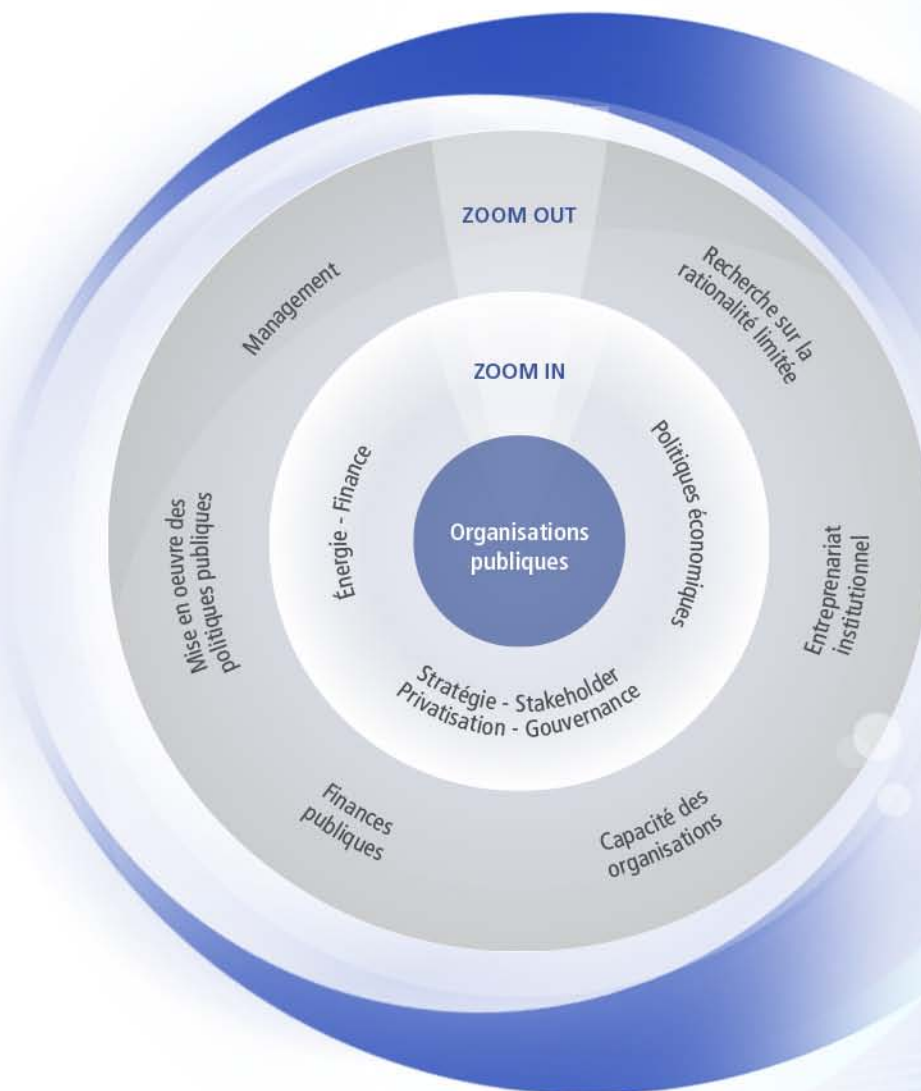




Centre de recherche sur la gouvernance

# BULLETIN DE VEILLE

Volume 6, numéro 1 | Janvier 2014





**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 2014;
- Deux 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

**Jacques Gagné**

Chercheur invité, CERGO

Sous la direction de **Luc Bernier**

Professeur titulaire et co-directeur au  
CERGO – ENAP

[veille.cergo@enap.ca](mailto:veille.cergo@enap.ca)

