

EURAM Public and Non Profit Management Strategic Interest Group Mini-Conference on Corporate Governance, Accounting and Accountability of State-Owned Enterprises and Agencies: Taking Stock and Next Steps in Theory and Practice

Leipzig University, Faculty of Economics and Management Science, Germany

February 19 – 20, 2015

Scientific Committee:

Denita Cepiku (University of Rome Tor Vergata)
Giuseppe Grossi (Kristianstad University)
Ulf Papenfuß (Leipzig University)

Local Organizing Committee:

Ulf Papenfuß (Leipzig University)
Manfred Röber (Leipzig University)
Thilo Krieg (Leipzig University)
Julia Winter (Leipzig University)

In connection with the conference there will be a
Special Issue of the International Journal of Public Sector Management (IJPSM).
Deadline for submission of papers is April 15, 2015. Publication is scheduled in the last issue of 2015.
The special issue will be guest-edited by Giuseppe Grossi, Ulf Papenfuß and Marie-Soleil Tremblay.

The conference will take place in combination with the
Jean Monnet Network Seminar (Services of General Interest in the EU)
February 20, 2015 on

**Corporate Governance, Accounting and Accountability of
State-Owned Enterprises and Agencies:
European Perspectives**



Co-funded by
the European Union



PROGRAMME:

Thursday February 19, 2015

09.00-10.00 Registration

10.00-10.15 Welcome addresses by Dean Ulrich Eisenecker, and Ulf Papenfuß

10.15-11.45 **Key-notes**

Public Corporate Governance in the Post-NPM Era: A Focus on Municipal Corporations
(Riccardo Mussari, University Siena)

Gender on Board: Deconstructing the “Accountable” Female Director and Perspectives for
Public Corporate Governance
(Marie-Soleil Tremblay, École nationale d'administration publique, Québec)

11.50-12.45 Panel Chair Ulf Papenfuß, Leipzig University

Why do State-Owned Enterprises Exist? The Political Logic of Public Ownership in the
German Länder (Eckard Schröter/Jörg Röber, Zeppelin University Friedrichshafen)

Contingencies of Factual Management Autonomy in Corporatized Enterprises: A Social
Exchange Perspective
(Tobias Krause, University of Potsdam)

12.45-13.45 Lunch at the *Panorama Tower Leipzig*

13.45-15.15 Panel Chair Giuseppe Grossi, Kristianstad University

The Corporate Governance of Public Enterprise: The Institutional Logics of
15 International Cases (Luc Bernier, École nationale d'administration publique, Québec)

Planning Practice and Controlling in Chinese State-Owned Enterprises: Implications for
Corporate Governance
(Robert C. Rickards, Munich Business School/Rolf Ritsert, German Police University, Münster)

Government Officials as Quasi-Body of Polish State-Owned Companies
(Maria Aluchna, Warsaw School of Economics/Igor Postula, University of Warsaw)

15.15-15.30 Coffee break

15.30-17.30 Panel Chair Christoph Reichard University Potsdam

In Search of the Public Mission: The Case of A2A
(Maria Tullia Galanti/Maddalena Sorrentino/Matteo Turri/Daniela Vandone, Università degli Studi di Milano)

Diversity and Board Effectiveness: An empirical study of Indian State-Owned Enterprises
(Ram Kumar Mishra, Osmania University Campus, Hyderabad)

Democratic Accountability in a State Owned Military Hospital
(Jaromir Junne/Christian Huber, Helmut Schmidt University, Hamburg)

The “Pluralization” of Public and Social Service Providers between (local) Government and
Governance (Hellmut Wollmann, Humboldt University, Berlin)

18.00-19.00 Guided City Tour – meeting point in front of the entrance to the *Paulinum*
-- ends at *MotelOne Nikolaikirche*

19.15 Guided walk to the restaurant – meeting point at *MotelOne Nikolaikirche*

19.30 Gala Dinner at *Bayerischer Bahnhof Leipzig*

Friday February 20, 2015

08.30-10.00 Panel Chair Riccardo Mussari, University Siena

Sustainability Reporting in the Austrian, German, and Swiss Public Sector
(Dorothea Greiling/Albert Anton Traxler/Sandra Stoetzer, Johannes Kepler University, Linz)

