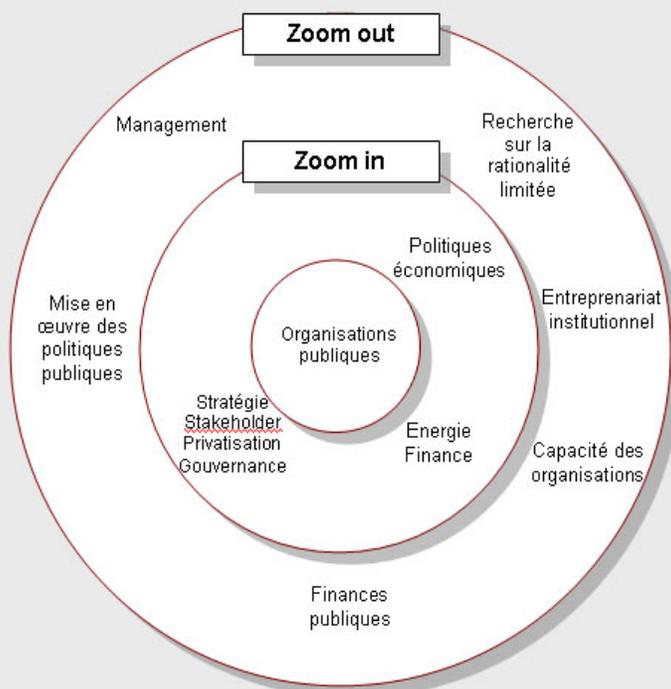


Centre de recherche sur la gouvernance



BULLETIN DE VEILLE
Volume 4, No 5

MAI 2011



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

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

Dans ce numéro, nous vous présentons

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

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

Bonne lecture!

Robert Poirier

Administrateur associé et coordonnateur, CERGO

Adresse courriel : veille.cergo@enap.ca

RUBRIQUE DE COMMENTAIRES ET D'ANALYSES

Comme nous l'avons fait dans le numéro précédent, nous profitons de ce numéro pour présenter un survol des travaux du professeur Yves Boisvert. Les chantiers de recherche et d'intervention du professeur Yves Boisvert dans le cadre des activités du CERGO en 2011-2012 :

- Avec sa collègue Élisabeth Papineau de l'INSPQ (chercheuse principale), Yves Boisvert (co-chercheur) a obtenu une subvention (2010-2013) au Programme des actions concertées du FQRSC. Le titre du projet est : « Les modalités de commercialisation des loteries au Québec : implications sociales et santé publique. »
- Chercheur principal pour une subvention au Programme des actions concertées du FQRSC. Le titre du projet est : « L'offre de jeu organisée de jeux de hasard et d'argents aux aînés : responsabilité sociale, gouvernance et prévention. » Il y travaille avec ses collègues Frédéric Lesemann (INRS-UCS) et Élisabeth Papineau (INSPQ).
- Il travaille également avec la Fédération québécoise des directions d'établissement scolaire (FQDE) pour une recherche empirique commanditée sur l'impact d'une formation en éthique sur la gestion scolaire. (décembre 2010 à septembre 2011).
- Il a aussi un projet d'analyse des grandes Commissions d'enquête spéciale au Québec et au Canada concernant des scandales gouvernementaux ou sociaux d'envergure (Gomery, Malouf, Jonhson, Kreaver, etc.) en plus de faire de l'accompagnement et du coaching en éthique et régulation des comportements à la Direction des normes professionnelles de la Sûreté du Québec. Il est le représentant universitaire pour la Sûreté du Québec au comité technique sur la régulation des comportements professionnels des policiers de l'organisme international Francopol.

Yves Boisvert
ENAP

ÉVÈNEMENTS A VENIR

COLLOQUES, CONGRÈS ET CONFÉRENCES

Titre	International Conference of Organizational Innovation
Organisateur	International Association of Organizational Innovation, USA.
Lieu/Date	27-29 juillet 2011, Universiti Kebangsaan Malaysia, 43600 UKM Bangi, Selangor Darul Ehsan, Malaysia.
Lien	http://www.iaoiusa.org/2011icoi/index.html
Informations	<p><i>It is the goal of IAOI to have the ICOI become a world-class conference. The ICOI conference has entered its fifth year. The IAOI would like to thank the many experts and scholars participated in the Conference over the past four years. IAOI also offers thanks for the assistance of the Sponsoring Universities. IAOI continues it's efforts in seeking the best universities to work cooperatively on future conferences.</i></p> <p><i>It is expected that the Conference will serve as a primary channel of knowledge sharing and the promotion of international innovation. The Conference encourages experts and scholars all over the world to share their research and best practice outcomes through presentations and the IAOI publications, and to learn from each other by exchanging ideas and views.</i></p> <p><i>The Conference encourages submissions for paper presentations from all interested professionals. In order to reach the goals of the sharing and exchange of experiences of both theoretical developments and applications, these presentations may have a focus on either research studies or case studies of best practices on a wide variety of topics.</i></p>