# Événements à venir

## COLLOQUES, CONGRÈS ET CONFÉRENCES

<b>Titre</b>	2ND INTERNATIONAL CONFERENCE ON MANAGEMENT, LEADERSHIP AND GOVERNANCE – ICMLG 2014
<b>Organisateur</b>	Babson College.
<b>Lieu/Date</b>	Le 20 et le 21 mars 2014. Wellesley, Massachusetts, États-Unis.
<b>Lien</b>	<a href="http://academic-conferences.org/icmlg/icmlg2014/icmlg14-home.htm">http://academic-conferences.org/icmlg/icmlg2014/icmlg14-home.htm</a>
<b>Information</b>	The International Conference on Management, Leadership, and Governance (ICMLG 2014) invites researchers, practitioners, and academics to present their research findings, work in progress, case studies and conceptual advances in any branch of the above fields. Although a broad range of submissions are warmly welcomed, two themes are especially encouraged. Papers that reflect the application of entrepreneurship to all types and sizes of organization will be of particular interest. Similarly, work on the emerging topic of sustainability – the understanding that economic and social value creation are not mutually exclusive – would be greatly appreciated. This conference provide an intellectually stimulating environment for varied groups of people from around the globe to share different perspectives, experiences and knowledge on these and other important topics, all within the beauty and tradition of New England.

<b>Titre</b>	13IÈME CONFÉRENCE INTERNATIONALE DE GOUVERNANCE DE L'AAIG GOUVERNANCE : NOUVELLES PERSPECTIVES
<b>Organisateur</b>	ESC DIJON BOURGOGNE.
<b>Lieu/Date</b>	Le 19 et 20 mai 2014. ESC Dijon Bourgogne, Dijon, France.
<b>Lien</b>	<a href="http://www.cig2014.org/">http://www.cig2014.org/</a>
<b>Information</b>	Point de rencontre de nombreuses disciplines telles que la finance, la comptabilité, le droit, l'économie, la stratégie et les ressources humaines, la recherche en gouvernance d'entreprise donne lieu à la réalisation de travaux scientifiques pertinents pour les entreprises, les investisseurs et les régulateurs. Les chercheurs sont invités, en fonction de leurs domaines de compétence et centres d'intérêt, à soumettre leurs travaux, quels que soient leurs cadres analytiques et méthodologiques. Le comité scientifique a retenu le thème suivant, pour cette 13ième édition : « La gouvernance : nouvelles perspectives ». Dans un environnement en pleine évolution, avec des données fortement modifiées par la crise financière et économique, les modèles traditionnels de la gouvernance d'entreprise ont besoin d'être réexaminés. Cette 13ième conférence annuelle de l'AAIG sera donc l'occasion pour les académiques et les professionnels d'échanger sur la gouvernance des entreprises aujourd'hui, ses formes, ses mécanismes et les règles qui la régissent. Le comité scientifique sollicite des contributions variées en gouvernance, notamment en termes de champ disciplinaire (gestion, finance, économie, droit, sociologie ...) ou de positionnement méthodologique (méthodes quantitatives, qualitatives, etc.).

# Articles, livres et monographies

## Organisations publiques | Entreprises publiques

### ENTREPRISES PUBLIQUES - RÉFORMES

<b>Titre</b>	AS PUBLIC GOES PRIVATE, SOCIAL EMERGES: THE RISE OF SOCIAL ENTERPRISE
<b>Auteurs</b>	Mark Richard Hayllar et Roger Wettenhall.
<b>Publication</b>	Public Organization Review (2013). Vol. 13. N° 2. Pp. 207-217.
<b>Source</b>	Document disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	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.

<b>Titre</b>	GOVERNANCE AND ORGANIZATIONAL ECLECTICISM IN THE PUBLIC ARENA: INTRODUCTORY PERSPECTIVES
<b>Auteur</b>	Ian Thynne.
<b>Publication</b>	Public Organization Review (2013). Vol. 13. N° 2. Pp. 107-116.
<b>Source</b>	Document disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	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.

## Gouvernance

GOUVERNANCE SOCIÉTALE ET PUBLIQUE / INSTITUTIONNELLE

PARTIES PRENANTES

GOUVERNANCE ET ÉTHIQUE PUBLIQUE

INDICATEURS

<b>Titre</b>	GAPS IN PURSUING PARTICIPATORY GOOD GOVERNANCE: BANGLADESH CONTEXT
<b>Auteurs</b>	Waheduzzaman et Charles H. B. Mphande.
<b>Publication</b>	Organization & Society (2014). Vol. 46. N° 1. Pp. 37-69.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	The Government of Bangladesh with the help of international development agencies has been trying to develop good governance through effective people's participation with the aim of realizing effective outcomes from aid-assisted development projects. This research was conducted to explore how theories of people's participation could be understood and adapted to support effective implementation of development programs through good governance in Bangladesh. Findings from case studies, including the interviews of different stakeholders responsible for ensuring participatory governance, reveal that existing structural, conceptual, and cultural gaps hinder the proper implementation and interpretation of the theory of participatory governance in rural Bangladesh.

