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WAVES AND WINDS OF STRATEGIC LEADERSHIP FOR SUSTAINABLE COMPETITIVENESS

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EURAM   VNIVERSITAT ID VALÈNCIA Facultat d' Economia

SIG 12: PUBLIC MANAGEMENT

Aims at providing an authoritative and internationally-focused forum to discuss major developments in the area of governance, organization and management of public interest activities. The focus on public interest allows embracing all organizations pursuing it, be they public, non- or for-profit. These operate in healthcare, culture, education, utilities sectors and key issues include network management, performance evaluation, innovation in public services, organization and HRM, social responsibility and accountability, stakeholder management and citizen participation. Key topics to be discussed in the 2014 conference include:

- **Management Research in Healthcare organizations:** critical outcomes (patient safety and satisfaction); workforce management; evidence-based decision making; strategies addressing budget constraints; systems' thinking.
- **Governance of Public and Nonprofit Organisations**: management and governance systems in public and non-profit organizations.
- **Management and governance of culture and heritage**: multilevel and complex actions in managing culture, environment and tradition.
- **Social Responsibility and Sustainability in Public and Nonprofit Organizations**: bringing together researchers from the areas of CSR, sustainable management and public management to address the following issues: Public Value creation; Public and non profit ethics; Stakeholders engagement; Accountability and social reporting; Public governance and SR; social innovation; Sustainability practices.

SIG Officers:

SIG chair:		
Denita Cepiku	University of Rome Tor Vergata	denita.cepiku@uniroma2.it
Programme chair:		
Reto Steiner	University of Bern	reto.steiner@kpm.unibe.ch
Awards & Publication strategy Chair		
Riccardo Mussari	University of Siena	mussari@unisi.it
Past SIG Chair 2014		
Marco Meneguzzo	University of Lugano	meneguzzo@economia.uniroma2.it
SIG Chair elect 2014		
S Robert Hernandez	University of Alabama	hernande@uab.edu
Programme SIG Chair elect 2014		
Stephen Osborne	University of Edinburgh	Stephen.Osborne@ed.ac.uk
Officer		
Andrea Bonomi Savignon	University of Rome Tor Vergata	bonomi.savignon@economia.uniroma2.it
Officer		
Patrizio Monfardini	University of Cagliari	monfardini@unica.it
Officer		
Alessandro Hinna	University of Rome Tor Vergata	alessandro.hinna@uniroma2.it

SIG General Track

12_00   Public management

The track chairs welcome papers dealing with the multiplicity of governance arrangements promoting the public interest.
These have endured a shift from the traditional Weberian public administration to forms emulating business models to public governance hybrid solutions based on collaboration and co-production. The public sector has become more fragmented and multifaceted, while the shift in expectations by citizens make them now keener to engage in policy-making and service delivery.
Public, non- and for-profit organizations serve the public interest, autonomously, in competition or in collaboration with each other, in healthcare, culture, education, security, territorial development, utilities and other sectors.
The public governance literature entails a renewed and more specific attention to management across the boundaries of the public sphere; namely, to business-government relations and non profit-government relations. The role of government, however, is not limited to that of a network facilitator. Especially in the current global crisis, it has a key role in ensuring important values for Europe such as equity, sustainability and democracy.
The Public Management general track aims at gathering and promoting confrontation between engaged scholars investigating the role of public management within public governance.
Current themes include, but are not limited to:
- Innovation in public services, looking at the processes and outcomes of innovation in public services delivery and design.
- Networks, public-private partnerships and third-party policy implementation.
- Citizen participation and co-production.
- Governance and management of non-profit organizations
- Performance management.
- Social responsibility, sustainability and accountability
- Social innovation. Innovation and risk management.
- Cutback management and strategies to overcome the global economic crisis.
- Strategic management, leadership and public entrepreneurship.
- Challenges in managing professionals in the public sector. Knowledge management.
- Motivation and public values.
- Corruption, ethics and trust.
- Public Sector Accounting and Financial Management.
- Agencification, privatization and outsourcing of public services.
- Decentralization and multi-level governance.
- e-Government and use of ICTs.
- Quality management and improvement.
- System's thinking in the public sector.