Titre	2011 International Conference on Construction and Project Management (ICCPM 2011)
Organisateur	International Economics Development and Research Center (IEDRC).
Lieu/Date	16-18 septembre 2011, Singapore.
Lien	http://www.iccpm.org/index.htm
Informations	<p><i>2011 2nd International Conference on Construction and Project Management (ICCPM 2011) is the premier forum for the presentation of new advances and research results in the fields of theoretical, experimental, and applied Construction and Project Management. The conference will bring together leading researchers, engineers and scientists in the domain of interest from around the world. Topics of interest for submission include, but are not limited to:</i></p> <ul style="list-style-type: none"> <i>- Project Management;</i> <i>- Project Delivery Systems;</i> <i>- Cost, Time, Quality, and Safety Management;</i> <i>- State-of-the-Art in Construction Engineering and Management;</i>

	- Sustainability and the Environment.
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Titre	21st World conference on disaster management (WCDM) 2011
Organisateur	•Canadian Centre for Emergency Preparedness (CCEP).
Lieu/Date	19-22 juin 2011, Toronto, Canada.
Lien	http://www.wcdm.org/Toronto/toronto.html
Informations	<p><i>This coming conference will cover the following topics:</i></p> <p><u><i>Pandemic planning</i></u></p> <p><i>Planning for a pandemic is essential. Being informed and knowing what to do will help minimize the impact in our daily lives at home and at work. With the outbreak of the H1N1 employers of all sizes developed or reviewed and updated plans to respond to this influenza now and during the upcoming fall and winter influenza season.</i></p> <p><u><i>Corporate resilience</i></u></p> <p><i>To ensure that organizations can bounce back quickly from disaster or crisis large or small they have to ensure that they have a resiliency plan. If they have strong principles for their corporate resiliency, the organization will be able to be competitive and maintain full or partial business operations during and after a disaster or crisis.</i></p> <p><i>The 20th WCDM will take the “complexity” out of understanding how resiliency plays an integral part of their operations and how they can remain competitive during a disaster or crisis.</i></p> <p><u><i>Corporate planning/preparedness</i></u></p> <p><i>Every community can be easily disrupted by an emergency. This can seriously affect the lives, economy and environment of its residents. This could take the form of a severe storm, flood, forest or structural fire, chemical spill, pandemic outbreak or similar disasters.</i></p> <p><i>Are they prepared to respond and provide help to your community when a disaster or crisis occurs? Do they have the resources, tools and plan to respond? Do the community residents know what to do when a disaster or crisis occurs?</i></p> <p><u><i>Business continuity</i></u></p> <p><i>Building a framework that not only is simple to implement, but also includes safety, response, risk analysis, recovery strategies, plan development, plan testing, maintenance and awareness programs is sometimes a difficult task.</i></p> <p><i>Furthermore there will be poster presentations which poses an excellent opportunity to review experts' work, listen to a brief presentation of each poster presenter as well as network one-on-one with these presenters.</i></p>