<b>Titre</b>	THE ARCHITECTURE OF COMMUNITY: INTELLIGENCE COMMUNITY MANAGEMENT IN AUSTRALIA, CANADA AND NEW ZEALAND
<b>Auteur</b>	Andrew D Brunatti.
<b>Publication</b>	Public Policy and Administration (2013). Vol. 28. N° 2. Pp. 119-143.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	While many have examined individual intelligence agencies and cooperation between agencies bilaterally, the study of the interdepartmental architecture that is meant to coordinate intelligence communities has been peripheral at best. This is especially true in the case of smaller states, such as Australia, Canada and New Zealand. However, this architecture is fundamentally important to our understanding of how the secret state operates; how it impacts, and is impacted by, the open state; and, when taken comparatively, is indicative of differing government cultures towards intelligence. Examination of the development of intelligence community management architecture in Australia, Canada and New Zealand reveals that actors in all three communities recognise networks of interdependency between them. However the extent to which they are able to exploit these interdependencies is dependent on larger dynamics in government, supporting the idea that intelligence communities can only be as cohesive as the governments they serve allow them to be.

<b>Titre</b>	LA FIN DES SOCIÉTÉS
<b>Auteur</b>	Alain Touraine.
<b>Publication</b>	Éditions du Seuil, Paris (2013). 665 p.
<b>Source</b>	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>Nous sommes, depuis la crise financière, confrontés à cette évidence: avec la décomposition du capitalisme industriel, toutes les institutions sociales, la famille, l'école, la ville, les systèmes de protection et de contrôle social, l'entreprise, la politique elle-même perdent leur sens. Que se passe-t-il pour que les piliers de nos sociétés démocratiques se dérobent ainsi quand la globalisation du monde appellerait leur renforcement?</p> <p>Loin de céder à la peur du chaos qui accompagne et accélère le déclin, cet ouvrage s'efforce d'unir le récit d'une fin et l'annonce d'un commencement: celui d'un autre type de vie collective et individuelle fondé sur la défense des droits humains universels contre toutes les logiques d'intérêt et de pouvoir. À travers leurs revendications éthiques, les militants du Printemps arabe ou d'Occupy Wall Street, les <i>indignados</i> de la Puerta del Sol, les nouveaux dissidents chinois, les étudiants chiliens ou, plus généralement, le mouvement des femmes et des minorités sexuelles comme l'écologie politique fraient les voies de l'ère post-sociale et post-historique dans laquelle nous entrons.</p> <p>À charge pour nous d'apprendre à quelles conditions le sujet de droits que chacun peut invoquer est susceptible de se faire l'acteur d'expériences entièrement nouvelles, où le capitalisme financier, devenu sauvage aujourd'hui, pourrait être à nouveau contrôlé.</p>

## Administration publique / parapublique / L'État

INTÉRÊT GÉNÉRAL / BIENS PUBLIQUES

DÉVELOPPEMENT DURABLE ET ENVIRONNEMENT

<b>Titre</b>	ASSESSING REGULATORY PARTICIPATION BY HEALTH PROFESSIONALS: A STUDY OF STATE HEALTH RULEMAKING
<b>Auteur</b>	Susan Webb Yackee.
<b>Publication</b>	Public Administration Review (2013). Vol. 73. N° S1. Pp. S105-S114.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>Do health and health policy professionals (HHPPs) participate in the formation of agency health regulations? Passage of the Patient Protection and Affordable Care Act (ACA) of 2010 has necessitated the writing of many health-related national and state regulations. This article examines the participation patterns of HHPPs during rulemaking to gain insights that may be transferable to future health-related administrative decision making. The author suggests that the mix of public participants active during rulemaking has implications for health policy outputs. This proposition is tested using data drawn from 39 state health regulations and survey data from more than 380 participants and 23 interviews with agency officials. The author finds that HHPPs participate across the majority of the sample regulations, and when their activity across a rule increases, so does participant satisfaction with regulatory outcomes. More broadly, the results suggest a desire for even greater participation by HHPPs in future health-related rulemaking.</p>