Sustainability Reporting of British Universities
(Remmer Sassen/Dominik Dienes/Johanna Wedemeier, University Hamburg)

Working Conditions in German Unemployment Benefits II Job Centers - Employee Survey
on Job Environment and Mental Stress (Wenzel Matiaske/Michael Olejniczak/
Dirk Salmon/Mandy Schult, Helmut-Schmidt-University, Hamburg)

10.00-10.20 Coffee break

10.20-11.40 Panel Chair Sandra van Thiel, University Nijmegen

Governance of State-Owned Enterprises in Pakistan: The Case of Service Providing
Enterprises (Shabana Naveed/Nasira Jabeen, University of the Punjab/Muhammad Zafar Iqbal Jadoon,
University of Central Punjab)

Impact of the Board on Management Effectiveness in Lithuanian State-Owned Enterprises
(Liudas Jurkonis/Ignas Aničas, Vilnius University)

Governance of State-Owned Enterprises and Perceived Accountability: The Effects of Goal
Characteristics (Martyna Swiatczak, Germany University of Administrative Sciences, Speyer)

11.40-12.10 Panel Chair Manfred Röber, Leipzig University

Bridging the Research Practice Gap: Practitioner's Views on the Research Field and
University Education (Klaus Ahrend, Board Chairman HEAG Holding AG)

Mutual Transfer of Knowledge: Short Thoughts from the Perspective of a University Vice-
Rector for Development and Transfer (Thomas Lenk, Vice-Rector Leipzig University)

12.10-12.30 Coffee break

12.30-13.45 **Round Table: Taking Stock and Next Steps in Theory and Practice**

Sandra van Thiel, University Nijmegen/Reto Steiner, University Bern/
Michèle Morner, University Speyer/Klaus Ahrend, Board Chairman HEAG Holding AG

Moderator: Ulf Papenfuß, Leipzig University

13.45-14.00 Conclusion, Information about the Special Issue and Additional Exchange about Future
International Comparative Research Projects

14.00 Farewell Lunch Snacks

15.00-17.30 **Seminar Jean Monnet Network (Services of General Interest in the EU)**

Corporate Governance, Accounting and Accountability of State-Owned Enterprises and
Agencies: European Perspectives

With contributions from scholars from:

Università degli Studi Milano, Abo Akademi University School of Business and Economics,
Leipzig University, WU Wirtschaftsuniversität Wien, University of Greenwich, Université de Rouen, Kaunas
University of Technology

Motivation for the Conference/Research Field

Reforms in the provision of public services with new institutional arrangements have made State-Owned Enterprises (SOEs) increasingly relevant in many countries (OECD 2011). SOEs are defined as enterprises where the state has significant control through full, majority, or significant minority ownership (OECD 2005a, p.11). In this context the definition should also include enterprises with significant control of municipalities and other government levels/public authorities. SOEs are often prevalent in public services of general interest and services of general economic interest whose performance is of great importance to broad segments of the population. A substantial percentage of public expenditure goes towards SOEs (OECD 2011; OECD 2005a, p.9), which demonstrates their importance for providing and managing public services and finances effectively, efficiently and sustainably (OECD 2011; OECD 2005; Florio/Fecher 2011; Whincop 2005; IFAC 2001).

Studies for different countries demonstrate the significant role of SOEs (OECD 2014; Christiansen 2011; VKU/VKVÖ 2004; Avsar/Karayalcin/Ulubasoglu 2013; Batley 1996, Hauth/Grossmann 2012; Avenir Suisse 2009). For instance, empirical studies at the local level in Germany reveal that the number of employees in corporations and other independent organizational forms are as high as in the core administration or often even higher. Over 54% of public investments are not conducted by the core administration. Debts located in SOEs, corporations and other independent organizational units often exceed the debts of the core administration (Bertelsmann Foundation 2013 and 2008). Further studies stress the relevance of agencies/organizations that are structurally disaggregated from the government and operate under more businesslike conditions (Talbot 2004, Verhoest/van Thiel/Bouckaert/Lægheid 2012). According to some categorizations, SOEs are classified as type 2 (i.e. Non-Departmental Public Bodies) or type 3 agencies (i.e. Public Corporations) in contrast to type 1 agencies (i.e. Next Steps Agencies) (van Thiel 2012, p.20).

