



6th AIRMAP Conference

A universal public management?

IAE Nice – June, 1st and 2nd 2017

Call for paper



Conference theme

Conference spirit

The International Association of Research in Public Management (AIRMAP) is composed of institutes and French and international researchers specialized in the field of public management and public action. AIRMAP is the place for exchanges between universities and actors of the public action. AIRMAP is a space designed for exploring ideas, for innovating tools seeking to improve the public action.

The 6th AIRMAP Conference will take place at the IAE Nice on June, 1st and 2nd 2017. The main topic will be "**A universal public management?**".

AIRMAP invites communities of Management Sciences and Social Sciences to present their point of view on the universality of public management:

- Theoretical Communications
- Field surveys
- Presentations of new operational tools, novel methods and diagnostics

This conference aims to highlight:

- the diversity of theoretical and contextual approaches
- Diagnostics based on local and comparative field surveys
- new operational procedures
- the enthusiasm and dynamics of young researchers.

6^{ème} colloque AIRMAP, 1^{er}-2 juin 2017

IAE de Nice, rue du 22^{ème} BCA, Nice

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The theme: “A universal public management?”

The universality can be defined as the aspect that concerns all men (Lalande, 2006). Carried to the extreme, some philosophers and namely Pascal¹, associate to universality the desire of domination which leads to tyranny. The universality has several meanings. It could be defined as the character of logical universality. In another sense, it means what is only special (Brochard, 1926).

The universal nature can also represent a global expression used as a predicate to portray different subjects as defined by Aristotle². Therefore, the universal public management subject leads us to look for the things that are in common. The distinction between the public and private spheres were at first a stumbling point into economic theories where the lowest common denominator was represented by the royal mission of the State sovereign (Smith, 1843).

The improvement that followed helped understand and accept both the State and the public sphere (Bergson, 1938), bringing up the concept of public goods (Samuelson, 1954). In response to these works, the school of public choices developed, in the 1960s, a theory based on criticism of the good willing State. This theory of public woes is founded on a systematic study of the functioning of the State and in particular, of the interrelation between the actors and the State.

As part of the public choice theory (Tullock, Buchanan, 1962), different subjects are developed, namely such as the rationality of voting rules, the political competition, the fiscal federalism, the impact of elections vote on the macroeconomic performance, or the effect of lobby groups on political decisions.

All these conceptual developments are part of the above mentioned predicate logic.

However, what has happened to universality since 1980? Should we consider the patterns formed by the types of management or should we discuss contextual specificities? Does the universal nature of management impact the public management indicators?

Are there Universal Trends?

The possible domination within the frame of universality that we mentioned above is addressed by Max Weber according as a typology. Thus, the legitimacy may be based on a rational character where the legality of regulations (law dominance) is predominant.

This character may also be traditional in which case the most important is the belief of an action's or a role's is survival (traditional domination). Lastly, the sacred dimension (be it heroic, exemplary or simply imposed) is found in the charismatic character (charismatic domination). Initially it was considered that the bureaucracy model was a solution to the issues that public and private organizations encountered (Weber, 2003). However, the perception of this model was the subject of some critics, especially regarding its application in the public sector (Crozier, 1966). Since the 1980's debates were generated by questions on the legitimacy of the public organization (Laufer, Burlaud,

¹ Pascal B., 1962, *Pensées*, Seuil, Paris.

² Aristote, 1979, *Seconds Analytiques*, Livre 1, J. Vrin, Paris.

1980). Some authors underline that the New Public Management has become a universal model of reform and governance in the public sector (Pillay, 2008; Pollitt, Bouckaert, 2004), especially thanks to the ease of its application to every bureaucratic system (Hood, 1991; 1994). The State reforms observed, especially in the OECD's countries, are arguing in support of this idea (Guillaume and al., 2002). However, as Common underlines (1998), is this a question of globalization of the NPM or is it a policy convergence?

Critics regarding the NPM are usually explained by a controversy on two levels. At the first level, authors who are part of the NPM, agree on three common points: the quest for performance, the responsabilization of actors and the outsourcing of activities. The practical actions targeting those objectives might have been perverted. If some global approaches dominate in the frame of NPM, how can we explain the diversity of existing applications and the questions leading to the present debate?

In response some authors argue that public governance tensions may explain the plurality of public management (Hudon, Mazouz, 2014). Performance requirement fostered by the NPM, may in fact provoke unproductive consequences in a non-market mechanism. Even if those unproductive consequences are noticed, they are hardly taken into account by the public governing figures, who are focusing instead on rational logic. Moreover, figures are a powerful summarizing tool. However, they remain an oriented tool which sometimes hide facts that cannot be represented by simple numbers (Salais, 2010).