<b>Titre</b>	HOW POLITICAL ARE GOVERNMENT CONTRACTING DECISIONS? AN EXAMINATION OF HUMAN SERVICE CONTRACTING DETERMINANTS
<b>Auteur</b>	Jiahuan Lu.
<b>Publication</b>	Public Administration Quarterly (2013). Vol. 37. N° 2. Pp. 182-207.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>Government contracting has become a common practice at all levels of governments. However, the motivations behind government make-or buy decisions are still not well understood. Public management operates in a complex organizational environment, integrating both political and pragmatic forces. This study explores the potential determinants of state governments' contracting out human services with nonprofit organizations. Based on a survey of state government-nonprofit human service contracting across the fifty states in 2009, the research presented here develops a regression model including multiple variables capturing both political and pragmatic factors that are theoretically assumed to affect government contracting decisions. The results show public employee unions as political factors, combined with human service demands and state fiscal difficulty as pragmatic factors, account for the variations in state government human service contracting.</p>

<b>Titre</b>	<b>HYDRO-QUÉBEC ET L'ÉTAT QUÉBÉCOIS</b>
<b>Auteur</b>	Stéphane Savard.
<b>Publication</b>	Septentrion, Québec (2013). 452 p.
<b>Source</b>	Livre disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>Extraits du livre :</p> <p><i>« ÉLECTEURS, ÉLECTRICES... ÉLECTRICITÉ! » Maurice Duplessis commençait parfois ses discours par cette expression plutôt colorée. Au-delà du calembour, qui fait allusion aux efforts d'électrification rurale des années 1940 et 1950, ces mots évoquent le lien privilégié qui existe au Québec entre l'énergie électrique et le politique. Présent de manière évidente depuis la création de la Commission hydroélectrique de Québec (1944) sous le gouvernement libéral d'Adélard Godbout, ce rapport étroit se renforce en 1962 avec la deuxième nationalisation de l'électricité. Le gouvernement libéral de Jean Lesage présente alors l'électricité comme la « clé du royaume », celle de la libération économique qui permettra de devenir « maîtres chez nous ». À partir de ce moment, le domaine de l'électricité ne cessera de solidifier son emprise au sein de la culture politique québécoise, comme en témoignent les discours des premiers ministres qui se succèdent au fil du temps: Jean Lesage, Daniel Johnson (père), Jean-Jacques Bertrand, Robert Bourassa, René Levesque, Daniel Johnson (fils), Jacques Parizeau, Lucien Bouchard, Bernard Landry et Jean Charest.</i></p> <p><i>Dès 1944, la relation entre électricité et politique se fait essentiellement par le biais d'Hydro-Québec. La plus importante société d'État au Québec devient ainsi le principal moyen utilisé par les responsables politiques pour intervenir dans le domaine de l'énergie en général, et de l'énergie électrique en particulier. Les nombreux projets de l'entreprise publique, que ce soit dans le domaine de l'hydroélectricité ou encore dans ceux de l'énergie nucléaire, de l'énergie thermique (gaz naturel ou pétrole) ou de l'énergie éolienne, nécessitent des planifications intenses et des investissements colossaux. Leur mise en oeuvre s'étire souvent sur plusieurs années, voire plus d'une décennie, et permet l'embauche de milliers de travailleurs. Les orientations données à Hydro-Québec, quant à elles, nécessitent régulièrement de longs débats et de profondes réflexions qui laissent peu de gens indifférents. Elles influencent assurément la société québécoise tout entière, de même que le mode de vie des citoyens qui, à quelques exceptions près, sont les seuls clients domestiques de la société d'État.</i></p> <p><i>Il n'est pas surprenant, dans ce contexte, qu'Hydro-Québec se soit maintes fois retrouvée au coeur des réalisations politiques, économiques, sociales et culturelles du Québec contemporain. Son importance pour la société québécoise en fait un instrument privilégié, par les responsables politiques pour promouvoir certaines représentations du Québec et de sa société. Agissant sur le plan des symboles, des valeurs et des croyances, ces représentations contribuent à définir la culture politique québécoise et à orienter les choix en matière énergétique. Cet ouvrage se veut donc une histoire politique d'Hydro-Québec de 1944 à 2005. Il analysera les différentes représentations symboliques et identitaires du Québec véhiculées par les responsables politiques et les dirigeants d'Hydro-Québec lorsqu'ils interviennent au sujet de l'énergie électrique.</i></p>