Titre	Forum international de l'économie sociale et solidaire 2011 (FIESS)
Organisateur	Réseau Intercontinental de Promotion de l'Economie Sociale et Solidaire
Lieu/Date	17-20 octobre 2011, Montréal, Canada
Lien	http://www.fieess2011.org/
Informations	<p>L'économie sociale et solidaire est un secteur économique qui n'appartient ni à l'économie publique, ni à l'économie privée. Elle combine la production de biens et de services visant à l'intérêt général avec des structures indépendantes de l'État et un mode d'entrepreneuriat collectif. Ce faisant, elle est amenée à collaborer avec divers instances gouvernementales.</p> <p>Autrement dit, l'économie sociale et solidaire regroupe l'ensemble des organisations à but non lucratif, coopératives, mutuelles et associations. L'action de ces entreprises est fondée sur des valeurs de solidarité et de démocratie contribuant à la fois au bien-être social et à la croissance économique.</p> <p>Ce forum a pour objectifs :</p> <ol style="list-style-type: none"> 1. Réunir les principaux acteurs de l'économie sociale et solidaire de divers pays du Nord et du Sud ainsi que leurs partenaires au sein des instances gouvernementales, du mouvement syndical, des organismes de recherche et des institutions internationales. 2. Contribuer au renforcement des partenariats entre la société civile et les pouvoirs publics en faveur de l'économie sociale et solidaire dans les divers pays participants. 3. Mettre en valeur les expériences réussies de partenariat, notamment dans l'élaboration des politiques publiques. 4. Contribuer au développement d'échanges internationaux et interrégionaux sur le thème de l'économie sociale et solidaire.

ARTICLES, LIVRES ET MONOGRAPHIES

ORGANISATIONS PUBLIQUES / ENTREPRISES PUBLIQUES

- Entreprises publiques - Réformes

Titre	<i>High performance work systems: the gap between policy and practice in health care reform</i>
Auteurs	<i>Sandra G. Leggat, Timothy Bartram and Pauline Stanton.</i>
Publication	<i>Journal of Health Organization and Management. Volume 25. No. 3. 2011. Pages 281-297.</i>
Lien	<i>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</i>
Résumé	<p><i>Studies of high-performing organisations have consistently reported a positive relationship between high performance work systems (HPWS) and performance outcomes. Although many of these studies have been conducted in manufacturing, similar findings of a positive correlation between aspects of HPWS and improved care delivery and patient outcomes have been reported in international health care studies. The purpose of this paper is to bring together the results from a series of studies conducted within Australian health care organisations. First, the authors seek to demonstrate the link found between high performance work systems and organisational performance, including the perceived quality of patient care. Second, the paper aims to show that the hospitals studied do not have the necessary aspects of HPWS in place and that there has been little consideration of HPWS in health system reform.</i></p> <p><i>As for the methodological approach, the paper draws on a series of correlation studies using survey data from hospitals in Australia, supplemented by qualitative data collection and analysis. To demonstrate the link between HPWS and perceived quality of care delivery the authors conducted regression analysis with tests of mediation and moderation to analyse survey responses of 201 nurses in a large regional Australian health service and explored HRM and HPWS in detail in three case study organisations. To achieve the second aim, the authors surveyed human resource and other senior managers in all Victorian health sector organisations and reviewed policy documents related to health system reform planned for Australia.</i></p> <p><i>The paper suggests that there is a relationship between HPWS and the perceived quality of care that is mediated by human resource management (HRM) outcomes, such as psychological empowerment. It is also found that health care organisations in Australia generally do not have the necessary aspects of HPWS in place, creating a policy and practice gap. Although the chief executive officers of health service organisations reported high levels of strategic HRM, the human resource and other managers reported a distinct lack of HPWS from their perspectives.</i></p>

GOVERNANCE

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

Titre	The Greek Sovereign Debt Crisis and EMU: A Failing State in a Skewed Regime
Auteur	Kevin Featherstone.
Publication	<i>Journal of Commun Market Studies (2011). Volume 49. Number 2. Pages 193–217.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The Greek sovereign debt crisis of 2010 exposed the weaknesses of governance of both the 'euro area' and of Greece. Successive governments in Athens had failed to overcome endemic problems of low competitiveness, trade and investment imbalances, and fiscal mismanagement placing the economy in a vulnerable international position. Once the market crisis erupted, the European Union's Council of Ministers and the European Central Bank failed to provide a timely and effective response. The implications are threefold: the constraints on domestic reform proved immutable to EU stimuli; the 'euro' is more vulnerable to crisis than previously acknowledged; and the early discussion on 'euro' governance reform suggests that its underlying philosophy has not shifted significantly towards more effective 'economic governance'.</i></p> <p><i>This article explores the antecedents and management of the crisis and assesses the outcome. At the EU level, a paradox was evident in the denial of agency and resources that might limit the obligation of states to rescue an errant peer. Domestically, within Greece, the unprecedented external monitoring and policing of its economy – though matched by some initial successes – raises in the longer term sensitive issues of legitimacy and governability, with uncertain prospects for avoiding further crises.</i></p>