Chairs	Denita Cepiku	University of Rome Tor Vergata	denita.cepiku@uniroma2.it
	S Robert Hernandez	University of Alabama	
	Stephen Osborne	University of Edinburgh	
	Reto Steiner	University of Bern	
	Riccardo Mussari	University of Siena	
	Marco Meneguzzo	University of Lugano	

Keywords	Public interest	Innovation	Governance
	Participation	Performance management	Public administration

Topics sponsored by the SIG

12_ 01   Management Research in Healthcare Organizations

To help resolve the difficulties in healthcare delivery, management research should focus on better ways to organize services to meet the needs of numerous stakeholders. Specific attention might be directed toward a number of topics. One topic includes concern for critical outcomes including patient safety and satisfaction with the care process. Increases in iatrogenic conditions make identification of organizational factors associated with positive outcomes a top priority for management research. Another topic involves management of workforce issues including quality of work life and employee satisfaction as countries experience shortages of professionals needed to provide services and we seek ways to insure the availability of an adequate workforce. A third topic, which needs investigation, is application of evidence-based management approaches to decision making. Just as healthcare professionals are emphasizing evidence-based medicine, so should researchers assist executives who seek methods to apply the best evidence in organizational decision-making. A fourth topic involves managing in difficult times precipitated by low economic growth and requires reasonable methods for the reallocation of healthcare services. This topic needs exploration as healthcare delivery organizations downsize because of budget reductions and declining streams of revenue. Additionally, systems thinking applications that consider multiple factors impinging on healthcare delivery efficiencies are sought. Given to complex nature of service delivery, systems' thinking is needed as changes in one segment of the delivery system result in unanticipated changes in other parts of the system.

This track welcomes management and policy papers which describe efforts to address these and other complex issues. Analyses could assess newly designed organizational practices, the institutional complexity of multilevel governmental systems involved in healthcare service delivery, implementation of alternative governance systems, organizational and work redesign activities, emergent patterns of clinical pathways, and the positive as well as harmful effects of these actions. Submissions can cover a wide variety of methods and research designs, ranging from the evaluation of small scale innovative delivery practices to large-scale empirical studies. Conceptual and empirical papers are welcome.

Proponents	S. Robert Hernandez	University of Alabama at Birmingham	hernande@uab.edu
	Stefano Calciolari	University of Lugano	
	Stefan Kunz	University of Applied Sciences Southern Switzerland	

Keywords	Healthcare management	Evidence-based management	Patient safety
	Translational Research	Evaluation research	Health service research

12_02   Governance of Public and Nonprofit Organisations

In a context characterised by unceasing trends of globalisation, acceleration of technological change, struggling financial markets, social transformations and increasing prominence of knowledge and innovation, private and non-profit organizations are compelled to face new challenges in terms of governance. In this context, the proposed Topic is developed around the following key points: (1) the definition of the theoretical components that assign a innovation role to governance systems in public organizations and non-profit organization; (2) a deeper analysis of governance mechanisms in their relationships with both the external (stakeholders) actors and the internal (management) actors; (3) the conditions which enable governance mechanisms to effectively cover their own roles.

Since the term governance has been used with many different meanings, we are referring primarily to what some public governance scholars (Jessop 199; Kooiman et al. 1999) defined as "micro" level of governance. This means that the problems of governance are primarily analysed at the level of an individual organization and not at an aggregate level (eg. an entire public policy).