(suite)

Quels ont été les débats, dans le cercle des responsables politiques et administratifs, concernant Hydro-Québec, les territoires qu'elle gère, les techniques qu'elle utilise et l'impact de ses activités sur la vie et l'identité des Québécois et des Autochtones? Ce livre présente, de façon exhaustive et perspicace, le rôle prédominant de la société publique dans la construction nationale, ainsi que son instrumentalisation politique à des fins étatiques ou partisans.

## Politiques publiques / Théorie

NORMALISATION

PRIVATISATION

<b>Titre</b>	STREET-LEVEL BUREAUCRATS AND THE WELFARE STATE: TOWARD A MICRO-INSTITUTIONALIST THEORY OF POLICY IMPLEMENTATION
<b>Auteur</b>	Deborah Rice.
<b>Publication</b>	Administration & Society (2013). Vol. 45. N° 9. Pp 1038–1062.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	In the era of “activation,” which is characterized by the decentralization and individualization of social services, welfare caseworkers play an increasingly important role in shaping the policy outcomes of the welfare state. In this article, it is argued that to theoretically accommodate the complex institutional and systemic environments in which today’s caseworkers operate, the street-level bureaucracy approach introduced by Lipsky should be married with institutionalist theory, thereby laying the groundwork for a micro-institutionalist theory of policy implementation.

<b>Titre</b>	POLICY ADVOCACY ORGANIZATIONS: A FRAMEWORK LINKING THEORY AND PRACTICE IN THE NETHERLANDS
<b>Auteurs</b>	Sheldon Gen et Amy Conley Wright.
<b>Publication</b>	Journal of Policy Practice (2013). Vol. 12. N° 3. Pp 163–193.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	The practice of policy advocacy by organizations has outpaced its theoretical development. Yet the importance of a theoretical grounding for advocacy campaigns has increased with the need for accountability and an understanding of advocates’ contributions to policy development. This article synthesizes practitioner and academic literature on policy advocacy and proposes a conceptual framework of policy advocacy inputs, activities, and outcomes. Five distinct advocacy strategies are hypothesized: enhancing a democratic environment, applying public pressure, influencing decision makers, direct reform, and implementation change. This framework provides guidelines for organizations to strategically engage policy processes, while directing a research agenda on advocacy organizations.

## Gouvernance des finances publiques Politiques économiques / budgétaires

POLITIQUES ÉCONOMIQUES ET ÉCONOMIE DU SAVOIR

RÉGIMES DE RETRAITE

INFRASTRUCTURES PUBLIQUES

<b>Titre</b>	IMPACT OF UNFUNDED PENSION OBLIGATIONS ON CREDIT QUALITY OF STATE GOVERNMENTS
<b>Auteurs</b>	Christine R. Martell, Sharon N. Kioko et Tima Moldogaziev.
<b>Publication</b>	Public Budgeting & Finance (2013). Vol. 33. N° 3. Pp 24-54.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	This study reviews the funding status of state-administered pension plans and their impact on state credit quality. As the fund ratio (actuarial assets/actuarial accrued liability) of state-administered pension plans decreases, states are more likely assigned a lower rating. Moreover, rating outlooks are sensitive to the fund ratio, especially for migration between stable and negative outlooks for states with lower fund ratios. These results are a timely pretest to the 2013/2014 implementation of GASB Statements No. 67 and 68, serving as a benchmark to assess whether new reporting requirements will yield information to alter the market's response to unfunded pension liabilities.

