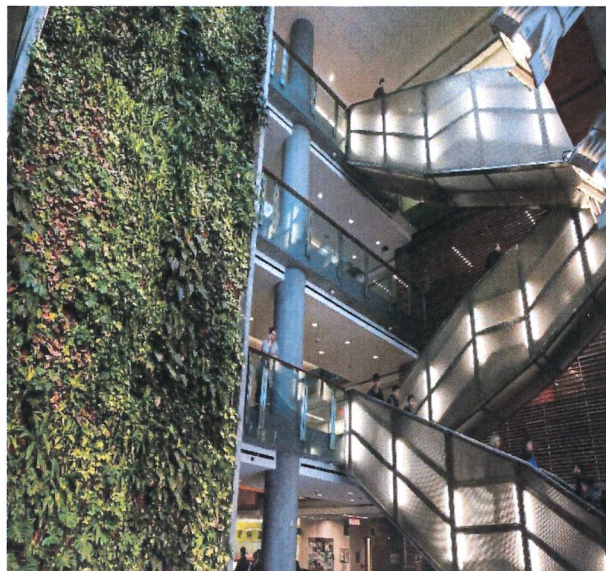


**Workshop in preparation  
for The Routledge  
Handbook on  
State-Owned Enterprises**



November 2-3, 2017  
University of Ottawa  
Faculty of Social  
Sciences, Room 4004  
120 University Private  
K1N 6N5

Organized by the Jarislowsky Chair in Public Management at the  
Graduate School of public and International Affairs and CIRIEC International

State-owned enterprises make roughly 10 percent of the world economy but are understudied. For thirty years, they were considered among endangered species. Privatization was fueled by the Washington consensus and used by governments to balance their budgets by selling the “family silver”. At the same time, these enterprises were reinventing themselves. If Margaret Thatcher was right to say in 1980 that they were losing money, the remaining and the new ones make profits and often cross-subsidize public services. Some of these organizations are used by governments as policy instruments to generate economic development but also the knowledge necessary for tomorrow. Sovereign funds manage the wealth from oil and other natural resources while other state-owned enterprises help develop the most advanced technology in health or space technology.

These redefined organizations have been essential to solve the 2008 financial crisis. Explanations of yesterday are obsolete as the old steel mills rusting around the world to explain how state-owned enterprises are used in both developed and developing countries. Complex and fascinating organizations have been developed such as the German municipal conglomerates or the multinational companies owned by states. New modes of governance and regulation have been invented to make sure they act in the public interest.

This handbook offers the first synthesis on the topic since the 1980s and aims to become the reference for a generation. A brave new world needs the new synthesis that this handbook offers by assembling an international group of scholars using multiple theoretical perspectives. The workshop in Ottawa follows two others that took place in June in Rouen and Milan. The workshop will allow participants to present and discuss their respective chapters planned to appear in the handbook that will be published in 2018 by Routledge. The format of the workshop is an in-depth discussion of a set of invited papers.

**Thursday, November 2<sup>nd</sup> (FSS 4004)**

**8:00 AM** Breakfast

**9:00 AM** Introductory remarks by:

- Marcel Mérette, vice-president, University of Ottawa
- Stephen Jarislowsky, president, Jarislowsky Foundation
- Massimo Florio, president of the scientific commission on public services and enterprises, CIRIEC
- Philippe Bance, president of the International Scientific Council, CIRIEC
- Luc Bernier, University of Ottawa, "The Handbook Project"

**9:45 AM** Guest of honor:

- Aldo Musacchio, Brandeis University, USA, *Leviathan as an Inventor: Patents and Performance in State Owned Multinationals*

**10:30 AM** Coffee break

**10:45 AM** Francisco Castaneda, Universidad Santiago de Chile, *SOEs in developing countries*

**11:30 AM** Malcolm Bird, University of Winnipeg, Canada *SOEs and international activities*

**12:15 PM** LUNCH

**13:15 PM** Przemyslaw Kowalski, OECD, *Designing a legitimate multinational SOE of the future.*

**2:00 PM** Igor Postula, University of Warsaw, Poland, *Corporate Governance in State-Owned Enterprises: The Role of Informal Institution.*

**2:45 PM** Coffee Break

**3:00 PM** Johann Willner, Abo Akademi University of Business and Economics, Finland, *Motivation and Performance in State-owned Enterprises*

**3:45 PM** Jane Lethbridge, University of Greenwich, UK, *Politics and SOEs*

**4:30 PM** End of session

**8:00 PM** Dinner at Metropolitan restaurant located at 700 Sussex Drive in Ottawa

**Friday, November 3 (FSS 4004)**

**8:00 AM** Breakfast

**9:00 AM** Taïeb Hafsi, HEC-Montréal, Canada, *Strategic Management in SOEs*

**9:45 AM** Fabien Bottini, Université du Havre, France, *The law dimension of SOEs*

**10:30 AM** Coffee break

**10:45 AM** Emanuele Lobina, University of Greenwich, UK, *Corporatisation as organisational hybridity: a critical realist perspective*

**11:30 AM** Massimo Florio, University of Milan, Italy, *An Agenda for the state as knowledge entrepreneur.*

**12:15 PM** Luc Bernier, Jarislowsky Chair, University of Ottawa, Canada Concluding Remarks

**12:30 PM** LUNCH

**1:30 PM** Meeting of the steering committee