The issues of governance at the organizational level require a thorough analysis regarding governance systems, governance mechanisms and governance roles. A governance system is the set of governance mechanisms for directing and controlling an organization. A governance system is sustained by a series of governance mechanisms, which embody the governance roles undertaken by the various stakeholders; in turn, governance roles encompass the tasks to be performed within each governance mechanisms and the relationships between the various stakeholders. We also refer to the term governance in order to understand the new arrangements in public services provision resulting from the shift away from a unitary state to a more fragmented system of government.

On this basis, the Topic aims at exploring the governance systems, mechanism and roles to grant public value creation. Subjects of interest include - but are not limited to - the following

• The Role, the Behaviour and the Effectiveness of the Public and Non-Profit Boards

• The Multi-Level and Multi-Faceted Nature of Governance in Public and Non-Profit Sector

• Capturing Governance Changes and Dynamics: Evidence from Qualitative and Longitudinal Research Studies.

Proponents	Fabio Monteduro	University of Rome Tor Vergata	fabio.monteduro@uniroma2.it
	Alessandro Hinna	University of Rome Tor Vergata	
	Luca Gnan	University of Rome Tor Vergata	
Keywords	Governance	Public organizations & NPOs	Public value
	Board of directors	State Owned Enterprises	

Until recently, economists have been reluctant to investigate culture as a possible determinant of sustainable economic activities. Much of this reluctance derives from the notion of culture: it is so broad and the channels through which it can enter the economic discourse so ubiquitous and vague that it is difficult to design testable, refutable hypotheses on culture and economics. This friction is reflected also in the limitations of current debate about governance in cultural sector, which clearly reveals a sort of indefiniteness of constructs and mechanisms that ultimately result in a lack of autonomous trajectories. The aim of this track is to contribute to filling this gap, by encouraging scholars and practitioners to identify new lines of inquiry, and widen the overall spectrum of perspectives, tools and expected outcomes in the field of governance and management studies, by providing new insights related to cultural sector (widely considered). Coherently, we offer some broad suggestions in order to promote a coherent debate at the conference. We ask participants to consider and explicitly delimit the boundaries of their contribution in relation to the theoretical approach adopted; research in organization studies, for example, has recently increased our knowledge of governance structures and dynamics, by bridging 'institutional theory' and 'organizational identity' streams of research; one important contribution, that has much yet to say in the cultural sector, has been the emerging interest towards the coevolution of structures and actions, at the field-level (to focus on mutual expectations and orders evolution), at the organizational-level (highlighting interorganizational dynamics) and at the intra-organizational-level (pointing out the relation between organizational attributes/ behaviors and superordinate elements).
This view remarks that investigating public or private entities involved in the provision of cultural goods and services should clearly account for societal and environmental influences (audiences, regulators, historical contingencies, systems of beliefs and values), avoiding the
artificial and a-contextual approach which weakens most of governance literature (Frederickson, 2005).
Sustainability, in turn, evokes a prominent role of time, as shaping forms, expectations, and judgment criteria. With this regard, we encourage participants in identifying the challenges that current sustainable models of social development and economic growth pose to
governance debate, clarifying whether the cultural dimension (abstract or condensed in concrete structures and actions) plays a central or ancillary role, and focusing the implications of this state of the art.

The management of cultural, natural and immaterial heritage poses significant challenges to both developed and developing countries. Organizations responsible for operating and governing these sites and activities take on complex, multirole identities and serve multiple interests (Cunningham, 2004). Traditional approaches to management (such as rational choice theory) fail to capture and explain the full gamut of complexities present in these contexts. Furthermore, increasing emphasis by governments around the globe, on a market justification for cultural, natural and immaterial heritage, has compounded management and governance issues. Whilst, a positive outcome of this has been the rise of the 'sustainable tourism' discourse, there is a significant need to enhance current practice, particularly in complex post-colonial context.

Globally, discursive rifts are appearing between the Northern and Southern Hemispheres and their approach to cultural, natural and immaterial heritage. Whilst bodies such as the United Nations Conference on Trade and Development has outlined plans for the facilitation of North-South discourse in relation to the management cultural and environmental heritage, critics have argued that they have little relevant for the kinds of activities that are occurring in places such as the Pacific and South America (Jolly, 2008).