ADMINISTRATION PUBLIQUE / PARAPUBLIQUE / L'ÉTAT

- Intérêt général / biens publics
- Développement durable et environnement

Titre	<i>Bureaucratic Representation, Distributional Equity, and Democratic Values in the Administration of Public Programs</i>
Auteurs	Jill Nicholson-Crotty, Jason A. Grissoma and Sean Nicholson-Crotty.
Publication	<i>The Journal of Politics (2011), Volume 73: Pages 582-596.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Work on bureaucratic representation suggests that minority citizens benefit when the programs that serve them are administered by bureaucrats with similar characteristics. This literature has not sufficiently dealt with the long-standing concern that minority benefits may come at the expense of citizens from other groups, which some critics argue makes representative bureaucracy irreconcilable with democratic values. This article suggests distributional equity as a potential moderator of bureaucratic representation and as a potential source of reconciliation. It tests for the effects of representation under different distributional conditions in a policy area in which outcomes approach a zero-sum game. Analyses of a nationally representative sample of public organizations find a relationship between bureaucratic representation and citizen outcomes only in those instances where program benefits are being inequitably distributed to the relevant group. The article concludes with a discussion of the significance of these findings for the democratic legitimacy of representative bureaucracy.</i></p>

Titre	<i>Determinants of lean success and failure in the Danish public sector: A negotiated order perspective</i>
Auteur	Jennifer M. Brinkerhoff.
Publication	<i>International Journal of Public Sector Management. Volume 24. No. 5. 2011. Pages 403-420.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>The purpose of this paper is to examine the determinants of lean implementation in Danish public sector organisations. It is proposed to structure the paper around a theoretical model based on a negotiated order perspective. The paper is based on interviews with 29 managers and employees from Danish public sector organisations who have been involved in the planning and implementation of lean projects over the past few years.</i></p> <p><i>The paper identifies a number of factors within the structural context and the negotiation context which are deemed important for the fate of lean projects in the public sector. This qualitative study brings new insights into the debate on the barriers and success factors in the lean transformation process in the public sector.</i></p>

Titre	The Call for Innovative and Open Government: An overview of Country Initiatives
Auteur	OCDE.
Publication	OECD Publishing. 2011. 312 pages.
Lien	Rapport disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>This report presents an overview of country initiatives concerning efficient, effective public services and open and innovative government. It focuses on four core issues: delivery of public services in times of fiscal consolidation; a more effective and performance-oriented public service; promotion of open and transparent government; and strategies for implementation of a reform agenda. These issues were discussed at the OECD Public Governance Ministerial Meeting held in Venice, Italy, in November 2010, hosted by the Italian Ministry for Public Administration and Innovation.</i></p> <p><i>The report also includes detailed profiles of countries' open and innovative government initiatives, covering Australia, Austria, Belgium, Brazil, Canada, Chile, Denmark, Estonia, Finland, France, Germany, Greece, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Russian Federation, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine and the United Kingdom.</i></p>

POLITIQUES PUBLIQUES / THÉORIE

- Nationalisation
- Privatisation

Titre	Privatization and the Diffusion of Innovations
Auteurs	Vanessa Bouché and Craig Volden.
Publication	<i>The Journal of Politics</i>. Volume 73. No. 2. April 2011. Pages 428–442.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The privatization of government services tends to bring about a more rapid adoption of innovative policies due to the competitive pressures of the market. In federal systems, however, the diffusion of innovations across subnational governments may offset such benefits of privatization. In this study, we test whether county governments that have privatized their provision of foster care services are more or less likely to adopt policy innovations and more or less likely to learn from the policies of other counties than are those that have resisted privatization. We explore the diffusion of four innovative foster care policies across 384 counties in five states between 1995 and 2006. We find that the initial innovativeness arising from the market competition of privatization is counterbalanced by learning across public diffusion networks.</i></p>

Titre	Optimal privatization in a mixed duopoly with consistent conjectures
Auteurs	John S. Heywood and Guangliang Ye.
Publication	<i>Journal of Economics</i> (2010). Volume 101. Pages 231–246.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The paper demonstrate that partially privatizing a public firm alters underlying conjectures, in turn, changing the optimal degree of privatization. The consistent conjectures equilibrium (CCE) generates substantially greater optimal privatization than does any conjecture shared between the firms including the standard Cournot–Nash equilibrium (CNE). Yet, when the private rival is foreign, the CCE generates substantially less privatization than the CNE. The optimal extent of privatization with a domestic rival exceeds that with a foreign rival in the CCE as well as in the CNE.</i></p>

