



SIG 11: Public and Non-Profit Management

The Public and Non-Profit Management SIG 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, organization, and HRM, social innovation, social responsibility and accountability, stakeholder management and citizen participation.

Papers presented at annual conferences and SIG winter workshops are selected for edited books, such as the Emerald Series "Studies in Public and Non-Profit Governance" ([click here](#)) and special issues of the International Journal of Public Sector Management.

Key topics in the 2015 conference include:

- **Management Research in Healthcare Organizations:** critical outcomes (patient safety and satisfaction); workforce management; evidence-based decision making; strategies addressing budget reductions; systems' thinking.
- **Governance of Public and Non-Profit Organisations:** governance systems in public and non-profit organizations.
- **Managing Culture, Creativity, and Heritage:** multilevel and complex actions in managing culture, environment, and tradition.
- **Accountability, Sustainability and Ethics in Public and Non-Profit 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.

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SIG General Track

11-00 Public and Non-Profit 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 and Non-Profit Management general track aims at gathering and promoting confrontation between engaged scholars investigating the role of public and no-profit management for the pursuit of public interest aims.

Current themes include, but are not limited to:

- Networks, public-private partnerships, and third-party policy implementation.
- Citizen participation and co-production.
- Governance 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 is thinking in the public sector.

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Keywords	Public interest Participation	Public administration Performance management	Governance Social innovation
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SIG Standing Tracks

ST_11-01 Management Research in Healthcare Organizations

Management research is needed to identify better ways to organize services to meet the needs of numerous stakeholders. Specific attention might be directed toward a number of issues. One issue concerns patient safety, the patients' experience, and their 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 issue concerns shortages of the professionals that European countries need to provide healthcare services. Research on workforce issues including quality of work life and employee satisfaction is needed as we seek ways to insure the availability of an adequate workforce. A third issue 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 issue is caused by low economic growth and scarcity of funds available for healthcare resources. Budget reductions and declining streams of revenue require that reasonable methods be identified for the reallocation of healthcare services as healthcare delivery organizations downsize. 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.

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Keywords Evidence-based management Evaluation research Safety and quality Translational research

ST_11-02 Governance of Public and Non-Profit Organizations

In a context characterized by unceasing trends of globalization, 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 analyzed 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, mechanisms, 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.

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Keywords Governance Public & NPO Public Value
Board of directors Organizations
State owned enterprises

Topics sponsored by the SIG

T_11-01 Managing Culture, Creativity, and Heritage

The cultural sector faces uncertainty. Within the European Union, and outside of it, the cultural sector has undergone significant changes; not least of which has been a shift from a public subsidy model to hybrid and market-orientated approaches. This shift is shared with other social sectors including healthcare and education, however it has been more pronounced in the cultural sector, owing to its perceived intangibility.

From a management perspective, there is a lack of understanding of best practice approaches for operating cultural and creative organizations and enterprises, and the management of heritage. At the same time, managers are required to meet the technological and authenticity demands of an increasingly diverse consumer base, in a climate of decreasing public support. This issue is not helped by the fact that, from an academic perspective, the field lacks a consistent discipline, with unconnected canon of literature.

This track calls for papers that deepen our knowledge of management within the sphere of culture, creativity, and heritage. We invite people to submit academic papers that comment on the 'wicked problems' in this sphere. Such papers may focus on:

- Benchmarking managerial practice in cultural organizations,
- Understanding the impact of cultural networks,
- Cross-country comparison of cultural and creative policy and practice,
- Understanding the similarities, differences and meeting points of tangible, intangible, heritage and indigenous cultural experiences,
- Uncover models and frameworks that facilitate survival of cultural organizations in a climate of philanthropic and public uncertainty,
- Theoretical contributions outlining the underpinning and competing frameworks that inform cultural research and practice,
- Consumer behaviour within the context of culture,
- Technological and service innovations within the cultural sector.

The aim of the track is to contribute to a special edition in an academic journal, thus we are seeking both theoretical, and empirical contributions of a high quality, that are between 5000 and 7000 words.

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Keywords	Heritage Management	Culture Public Management	Creative Industries Devolution
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T_11-02 Accountability, Sustainability, and Ethics in Public and Non-Profit 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). In general, it is due to the difficulty of public and non-profit organizations to do their job effectively in turbulent times, characterized by the reduction of public resources and the growing role of the “private” (e.g. multinational companies, philanthropists) in influencing the public sphere and social and environmental issues.

Public and non-profit organizations are called to be more accountable, sustainable and to act ethically and social responsibly if they want to have a real impact in society.

Therefore, debating on these issues leads to revise their relation with the stakeholders and community, and to rethink the way they operate.

Understanding these concepts means analysing the role of public and non-profit 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.

While accountability and ethics are traditional fields of inquiry for scholars, sustainability and social responsibility represent emerging concepts.

This track aims to bring together researchers from the areas of CSR and sustainability with those focusing on public value, ethics, citizen’s engagement, public and non-profit accountability.

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,
- Social responsibility,
- Public and non-profit organizations as drivers for social innovation,
- Sustainability practices.

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Keywords	Sustainability	Corporate Social	Ethics
	Accountability	Responsibility	
		Public Governance	