Control deficits and a lack of accountability have led to discussions about what actions are appropriate in order to increase the effectiveness, efficiency and transparency of SOEs (OECD 2010). In view of these challenges, corporate governance of SOEs has become a major challenge in many countries (OECD 2005b, p.3, IFAC 2001, numeral .004; Florio/Fecher 2011, p.364; Verhoest/van Thiel/Bouckaert/Lægheid 2012).

There is a substantial body of research on the corporate governance of private - especially listed - enterprises. Corporate governance has meanwhile come to be regarded as a research discipline in its own right and is one of the most discussed management issues (Brown/Beekes/Verhoeven 2011, p.9).

In contrast, the corporate governance of SOEs and agencies has been empirically examined only to a very limited extent - despite the socio-political and economic relevance of SOEs. The literature about the corporate governance of SOEs, which is comparatively scarce, is in constant demand for empirical studies. Existing studies for agencies often do neither focus on the very important local governance level nor on agencies, which have legal and economic independence.

The discussion about necessary improvements of corporate governance in the private sector has only recently found its way into the debate about public sector governance (OECD 2010; OECD 2005a; OECD 2005b; Whincop 2005). Central to the discourse are effective mechanisms for corporate governance and the adjustment of commercial law specifically to SOEs. The OECD working group of State-Owned Enterprises is currently revising the OECD Guidelines on Corporate Governance of State-Owned Enterprises and has invited scholars and practitioners to contribute to the consultation process.¹ Many public authorities have established Public Corporate Governance Codes for further improvements.

Leading journals for research and publication of different disciplines such as Public Management, Public Administration, Business Administration and Political Science publish disproportionately more studies regarding the core public administration or private sector companies. Comparatively few empirical studies focus on the sphere between core administration and the private sector, although empirical data show the relevance of SOEs. Moreover, it can be observed in the international research arena, that the scarce research is additionally fragmented in different disciplines and groups. It is the aim of the conference to provide a forum to bring together scholars of different disciplines and working groups to enrich the ongoing debate. The goal is to advance the knowledge on a world-wide phenomenon due to its significant implications on the political, social, and economic state of affairs.

¹ CP. <http://www.oecd.org/daf/ca/public-consultation-guidelines-for-soes-2014.htm>.

General Information

Location of conference

University of Leipzig
Faculty of Economics and Management Science

The **EURAM Public Management Strategic Interest Group Mini-Conference** will take place in the auditorium **Felix-Klein-Hörsaal** (room P501), on the 5th floor of the *Paulinum*, Leipzig University
Augustusplatz 10, 04109 Leipzig

<http://www.math.uni-leipzig.de/cms/de/service/lageplan/>

Attendance fee

The attendance fee of 220 EUR (PhD students 100 EUR) includes participation, gala dinner, two coffee-breaks, two lunches, beverages and conference kit. Please confirm your participation and transfer the fee by January 19, 2015 (for the participation confirmation form please see last page of this document).

Early confirmations would be very much appreciated.

Bank Account:

Recipient: Hauptkasse Sachsen für Universität Leipzig

BIC/Swift Code: OSDD DE 81 **IBAN:** DE82 8505 0300 3153 0113 70.

Please mark your payment with name and booking code: 1715918. It is very important!

Contact person: Thilo Krieg (E-mail: krieg@wifa.uni-leipzig.de, Phone: +49/ 3419733575).

Accommodation

The following suggested hotels are located in the city centre. They are very close to the main station and to the conference venue. Please contact the hotel directly to make your reservation.

– **Motel One Leipzig-Nikolaikirche** <http://www.motel-one.com/de/hotels/leipzig/>

E-mail: leipzig-nikolaikirche@motel-one.com

Prices per night: Single room: Around 69.00 EUR. Without breakfast.