Titre	Péréquation et comportement stratégique des provinces bénéficiaires : un contre-exemple intrigant
Auteurs	Jean-Thomas Bernard et Soufiene Ben Mabrouk.
Publication	<i>Canadian Public Policy – Analyse de politiques. Volume xxxvi. no. 2. 2010. Pages 215–225.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p>Les travaux de Boadway et Hayashi (2001) et de Smart (2007) tendent à confirmer l'hypothèse selon laquelle des provinces bénéficiaires de paiements de péréquation adopteraient des comportements stratégiques en réduisant leur capacité fiscale pour accroître les montants reçus. Dans ce texte, nous analysons l'impact qu'une nouvelle redevance hydroélectrique payée par Hydro-Québec au Trésor québécois a sur les sommes recues par cette province en péréquation ; pour ce faire, nous considérons les formules de péréquation appliquées avant 2004 et depuis 2007. Cette redevance, qui génère environ 600 millions de dollars par année, réduit les paiements de péréquation du Québec d'un peu plus de 100 millions de dollars selon l'une ou l'autre formule. En vertu de la formule actuelle de péréquation, le Québec perd 38 ¢ en droits de péréquation pour chaque dollar additionnel reçu en revenu de ressources naturelles. La nouvelle redevance hydroélectrique et la hausse du taux de dividende appliquées à sa société d'État ont permis au gouvernement québécois de profiter d'un transfert de 1,15 milliard ; par contre il perd 437 millions de dollars en paiements de péréquation. Il s'agit d'un contre-exemple important concernant le comportement stratégique d'une province bénéficiaire de la péréquation.</p>

POLITIQUES ECONOMIQUES/BUDGETAIRES

- Rationalité limitée
- Économie du savoir

Titre	State of Change: Global Turmoil and Government Reinvention
Auteur	Giselle Datz.
Publication	Public Administration Review • July August 2009. Pages 660-667.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>The current global credit crisis is unfolding in a context in which new dynamics in the engagement of the public sector and the market are taking shape. This article explores some of these dynamics, especially the reemergence of (re)nationalization initiatives, as well as the growing use of private methodologies for asset management on the part of some governments, which behave as both financial market players and domestic economic stabilizers. Hence, the article discusses the return of the state as a traditional "public leviathan" involved in financial regulation, as well as the work of sovereign wealth funds. The author concludes that at the heart of capitalism's endurance lies this diversity of public responses, which ultimately reveal governments' adaptable agendas and heterogeneous tasks.</i></p>

Titre	BANKING REGULATION
Auteur	Xavier Freixas.
Publication	Economic Policy. April 2010. Pages 376-399.
Lien	Article disponible via Robert Poirier
Résumé	<p><i>The current crisis has totally transfigured the world's financial landscape. The lessons we have derived have also transformed our perception of banking risks, contagion and its implication for banking regulation. It is now well established that risks were mispriced, accumulated in neuralgic points of the financial system, were amplified by procyclical regulation and the instability and fragility of financial institutions. Yet the implications on the design of post-crisis banking regulation are unclear.</i></p> <p><i>In this article we summarize the key issues the new regulatory framework have to consider and how they relate to one another. As the debate over the new financial regulation architecture has evolved, two different views seem to emerge: one views banking crises as an unavoidable phenomenon, so that regulation should provide a framework to cope with its impact. The other considers that crisis could be avoided provided banking regulation is duly modified. We argue that for consistency reasons choosing one view or the other leads to a completely different perspective on the future of banking regulation, as it implies a different view on the banking industry, bank stakeholders' rights, banks' corporate governance and contagion. As a consequence, choosing the incorrect view of banking crises may lead to an inefficient banking industry.</i></p>