<b>Titre</b>	PUBLIC-PRIVATE INTERACTION IN CONTRACTING: GOVERNANCE STRATEGIES IN THE COMPETITIVE DIALOGUE OF DUTCH INFRASTRUCTURE PROJECTS
<b>Auteurs</b>	Sander Lenferink, Taede Tillema et Jos Arts.
<b>Publication</b>	Public Administration (2013). Vol. 91. N° 4. Pp 928-946.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	The competitive dialogue (CD) procurement procedure aims to structure and facilitate public-private interaction in procurement. In this article we examine the CD procedures of four complex Dutch road infrastructure projects and explore how the mix in public-private interaction between the three governance strategies of cooperation, competition, and coordination is conditioned by various external influences. The authors found that public authorities' strict legal coordination can structure the CD process, but may divert attention from the required interaction on project-specific complexities. Combined with private contractors' focus on competition, this does not stimulate public-private cooperation. They conclude that CD is a promising tool for facilitating public-private interaction, but, in practice, the optimal mix of governance strategies is not achieved. They recommend strengthening cooperation by encouraging public and private tender organizations to collaboratively search for opportunities to deal with complexity in planning.

<b>Titre</b>	THE OPPORTUNITY COST OF PUBLIC FUNDS: CONCEPTS AND ISSUES
<b>Auteurs</b>	Jérôme Massiani et Gabrielle Picco.
<b>Publication</b>	Public Budgeting & Finance (2013). Vol. 33. N° 3. Pp 96-114.
<b>Lien</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>This paper reviews the main conceptual issues regarding the notion of Opportunity Cost of Public Funds (OCPF) and its use in normative economics. Despite the importance of the mechanisms it illustrates, the OCPF still has received too marginal attention in public economics literature and is often handled with some definitional ambiguity. The review indicates that the core of the notion lies in the deadweight loss and, to a minor extent, in administrative costs, while other aspects like crowding out are more controversial. Moreover, the authors argue that the financing mechanisms of the public expenditures should be considered for a proper analysis and quantification of OCPF and suggest that public expenditures are generally financed through the displacement of funds from alternative uses. They conclude with a review of available quantifications.</p>

## ÉNERGIE

<b>Titre</b>	ENGINEERING AND ENERGY YIELD:THE MISSING DIMENSION OF WIND TURBINE ASSESSMENT
<b>Auteurs</b>	D. Sturge, A. While et R. Howell.
<b>Publication</b>	Energy Policy (2013). Vol. 65. Pp 245-250.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	The goal of optimizing the energy yield of renewable sits uneasily with the politics and processes of planning for wind turbines. In countries such as the UK the land-use planning consent regime is not concerned with the energy yield of proposed wind developments. This is a matter for the developer rather than the regulator, which might seem curious given the policy commitment to maximizing the potential for renewable energy generation and the need to weigh up local environmental impacts with emissions reduction. In this paper, the authors highlight and investigate the implications of the exclusion of energy yield from wind turbine regulation. The case is made for increasing the weight given to energy yield within environmental impact assessment and the land-use planning process.

<b>Titre</b>	THE GOVERNANCE OF CLEAN ENERGY IN INDIA: THE CLEAN DEVELOPMENT MECHANISM (CDM) AND DOMESTIC ENERGY POLITICS
<b>Auteurs</b>	Jon Phillips et Peter Newell.
<b>Publication</b>	Energy Policy (2013). Vol. 59. Pp 654-662.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	This paper explores the ways in which clean energy is being governed in India. It does so in order to improve our understanding of the potential and limitations of carbon finance in supporting lower carbon energy transitions, and to strengthen our appreciation of the role of politics in enabling or frustrating such endeavors. In particular the authors emphasize the importance of politics and the nature of India's political economy in understanding the development of energy sources and technologies defined as 'clean' both by the United Nations Clean Development Mechanism (CDM) and leading international actors. By considering the broad range of institutions that exert formal and informal political influence over how the benefits and costs of the CDM are distributed, the paper highlights shortcomings in the narrow way in which CDM governance has been conceptualized to date. This approach goes beyond analysis of technocratic aspects of governance – often reduced to a set of institutional design issues – in order to appreciate the political nature of the trade-offs that characterize debates about India's energy future and the relations of power which will determine how, and on whose terms, they are resolved.