We offer this panel to further discussion and empirical research that seeks to tackle the big issues pertaining to the management of cultural, natural and immaterial heritage. Specifically we seek, through this panel, to develop stronger theoretical and conceptual platforms that

account for the multilevel and complex actions involved in managing and organising things such as culture, the environment and tradition.

Proponents	Alessandro Hinna	University of Rome Tor Vergata	alessandro.hinna@uniroma2.it
	Marianna Elmi	EURAC European Academy Bozen	
	Benjamin Farr-Wharton	Southern Cross University	
	Roberto Ferrari	LUISS University	

| Keywords | Heritage Management | Network governance | Performance management |
| | Wicked Issues | Cultural institutions and organizations | |

12_04   Social Responsibility and Sustainability in Public and Nonprofit Organizations

The crisis of legitimacy of public and non profit organizations is a high-ranking issue in most industrialized countries. This could be attributed to many factors (e.g. the financial crisis, the growth in recent years of corruption scandals). But in general it is due to the difficulty of public and non profit organizations to do their job effectively in turbulent times, characterised by the reduction of public resources and the growing role of the "private" (e.g. multinational companies, philanthropists) in influencing the public sphere.

Public and non profit organizations are called to revise their missions, their relation with the community, the way they operate. Therefore debating Social Responsibility (SR) and Sustainability in public and non profit organisations is a way to rethink the aims of these organizations and their role in the society.

While sustainability seems to be a relevant topic for public policy makers (e.g. Bruntlandt Report, Rio Declaration, GRI supplement for public agencies) SR represents an emerging concept. Understanding both concepts in the public sector means analysing the role of the public organizations in the economy and society, the adequacy of the activities to the instances of the communities, as well as strategies of funding and the managerial practices in providing services, the values that inspire decision making at political and managerial levels.

A look at the literature shows a paucity of studies addressing these issues from both a theoretical and empirical perspective. These emerging topics can nonetheless, be conducted to the literatures streams on public value, ethics, citizens engagement, public accountability.

Regarding specifically sustainability there are only few studies, mainly focusing on reporting practices of local governments (e.g. Ball 2002, 2009; Marcuccio, Steccolini 2005). Gray, Dillard and Spence (2009) assert that research within the public sector is not well connected to those on social accounting but that both streams of research could learn a lot from each other. Consistent with the general conference topic this track aims to bring together researchers from the areas of CSR and sustainable management with those focusing on public sector management. In particular, we would like to attract theoretical and empirical papers addressing the following issues:

• Public Value creation
• Public and non profit ethics
• Citizens and Stakeholders engagement
• Accountability and social reporting
• CSR strategies
• Public governance and SR
• Public and non profit organisations as drivers for social innovation
• Sustainability practices

Proponents	Filippo Giordano	Bocconi University	filippo.giordano@sdabocconi.it
	Dorothea Greiling	Johannes Kepler University Linz	
	Sharan Alijani	Reims Management School	

Keywords	Sustainability	Corporate Social Responsibility	Public Sector
	Non Profit Organizations	Public Governance	

Submission guidelines EURAM 2014 - Valencia

Please, follow these guidelines and formatting instructions to prepare and submit your paper.

RULE OF 3:

Please note that you may be listed as an author or co-author on up to 3 submitted papers.

1. Each paper can only be submitted to ONE topic or track.

2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2014 Conference.

3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED).

4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.

5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the European Management Review Style Guide.

6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.

7. Number all of the pages of the paper.

8. No changes in the paper title, abstract, authorship, and actual paper can occur AFTER the submission deadline.

9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free.

10. Submissions will be done on-line on the EURAM 2014 website.

11. Only submissions in English shall be accepted for review.

12. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference.

13. In case of acceptance, each author can present only one paper at the conference.