At a second level, some authors (the more Liberal ones) privilege the NPM in order to support the public sphere in the market logic. With a hint of caricature, these authors consider that the same tools can be used for the public and the private sector. However, alternatives can be noticed, especially with the development of neo-weberian approaches (Pollitt, Bouckaert, 2004).

Questions on the universality of public management ...

The public sphere span differs from one country to the other. Within Europe for example, important differences can be observed as far as the role of public authorities or the place of users are concerned. Even bigger differences are noticeable between countries with different cultures. This heterogeneity can be due to numerous factors such as culture, experience, shared objectives within the society. However, this observation is made clear thanks to three reading keys (Koppell, 2010). The first one is the importance of the role of Joint and nongovernmental Institutions in the development of public policies. The organizations becoming hybrid (Kickert, 2001), the principle of social and solidarity economy (Dacheux, Goujon, 2012), legal structures as public-private partners, are all subjects that modify the public management borders. The second key factor resides in the role of market mechanisms which are more and more present in the Public Management analysis.

This situation creates new behaviors in the administration (Bown *et al.*, 2006) as well as in the manners of addressing global subjects like pollution for instance (Antes *et al.*, 2008).

Finally, the last indicator is related to the search of meaning through a concept of global regulation. The belief that public businesses are managed by public organization is old-fashioned.

The development of the notion “publicitude” (Bozeman, 1897), introduces the public actions. Some authors consider that the intervention of nongovernmental organizations, especially international ones, in the public sphere shows this particular trend (Bozeman, Bretschneider, 1994).

International model or national specificities?

The question of the possibility to apply international models is a traditional subject in public management. Some contributions have underlined the global dimension of public management (Farazmand, 1999; Kim, 2008; O’Toole, Meier, 2015); others insist on national distinctiveness (Bartoli, Blatrix, 2015). The History of our societies is not necessarily striving for universality. If general trends exist within OECD countries, the contextualization of societies helps respond in different ways to problems met in the public sphere. According to some authors, what is observed in scientific papers as an apparent global consensus on the idea of significant differences between northern and southern countries, hides in fact a completely different reality. Empirical works of Gulrajani, Moloney (2012) show that this dichotomy is false and it can be replaced by public management considered as a global social science. Finally, according to Geert Hofstede’s works (1981; Bollinger, Hofstede, 1987), it is appropriate to consider the possible national cultural specificity, in the public management field.

Ethics and universal public values?

The public management is linked to strong concepts like ethics from which the notion of “good governance” is issued. Ethics can be defined as “the purpose of a good life with and for others within fair institutions” (Ricoeur, 1990; Pupion, 2015). Taking ethics into consideration impacts management. The notion of “ethic” involves managerial concepts. Some authors consider that this notion implies the principle of “accountability”, which “guarantee” good benevolence and responsibility (Garofalo, 2003). According to others it is important to evaluate the impact of the use of tools within the public service. The coexistence between ethics and performance is not necessarily natural (Bartoli *et al.*, 2011). The public value concept is also fundamental to public management. Bozeman (2007) defines it as the evaluation of an object or a group of objects. For him it is characterized by cognitive and emotional elements, which can’t be changed easily and which can create an action. Public values have been discussed in numerous works (Kernaghan, 2003) and are related to a set of wide-span approaches, related to values within and around organizations (Chanut *et al.*, 2015).

Public managers with universal skills?

Studies of the role of managers in public organizations do not seem to argue in favor of the existence of a universal profile. Payette (1992) underlines the differences between skills that public managers should have. Some of them are highlighted in universal models. Others may be qualified as specific skills. Models based on private organizations and considered as universal have been successfully applied to managers from public sectors (Katz, 1974; Wheten, Cameron, 1984). However, if we take into account the assigned goals then the international comparison shows

contrasted results. Some contributions seem to show that public managers estimate having clear aims when public and private sectors are connected (Boyne, 2001). Others think that this statement can be discussed (Rainey, Chun, 2005). Empirical studies, mainly organized nationally, seem to show cultural or contextual particularities. For instance, in France, works on public managers underline the qualities linked to translation, relations moderation, performance guidance and capacity to adapt resources (Desmarais, Abord de Chatillon, 2008).

This non exhaustive list of elements may be addressed through the classical management disciplines (Human Resources, Finance, Information Systems, Marketing etc....). They also can be considered on a sectorial basis (Healthcare, Education, Tourism, Sports, etc.). These are all questions that will be discussed during the 6th AIRMAP conference.

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Conference organisation

How to contribute and participate on the conference?

1. Submit a paper in French or in English :

If you wish to submit a paper, you need to do it before January 23rd, 2017. Please send an abstract of 4500 words maximum with paper title, name(s) of author(s) (with their contact information), subject challenges, theoretical positioning, issues, methods and principal results, as well as some bibliographical references. Papers can be submitted in French or English.