## STRATÉGIE

<b>Titre</b>	EFFECTIVE INFLUENCE IN NEGOTIATION - THE ROLE OF CULTURE AND FRAMING
<b>Auteurs</b>	Wendi L. Adair, Masako Taylor, Jihyun Chu, Nicole Ethier, Tracy Xiong, Tetsushi Okumura et Jeanne Brett.
<b>Publication</b>	International Studies of Management & Organization (2013).Vol.43. N° 4. Pp 6-25.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>These studies integrate research on social influence and negotiation to predict the effectiveness of influence strategies in the East and the West. Building on prior research documenting cultural differences in preferences for interests, rights, or power arguments (Tinsley 1998, 2001), the authors propose that framing such arguments as logical versus normative appeals will further explain cultural variation in influence-strategy effectiveness. They present results from a negotiation-vignette study demonstrating Canadian students are more responsive to arguments framed logically, whereas Chinese students are more responsive to arguments framed normatively, depending on the ethnicity of their counterpart. Then they present results from a negotiation simulation conducted by U.S. and Japanese dyads, indicating that these within-culture patterns of influence effectiveness support the social-psychological needs perspective and predict negotiation outcome. These findings offer extensions to existing theory on culture and negotiation and implications for managers in cross-cultural negotiation and conflict settings.</p>

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

<b>Titre</b>	THE PERFORMANCE PUZZLE: UNDERSTANDING THE FACTORS INFLUENCING ALTERNATIVE DIMENSIONS AND VIEWS OF PERFORMANCE
<b>Auteurs</b>	Anna A. Amirkhanyan, Hyun Joon Kim et Kristina T. Lambright.
<b>Publication</b>	Journal of Public Administration Research and Theory (2013). Vol. 24. N° 1. Pp. 1-34.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	There is a large literature on the determinants of organizational performance, and its multidimensional nature is well recognized. However, little research has examined how different organizational and environmental factors influence different stakeholders' performance assessments of the same service. The authors address this gap by comparing the factors influencing performance evaluations by different constituencies of child care centers in Ohio. They operationalize performance using (1) regulatory violations documented during state licensing inspections, (2) satisfaction with the center's quality reported by center directors, (3) satisfaction with the center's quality reported by teachers, and (4) satisfaction with care quality reported by parents. Their findings suggest that different organizational and environmental factors are associated with the performance assessments of different constituencies. Additionally, some of these constituency assessments appear to influence each other.

<b>Titre</b>	INSTITUTIONAL LOGICS, INSTITUTIONALWORK, AND PUBLIC SERVICE INNOVATION IN NON-PROFIT ORGANIZATIONS GOVERNMENT RECONSIDERED
<b>Auteurs</b>	Tracey Coule et Beth Patmore.
<b>Publication</b>	Public Administration (2013). Vol. 91. No. 4. Pp. 980–997.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	Based on empirical research with two non-profit organizations, this article critiques structural explanations of non-profit service innovation, which portray innovation as a response to institutional contexts and downplay the power and role of human agents. The authors offer, instead, a conceptualization of non-profit innovation in which human agency – and its interplay with institutional logics – is an integral feature. Specifically, they outline the ways in which non-profit actors draw upon the competing institutional logics available to them to frame and serve their interests. They find that actors' assumptions and beliefs about the organization's role in the institutional field and the practice of normative, discursive work are central tenets of both the maintenance and transformation of institutions. The authors also find instances of service stability and service innovation ensuing from non-profit actors' agency in infusing organizational practices with interpretations and elaborations of institutional logics.

