

**MANAGEMENT SCIENCES *VERSUS* PUBLIC POLICIES.
FROM TRANSFER OF METHODS TO COEVOLUTION**

Guest Editors: Olivier Basso, Philippe Very

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Olivier Basso, Philippe Very

I – From private to the public sector

- 21 *When the State embraces private accounting.
How can management sciences contribute?*
Nicolas Praquin, Stéphane Lefrancq, Isabelle Chambost

Summoned to change its governance and to increase its efficiency, the State has been prone to consider management as a provider of technical devices meeting its requirements. The field of accounting, with the introduction of consolidation for local authorities and the implementation of a new budget legislation known as the LOLF, reflects the difficulties of introducing these management practices in the public field. Beyond the use of tools stemming from the private sector, Business Sciences can help, at least for some of their research trends, this transposition of management tools in the political field.

- 35 *Management science, policy compass.
Study on the emergence of a new industry of electromobility*
Carole Donada

The challenges of an emerging industry of electromobility based on a range of electric vehicles and related services to individual and collective mobility are numerous and complex. In particular, these issues deal with the structuring of business ecosystems with heterogeneous stakeholders and new entrants, the implementation of regional strategies in the global context, and the systematic quest for value creation through innovation and service orientation. In such a

context, public policies are lost in trying to meet the conflicting orders of all those calling for supports. The proposition of this paper is that relevant theoretical and methodological frameworks developed by researchers in management science can help policies to better structure the emergence and development of electromobility 2.0 for the 21st century.

- 55 *Financial communication of local governments.
The contribution of agency theory to politician*
Muriel Michel-Clupot, Serge Rouot

The agency relationship between citizens and elected representatives raises questions about the contribution of agency theory to politician. Seen as a bonding cost, financial communication can become a management tool for elected officials, constrained by debt level or tempted by entrenchment strategies. Confronting the production of communication and the length of mandates, management sciences generate recommendations to politician.

- 71 *Public policy evaluation and management research in France:
A missed appointment?*
Jean-Pierre Nioche

Management scholars gave the first impulse to public policy evaluation in France, but play a modest role in this field today. This article addresses this paradox. First by proposing a typology of three evaluation paradigms structuring this activity around the world. Second, by analysing the social forces, from the demand side and the supply side, explaining the present situation. It concludes by suggesting management scholars to invest in public policy evaluation, in particular of policies directly impacting firms and organizations which are their objects of research.

II – Public and private sector interactions

- 87 *The risks associated with public-private partnerships to finance and build sports stadiums in France*
Aurélien François, Antoine Marsac

In France, the complexity and urgency of building and modernizing sports stadiums has led cash-strapped local authorities to set up public-private partnerships. A study of the Le Mans stadium highlights the risk of cost overruns that can arise as the result of such partnerships. Our findings show the importance of analyzing the relations between local authorities and resident clubs in order to ensure contracts between public bodies and private operators are balanced.

- 101 *Public policies under corporate lobbying: A managerial approach*
Mourad Attarça, Hervé Chomienne

This article proposes to show the usefulness of analyzing lobbying activities through a managerial vision. Lobbying is a social-political phenomenon that does not concern only businesses but it can be analyzed as a managerial activities. We wish to show that a managerial vision allows a better understanding of influence strategies conducted by the various stakeholders of lobbying. Such an approach is useful not only for businesses but also for public policy-makers who are the targets of lobbying and who must take into account these activities in their decision-making processes. This contribution is based on a review of literature about lobbying and interest groups and also on two cases studies on the French institutional context. The first is related to the regulation of the radar detector systems used by car and motorcycle drivers. The second is related to the regulation of opening on Sunday for home improvement retailers.

III – Public/Private sectors: Intertwined destinies?

- 133 *The possible contribution of corporate social responsibility to United Nations' sustainable development goals. Framework and actionable propositions for the least developed countries public policies*
Marielle Audrey Payaud, Alain Charles Martinet,
Fulbert Géro Amoussouga

How public policies can use micro level leverages, *i.e.* corporate social responsibility, to achieve a macro level target, *i.e.*: a sustainable development? More precisely, is it possible and how to design and implement public incentives and tools to activate MNF subsidiaries and local firms CSR as an effective contribution to UNO' s Sustainable Development Goals (SDGs) in the Least Developed Countries (LDCs), which are beginning in 2015. This kind of framework and actionable propositions are offering a possible and relevant contribution of strategic management and CSR research to public policies and global development of young nations which were mainly inspired by macroeconomics since the end of Second World War.

- 159 *Democratising firms? A critical reflection on the contribution made by management science to a Rawlsian argument*
Sandrine Blanc, Anne-Laure Boncori, Éric Braune

Liberal egalitarians have recently argued for some form of corporate democracy. This would ensure a fairer distribution of primary goods and strengthen the active and democratic disposition of citizens. However, such arguments rely on unverified theoretical assumptions. We therefore examine these assumptions

from the perspective of management science, adopting a reflexive posture that is sensitive to the difficulties that arise from interdisciplinary discussions. We note a gap between the type of knowledge available in management science and that required to address Rawlsian assumptions. We thus propose paths for closing this gap, some of which are relevant for liberal egalitarianism and some for management science. We thus set out the conditions for an empirically informed liberal egalitarian response to the political question of whether firms should be made more democratic.

179 *Revisiting the purpose of the firm: The contribution of management science to a post-Hegelian world*

Kevin Levillain, Blanche Segrestin, Armand Hatchuel

Firms are generally perceived as private actors, whose purpose is only economic. However, the activities of modern companies go far beyond the pursuit of private interests. In this article, we demonstrate that by creating and regenerating the “commons”, companies shatter the classical political representations opposing “private” and “public”, or “economic” and “social” purposes. They contribute to the emergence of a world that we characterize as a “post-Hegelian” world. And we show that management science can be key for developing a comprehensive political theory of this world.

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