Revised paper of approximately 20 pages (maximum 40,000 characters) must be sent before May 1st, 2017.

Standards: MS Word, times New Roman, size 11, single spacing. Left margin: 2,3 cm; right margin: 4,4 cm; top: 2,5 cm and bottom: 3cm, and binding: 0 cm. Paper format: B5 (18,2 x 25,7). Titles and sub-titles must be in bold, on a separate line, in capital letters for the 1st level titles. Cover page must indicate: title of the paper, authors, contact person and 5 keywords. For each author the following information is required: name, institution or university, postal address, phone number, email. When sending the final version of the paper, an abstract in French and English (1200 characters maximum) should be inserted on the first page above keywords.

2. Tracks organization and piloting :

- Track 1 – Management control

The aim of this track is gather and confront all communications concerning tools, practices and stakeholders of management control on the public sector. More specifically, the focus is on the study of all the dimensions of performance management systems in state administrations, local governments, hospitals, universities or public firms.

- Track 2 – Tourism and public governance: to a universal model?

This track aims to collect works and studies across countries related to the role of national and local governments in the development of tourism activities. It will present territorial experiences, and will discuss on the existence of tourism development model(s), comparing the studies of researchers. Contributions will provide answers to following questions. How national and local governments create and develop a tourist destination with public and private actors? How to communicate on it? How to implement a specific governance? Which differences between countries concerning the meaning and the extent of the geographic proximity with the tourist destination?

- Track 3 – Universality and/or particularity of public management

This workshop aims to investigate if public management is universal or specific, bearing in mind number of antonyms linked with public management or private management. The workshop will specifically/particularly look into the classification of goods, information perceived or

conceived, relations between cost and price, financing by prices or taxes, differences between accounts, internalisation or externalization, surplus or profit, nationalization or privatization from a historical perspective... And the main question: what comes first, private or public management? Which derives from the other? We hope to receive academic contributions but also professional testimonies.

- **Track 4 – Public marketing and territory: what kind of profit for public organizations?**

The purpose of this track is bringing researchers interested in marketing on public sector. It focuses on theoretical questions in this field of research, deals with methodology in public marketing, emphasizes practices regarding organizations. Results and case studies (multiple-case studies prioritized) will feed into discussions.

- **Track 5 – Management of education institutions: toward a single model?**

The objective of this track is to review the current research of the literature concerning management of schools, secondary and higher educational institutions. It emphasizes in particular on method of governance and strategic management, human resource management, etc. These subjects will be analyzed according to the main theme of the conference: try to identify and explain the emergence of a universal model of management in this kind of establishment.

- **Track 6 – Public Innovation: forms, implementation modalities and effects**

Public innovation has become a key objective and major issue for public organizations facing economic and financial pressures all over the Western world. It is now a growing research area among researchers and practitioners that are mainly interested in assessing and promoting innovations in public service delivery. The objective of this workshop is to question and to analyze public innovation through its various dimensions: its forms and components, its antecedents and drivers, its underlying mechanisms, its potential negative impacts and deviances, its organizational outcomes and results. Through this workshop, we wish to bring elements of understanding and to discuss the current nature of the public innovation, its dynamics, as well as its results and consequences, in a context of change and uncertainty for public organizations.

- **Track 7 – Sport and public management**

The aim of this track is to combine the contributions between sport and public management around the question of universality. Expected contributions can take several forms. It can refer to universalism of the functions of sport. It can also concern the analysis of the models of sport governance within the different public bodies. Finally, sport's values seem to be universal. However, how do they integrate into the public sphere? In other words, what are the specificities of sport (shared competence in the community, economic and social functions, role of sports values, competitions on international context ...)? Does the latter lead to a convergence of public management methods in this field at the local, national and international levels?

- **Track 8 – Human resources management, management and change**

This track aims to host papers with empirical studies concerning human resources management, management skills and change management in public organizations. It also try to encourage theoretical reflexions on models and concepts to help guide their rationale for action and those of their stakeholders.

- **Track 9 – Public management paradoxes**

Paradoxes are more and more commonly accepted as one of the central forms of organizational management and an ever-richer literature attempts to analyze their various dimensions. These researches tries to analyze the different contradictions of management in the specific context of public management. Indeed, public sector is regularly marked by the presence of contradictions. Emery & Giauque (2005) illustrate this paradox. Our objective is to describe and analyze the diversity of these paradoxes

- **Track 10 – History and public management: between identity building and universally directed scope**

The concept of public management isn't easily defined. According to Chanut, Chomienne and Desmarais (2015), its multidisciplinary origin (public administration, public law, management and public economy, public finances, etc.) makes it a difficult concept to define. Is this the application to the public sector of a management with universal contours or a really specific form of management? The purpose of this workshop is to explore, from a historical perspective, this dialectic identity / universality of public management.

