNING AND PARTICIPATION IN CITIES THAT MOVE: IDENTIFYING OBSTACLES TO MUNICIPAL MOBILITY MANAGEMENT
Auteurs	Loren B. Landau, Aurelia Segatti et Jean Pierre Misago.
Publication	Public Administration and Development (2013). Vol. 33. N° 2. Pp. 113-124.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	<p>The dual processes of rapidly transforming cities and administrative decentralisation demands that local government address human mobility as a means of countering urban poverty. Despite this imperative, local authorities are often poorly equipped to address the needs of poor and transient residents. Through an examination of four South African municipalities, this article helps to identify three critical factors working against effective responses: poor data and conceptual bias; institutional ambiguities and budgeting processes; and, ironically, participatory planning. Although any one of these could serve as a basis for an article, by taking them together, the authors better summarise the challenges' scope and outline areas for further research and policy intervention. The article concludes by considering these findings' practical and scholarly implications.</p>

RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ÉTHIQUE

Titre	THE ROLE-PLAY APPROACH TO CORPORATE SOCIAL RESPONSIBILITY (CSR) EDUCATION: THE CONCEPT AND A STEP-BY-STEP EXAMPLE
Auteur	Caroline Ditlev-Simonsen.
Publication	Developments in Corporate Governance and Responsibility (2013). Vol. 4. Pp. 35-56.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	The social and environmental challenges facing our society, coupled with financial scandals and crises, have led to increased focus on and expectations for corporate social responsibility (CSR). However, in order to meet this expectation, business students need education in the CSR field. The amount of attention to CSR in business education varies widely and the lack of a CSR curriculum in some countries has been severely criticised, with calls for more focus on the subject. In Norway, for example, propositions to the Parliament about CSR urge The Research Council for Norway to pursue and strengthen their programme for financing research in this field. CSR addresses normative and ethical issues, and students' self-awareness, attitudes and understandings of others are key elements. CSR-related situations comprise a set of dilemmas with no absolute 'right' or 'wrong'. In this sense CSR education is different from most of business school education format, and therefore requires different educational tools.

Titre	INTERNAL AND EXTERNAL AUDITOR ETHICAL DECISION-MAKING
Auteurs	Donald F. Arnold Sr, Jack W. Dorminey, A.A. Neidermeyer et Presha E. Neidermeyer.
Publication	Managerial Auditing Journal (2013). Vol. 28. N° 4. Pp. 300-322.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Résumé	The aim of this exploratory research is to compare three sectors of the auditing profession – internal auditors, external auditors from larger international firms, and external auditors from smaller/regional firms – in regard to the influence of situational context on their ethically-related decision-making and judgment evaluations. Against the backdrop of five vignettes applied with a survey, the paper examines the potential influence of social consensus and magnitude of consequence on the ethical decision path of these three auditor groups. The paper finds that, in all cases, social consensus and magnitude of consequences exert influence on the ethical decision path. In the case of social consensus, however the paper finds that the ethical decision path is fully mediated for large firm auditors but is only partial mediated for the other two groups of auditors. This research examines responses from both internal and external auditors. Comparison between such groups is unique because these groups have not been well researched in the past literature.

GESTION DE RISQUE ET GESTION DE CRISE

Titre	CRISIS MANAGEMENT REVISITED: A NEW AGENDA FOR RESEARCH, TRAINING AND CAPACITY BUILDING WITHIN EUROPE
Auteurs	Paul Hart et Bengt Sundelius.
Publication	Cooperation & Conflict (2013). Vol. 48. N° 3. Pages 444-461.
Lien	Document disponible via les bibliothèques de l'ENAP et de la TÉLUQ
Source	Fifteen years ago we presented an agenda for crisis management research and training in Europe, here that article is revisited through a comprehensive review of social science scholarship in the field. Both the discourses on risk and crisis 'management' and on crisis 'politics' are surveyed in an effort to show the connect between knowledge and policy agendas for capacity building. Priority areas for European research are identified and discussed. The vital roles of research-based education and experience-based training to foster enhanced crisis management practices are noted. Independent yet policy-focused centers of crisis management scholarship are encouraged and needed. These should be linked through a transnational network to support a common 'rapid reflection' force in service of European leadership, when it matters the most.



Centre de recherche sur la gouvernance