ENERGIE

Titre	The Relationship Amongst Countries' Governance, Energy and Sustainable Development
Auteurs	Valdir de Jesus Lameira, Jean Harris, Walter Lee Ness, Osvaldo Quelhas and Roberto Guimarães Pereira.
Publication	<i>Journal of Modern Accounting and Auditing, March 2011. Volume 7. No. 3. Pages 252-264.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>In this paper the authors construct a theoretical framework linking governance practiced by some countries to some of their economical, financial, social and environmental variables. To achieve this goal, they selected a sample of data composed of variables from 55 countries, available at the World Bank website. On the other hand, they measured the countries' level of governance by the indicator promoted by Transparency International. The period considered in this research was 8 years, from 2000 to 2008. The method of linear regression was used with panel data, in order to investigate statistical relationships among governance and the other variables. The method of simultaneous equations was applied in order to make a robustness test on the first results and findings.</i></p> <p><i>The results of the two models converged and showed the existence of a statistical significant relationship between governance and several of the variables investigated. This allows the authors to infer that the development of the countries governance is closely linked with the long-term sustainable development.</i></p>

STRATEGIE

Titre	The Rhetorical Strategy Governing Aristotle's Political Teaching
Auteur	Thomas L. Pangle.
Publication	<i>The Journal of Politics</i> (2011). Volume 73. Pages 84-96.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Recent scholars (e.g., Bodéüs 1993; Mara 2000; Smith 2001; Tessitore 1996) have fruitfully proposed that we must strive to understand Aristotle's distinctive didactic strategy as a writer. By attending more to the interrelationship between the Ethics and the Politics, and to the contrast with modern liberal theorizing on the issue of educative strategy, I show how Aristotle's rhetorical strategy is at once a reaction to, and thereby a revelation of, his most profound reflections on the fraught relation between theorizing and its political context.</i></p> <p><i>The upshot is threefold: a new, more satisfactory comprehension of Aristotle's manifold educational aims in writing for his diverse intended audience; a deeper insight into Aristotle's conception of the relation between theory and practice (including publication)—in profound contrast to our Enlightenment liberal conception; and a new guide for how Aristotle's political treatises ought to be studied and appreciated.</i></p>

Titre	The demise of strategic groups as an influence on firm performance: lessons from the UK plastics industry
Auteurs	Nicholas O'Regan, Carole Kluth and John Parnell.
Publication	<i>Strategic Change. Chichester: May 2011. Volume 20. Issue 3-4. Pages 111-125.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Strategic groups can be a useful means of understanding and assessing industry behaviour. This paper seeks to ascertain the impact of strategic group membership on firm performance in the UK plastics processing industry. The results indicate that while strategic group membership has limited impact on overall firm performance, a better understanding of the dynamics of group membership will enable firms to formulate a more effective competitive strategy and a more defensible position. This could be achieved through repositioning, exploiting change, or diversification.</i></p>

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

Titre	Changed governance of public sector organisations = challenged conditions for intra-professional relations?
Auteurs	Anna Jansson and Karolina Parding.
Publication	<i>International Journal of Public Sector Management (2011). Volume 24. No. 3. Pages 177-186.</i>
Lien	<u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u>
Résumé	<p><i>Effects of NPM in professional work are often discussed on an overriding level, and professionals' own experiences of their working conditions in their specific work contexts have been less discussed (Hasselbladh et al. and Liljegren). In an attempt to consider this concern, this paper seeks to focus on individual professionals, exemplified by teachers and nurses, and their experiences of intra-professional relations, i.e. teachers' relations with other teachers and nurses' relations with other nurses.</i></p> <p><i>Applying a theoretical framework on professions and professional work, the aim is to discuss the meaning of intra-professional relations, and how NPM-influenced changes in the organisation of work affect these relations. Moreover, possible effects of the organisational changes for the professionals will be discussed. It is argued that intra-professional relations are essential for professionals; at the same time the cases discussed illuminate how changes in the organisation of work influence intra-professional relations, in ways that highlight the tension between profession and organisation.</i></p> <p><i>The findings can be seen as an illustration of consequences of the adoption of NPM-influenced governance ideals; this paper sees the organisational changes as deriving from the managements' focus on "the customer in centre of attention", in the form of interdisciplinary work teams and TAS.</i></p>

MANAGEMENT ET CULTURE D'ENTREPRISE

Titre	Chapter 1 Governance and the Management of Global Markets
Auteurs	Güler Aras and David Crowther.
Publication	<i>Developments in Corporate Governance and Responsibility, Volume 2. Emerald Group Publishing Limited. Pages 3-21.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>Good governance is essential for good corporate performance (Aras & Crowther, 2008a) and one view of good corporate performance is that of stewardship; thus just as the management of an organisation is concerned with the stewardship of the financial resources of the organisation so too would management of the organisation be concerned with the stewardship of environmental resources. The difference however is that environmental resources are mostly located externally to the organisation.</i></p> <p><i>Stewardship in this context therefore is concerned with the resources of society as well as the resources of the organisation. As far as stewardship of external environmental resources is concerned then the central tenet of such stewardship is that of ensuring sustainability. Sustainability is focused on the future and is concerned with ensuring that the choices of resource utilisation in the future are not constrained by decisions taken in the present (Aras & Crowther, 2007a). This necessarily implies such concepts as generating and utilising renewable resources, minimising pollution and using new techniques of manufacture and distribution. It also implies the acceptance of any costs involved in the present as an investment for the future.</i></p>