Motel One Leipzig-Augustusplatz <http://www.motel-one.com/de/hotels/leipzig/>

E-mail: leipzig-augustusplatz@motel-one.com

Prices per night: Single room: Around 69.00 EUR. Without breakfast.

– **Hotel Ibis Leipzig City** <http://ibishotel.ibis.com/de/hotel-1811-ibis-leipzig-city/index.shtml>

E-mail: H1811@ACCOR.COM

Prices per night: Single room: Around 57.00 EUR. Without breakfast.

- **Radisson Blu Leipzig**

- <http://www.radisson-leipzig.com>

Email: info@radisson-leipzig.com

Prices per night: Single room: Around 114.00 EUR. With breakfast.

Free Wifi access on campus

Name of wireless network: eduevent

Password: Workshop-2015

Encryption: WPA2/AES

In order to activate Wifi, open a browser and accept the terms of use. The Wifi network is available for all areas of Leipzig University campus.

Information about Leipzig

With a history going back 1,000 years, this Saxon metropolis has earned more than a few claims to fame – as Little Paris, Venice of the North, the city of the Peaceful Revolution or as a city of commerce. The New York Times listed Leipzig in 2010 as one of the top 10 cities to visit, calling it ‘the better Berlin’.

Leipzig has been a trade city, since the time of the Holy Roman Empire, located at the intersection of two important medieval trade routes. Leipzig is not only known for its long fair and trade tradition but because of its multifaceted music and cultural scene. The city is associated with many famous musicians and musical institutions including Johann Sebastian Bach and the St. Thomas Boys Choir, Robert Schumann and Richard Wagner.

Owing to its unique system of passageways, the historic city centre exudes a distinctive flair. Stylish boutiques and top department stores invite visitors to shop and stroll. Most of the city’s sights are located within walking distance, e. g. the Old Town Hall, St. Nicholas Church, diverse museums and galleries.

Leipzig’s university, where Johann Wolfgang von Goethe, Friedrich Nietzsche and Angela Merkel studied, is located right in the heart of the city. It was founded in 1409 and is one of the oldest universities in Germany. After decades behind the iron curtain Leipzig only recently found its way back into international spotlight. The industrial centre of former East Germany now attracts thousands of tourists every year and, thanks to its cheap rents and thriving art scene became a magnet for young, creative individuals.

How to reach Leipzig?

The closest airport is Leipzig/Halle Airport. There are trains running frequently between Leipzig/Halle Airport and Leipzig Main Station. The ride takes approximately 15 minutes.

If there are no direct flights from your city to Leipzig, we recommend to use a connection to Berlin (about an hour by train to Leipzig), to Frankfurt or to Hannover (about three/ three and a half hours by train to Leipzig). All three cities have frequent train connections to Leipzig.

Traveling by car

Motorway A9: exit at Großkugel and change to B6 or take the exit Leipzig West onto B181, respectively towards the city center.

Motorway A 38: exit at cross Rippachtal onto B87 towards the city center. Motorway A 14: exit at Leipzig Mitte and change to B2 or exit Leipzig West onto B87 respectively towards the city center.

Follow the inner city ring (Georgiring) to Augustusplatz. Parking is available directly at Augustusplatz (underground parking deck).

Traveling by train

The campus Augustusplatz is located in close vicinity of Leipzig main station.

From the station, cross the street and the Willy-Brandt-Platz and walk up Nikolaistraße straight towards the city center. The Nikolaistraße leads into Universitätsstraße at the corner Grimmaische Straße. The entrance to the faculty of economics can be found on the left hand side.

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<http://www.math.uni-leipzig.de/cms/de/service/lageplan/>

Directions



From the main station to Motel One:

From the main station cross the street and the Willy-Brandt-Platz. Walk up Nikolaistraße towards the city center. The Motel One is located on Nikolaistraße 23, vis à vis the Nikolai Church.

From Motel One to the Paulinum:

Walk on Nikolaistraße towards the city center. Turn left on Grimmaische Straße and walk for about 150m. Turn right on Augustusplatz, the entrance of the Paulinum is situated on the right hand side.