<b>Titre</b>	RESPONDING TO INSTITUTIONAL COMPLEXITY: THE ROLE OF IDENTITY
<b>Auteurs</b>	Farah Kodeih et Royston Greenwood.
<b>Publication</b>	Organization Studies (2014). Vol. 35. No. 1. Pp. 7–39.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>How organizations cope with multiple and sometimes conflicting institutional demands is an increasingly familiar yet little understood question. This paper examines how four French business schools responded to demands that they internationalize their management education whilst retaining their traditional identities. The authors trace the role played by field-level actors in pushing and articulating competing logics and the importance of institutional and organizational identity in how organizations respond. By highlighting the role of identity aspirations they show that what matters is not how an organization sees itself—i.e., what it is—but how it wants to see itself—i.e., what it wishes to become. Finally, they unpack and explain why status differences across organizations affect the nature of the opportunities that are perceived and the scale and format of the responses that are implemented.</p>



## RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ÉTHIQUE

<b>Titre</b>	ADVANCING ETHICS IN PUBLIC ORGANIZATIONS: THE IMPACT OF AN ETHICS PROGRAM ON EMPLOYEES' PERCEPTIONS AND BEHAVIORS IN A REGIONAL COUNCIL
<b>Auteurs</b>	Itai Beer, Rachel Dayan, Eran Vigoda-Gadot et Simcha B. Werner.
<b>Publication</b>	Journal of Business Ethics (2013). Vol. 112. N° 1. Pp. 59-78.
<b>Source</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Résumé</b>	<p>Ethics in public administration has been a subject of growing interest for both researchers and practitioners interested in the future of governance. This study examined the relationship between ethics and performance in local governance. The authors tested the effects over time of an ethics program on employees' perceptions (awareness of the code of ethics, ethical leadership, inclusion of employees in ethical decision making [EDM], ethical climate [EC], organizational commitment, and quality of work life [QWL]) and behavior (organizational citizenship behavior) in one Israeli regional council. They conducted a longitudinal study of 108 employees, using data from a two-phase survey (before implementation of the ethics program and a year after) and objective assessments of employees' behavior through managers' evaluations. The main findings show that the ethics program was very effective, resulting in greater awareness of the code of ethics, increased inclusion of employees in EDM, and an improved EC. Furthermore, ethical leadership was positively related to employees' awareness of the code of ethics, increased inclusion of employees in EDM, an improvement in the EC, greater organizational commitment, and higher QWL. Implications and suggestions for future studies are discussed.</p>

## GESTION DE RISQUE ET GESTION DE CRISE

<b>Titre</b>	A FURTHER EXPLORATION OF THE UNCERTAINTY EFFECT
<b>Auteurs</b>	Yitong Wang, Tianjun Feng et L. Robin Keller.
<b>Publication</b>	Journal of Risk and Uncertainty (2013). Vol. 47. N° 3. Pp. 291-310.
<b>Lien</b>	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Source</b>	Individual valuation of a binary lottery at values less than the lottery's worst outcome has been designated as the "uncertainty effect". Their paper aims to explore the boundary conditions of the uncertainty effect by investigating a plausible underlying process and proposing two possible methods. First, the authors examine how providing an exogenous evaluation opportunity prior to judging the value of the lottery affects individuals' judgments, and find that first valuing the worst outcome and then the lottery eliminates the uncertainty effect. Second, they explore whether introducing additional cognitive load dampens how far decision makers correct their initial evaluations, and find that additional cognitive load is able to eliminate the uncertainty effect.

<b>Titre</b>	LOCAL SAFETY POLICY: THE APPROACH OF TWO SWEDISH CITIES TO URGENT SAFETY PROBLEMS
<b>Auteurs</b>	Anders Hanberger, Ulf Lundström et Gunilla Marald.
<b>Publication</b>	Public Policy and Administration (2013). Vol. 28. N° 4. Pp. 383-403.
<b>Lien</b>	Document disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
<b>Source</b>	This article explores local safety policy (LSP) developed to resolve urgent safety problems in two Swedish municipalities. It shows that local safety actors conceive and construct safety problems in ways that make them manageable, and that LSP evolves as a web of interactions between safety actors in the public and private sectors. The actors use established safety solutions and routines while exploring new ways of managing the problems. The municipalities' problem-solving structures differ mainly in that different actors and institutions are involved. The policy process and features of LSP correspond well to how policy is portrayed in other cross-sectoral policy domains. Local safety policy development cannot easily be separated from policy implementation, nor can safety policy be separated from safety work, for they evolve together. The implication of this study for governance is that policy workers at different levels and from different organisations create LSP. Although LSP is partly initiated and legitimised at the political-administrative level, it is not from this level that it evolves.



Centre de recherche sur la gouvernance