Titre	Risk Watch: Thought Leadership in Risk and Governance
Auteurs	Mike Power, Mike Murphy, David Wong and Melanie Lockwood Herman.
Publication	Risk Watch May 2011. The Conference Board of Canada, Canada. 22 pages.
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>This is the third issue of Risk Watch: Thought Leadership in Risk and Governance, a tri-annual journal of original articles from leading global thinkers and practitioners on risk management and corporate governance.</i></p> <p><i>The authors are invited to express opinions, perspectives, and ideas that test readers' assumptions and beliefs about the risk world. Both theoretical analysis and practical applications are found within each issue—along with insights about how organizations can address the risk issues confronting them today.</i></p> <p><i>Risk management is important to leaders and senior managers for a variety of reasons, some strategic, others tactical. Increasingly, executives are seeing enterprise risk management as one of the most important elements of their business planning, one that allows them to be “prudently aggressive” in their decision-making. Handled optimally, enterprise risk management can be a catalyst for action, investment, and growth, while helping organizations weigh</i></p>

	<p><i>their exposure and minimize potential for loss. The key is finding the right tools and metrics and understanding how best to apply the principles of risk to a particular operating environment. Here, board members can play a valuable role in challenging senior management's risk assumptions and processes. Their capacity to do so can be greatly enhanced by selectively studying the burgeoning literature and learning how to ask the key questions about risk management.</i></p>
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RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE

Titre	The Role of CFOs in Material Accounting Manipulations
Auteurs	Mei Feng, Weili Ge, Shuqing Luo, and Terry Shevlin.
Publication	<i>Journal of Accounting and Economics, Volume 51, No. 1-2, Février 2011. Pages 21–36.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>This paper investigates the factors that may lead a CFO to engage in accounting manipulations. The analysis draws upon instances of corporate fraud and a comprehensive sample of Accounting and Auditing Enforcement Releases issued by the U.S. Securities and Exchange Commission from 1982 to 2005. We found CFOs are likely to become involved in material accounting manipulations because they succumb to CEO pressure, not because they seek immediate financial benefit. Findings from this study are helpful when designing the preventive oversight activities that the board of directors should exercise on senior management.</i>

Titre	Market Integrity, Market Efficiency, Market Accuracy
Auteur	Donald Margotta.
Publication	<i>The Business Review, Cambridge. Volume 17. Num. 2. Summer 2011. Pages 14-20.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<i>Market integrity, market efficiency, and market accuracy are related, but distinctly different concepts which are often misunderstood or misused in public policy debates, especially with regard to corporate takeovers and corporate governance issues. This paper discusses the differences in these terms. It also attempts to clarify and differentiate them and thereby help inform the often heated debate over what these terms mean. Examples are discussed which demonstrate how misuse or misunderstanding of these terms can affect corporate decision making and public policy related to corporate governance issues and hostile takeovers.</i>

GESTION DE CRISE

Titre	How to Hunt a Very Reliable Organization
Auteur	Gene I. Rochlin.
Publication	<i>Journal of Contingencies and Crisis Management, March 2011, Volume 19, Issue 1. Pages 14–20.</i>
Lien	Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ
Résumé	<p><i>A summary of the long author's engagement with Todd R. LaPorte as colleague, mentor, and fellow field worker in the study of large, reliability-seeking organizations that manage risk-bearing technologies is used to explore the relationship of the fieldwork approaches and techniques to other ethnographic means of sociological research.</i></p> <p><i>In particular, the author discusses three organizations that have been at the core of what is generally known as the 'high reliability organization' project: air traffic control; nuclear power plant operations; and nuclear-powered aircraft carriers at sea. In retrospect, the fieldwork was as intimate as that characterizing participant observers ; yet, because of the complexity and risk involved in the sites of the study, the researchers could only observe, and not participate.</i></p>