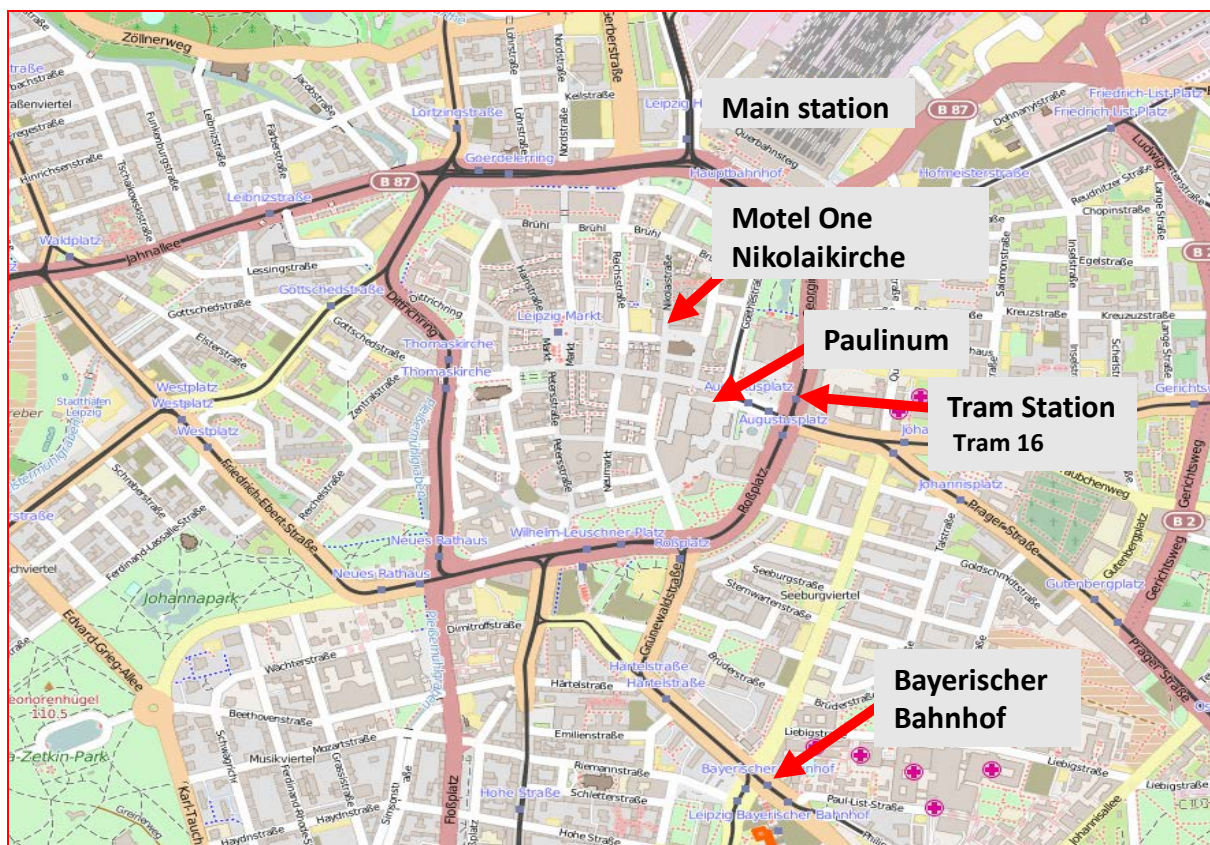


Entrance Paulinum Augustusplatz 10

Meeting point for the guided city tour.

The **Felix-Klein-auditorium** is located on the 5th Floor.

Directions



From the Paulinum to the restaurant:

Cross the Augustusplatz and take a left onto Georgring. Take the tram 16 (direction: Löbnig) for two stops to Bayrischer Platz.

The restaurant **Bayerischer Bahnhof** is located on just the other side of the street.

From the tram stop continue onto Paul-List-Straße and cross the street. Take a right onto Bayrischer Platz, the restaurant is located on the left.

Bayerischer Bahnhof

Brau & Gaststättenbetrieb GmbH & Co. KG

Bayrischer Platz 1

04103 Leipzig