- **Track 11 – Public management and nudges**

This track's goal is to provide a comprehensive review from a theoretical as well as an empirical perspective, relative to soft incentives (soft law), helping hands, and nudges relative to public policies. Expected contributions will answer to following questions (but not limited to). Is increasing use of nudges consistent with aspiration of relationship of trust between users and administration? Are nudges further general interests firstly? What place left to the public's capability for judgment after the implementation of nudges? Is it compatible with participatory democracy? What is the efficiency of nudges for public policies?

- **Track 12 – Public Management and Finance**

What could be more universal than financial constraint? It arises on the same principles in central and local governments, public institutions, social security bodies and state-owned companies. The universality of the finance function does lead to a managerial universality and this over time, space and in different public organizations? The workshop objective is to associate financial research within public management research. Finance is related to important public concern due to the diminution of budgetary room and massive indebtedness. Budgetary constraint may stand up to political constraint leading to a universal situation?

- **Track 13 – Sustainable development: For a “universal” public management?**

The reforms undertaken for several years by the State, obliges each public organization (territorial collectivity, universities, hospitals ...) to challenge its objectives and means in order to be part of this dynamic of reform and to guarantee practices of sustainable development. The new commitments of the signatories to the COP 21 and COP 22 charters mean that new approaches and working methods have emerged in public organizations, including foresight and strategic projects, Information, control including management control, human resource management and sustainable development and CSR. However, the application of sustainable development in public institutions can make users more confident? Is its implementation well accepted by the actors? Public management can be universally applied at all levels of government?

- **Track 14 – Health, a common good? Political and organizational issues of a new deal**

This track is situated at the intersection of Political Science, Economics and Management. It aims to analyse political and organizational issues concerning a new deal which is the need for paradigm shift in order to understand health-care with the concept of common good. It is intended to professionals and academics interested by evolutions of health-care systems in France and all over in the world. It also concerns managerial innovations which try to ameliorate the collaboration between caregivers, and advance health system integration.

- **Track 15 – Public management and territories**

Local government and territorial management raise many questions, which partly needs to be of a paradoxical nature (public values vs. private sector interests). Are management practices of local government have evolved since de past ten years? What about the outcomes of recent reforms and legislative evolution? What about public policies for territories? Which possible scopes, aims? How are they managed? What kind of governance? What kind of decision making process?

- **Track 16 – For an essay of conceptualization concerning new forms of public-private openness and togetherness taken place at international level**

This track aims to contribute to provide the academic proceedings and develop analytical and research grids related to opportunities and reconciliations between state, firms and nonprofit organizations. Contributions will emphasize on international level approaches.

3. Participate in doctoral workshops :

If you wish to submit a paper, you also need to do it before January 23rd, 2017. Please send an abstract of 4500 words maximum with paper title, name(s) of author(s) (with their contact information), thesis subject, doctoral project and its challenges, issues, theoretical positioning, methods and principal results already obtained.

Revised paper of approximately 20 pages (maximum 40,000 characters) must be sent before May 1st, 2017.

Standards: MS Word, times New Roman, size 11, single spacing. Left margin: 2,3 cm; right margin: 4,4 cm; top: 2,5 cm and bottom: 3cm, and binding: 0 cm. Format paper: B5 (18,2 x 25,7). Titles and sub-titles must be in bold, on a separate line, in capital letters for the 1st level titles.

Cover page must indicate: title of the paper, authors, contact person and 5 keywords. For each author the following information is required: name, institution or university, postal address, phone number, email.

Paper proposals and workshop projects should be sent by email to:
colloque@airmap.fr

4. Participate to the AIRMAP 2016 Thesis prize:

As every year, the AIRMAP conference offers a prize for the best doctoral thesis defended within the past year. Best thesis AIRMAP 2016 reward will be discerned during the conference. All the information on the regulations and application procedures are available on the following link:
<http://www.airmap.fr/index.php/activites-2/prix-de-these-airmap>

Valorisation

Several types of publications are possible for the papers presented at the conference. A scientific committee will select papers to be suggested for publication in the following scientific journals:

- Management International (French classification: FNEGE 2);
- Gestion et Management Public (French classification: FNEGE 3) ;
- Gestion 2000 (French classification: FNEGE 4) ;
- Politiques et Management Public (French classification: FNEGE 4).



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Agenda, Scientific committee, contacts

Agenda

September 24th 2016	Call for papers
January 23rd, 2017	Deadline for submitting paper proposal
february 6th, 2017	Scientific committee opinion results
May 1st, 2017	Deadline for submitting final paper
June 1st-2nd, 2017	AIRMAP 2017 conference

Scientific committee

Emmanuel ABORD DE CHATILLON, Université de Grenoble
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