

1990-2020: 30 years of doctoral research in Public Management, recognition and legitimation of a disciplinary field

INTRODUCTION

Doctoral theses in Public Management (PM) in France were first inventoried by Jean-Jacques Rigal with the help of Annie Bartoli in a 1998 work covering the period between 1991 and 1997. Another inventory by David Huron in 2010 spanned the years from 1991 to 2009. A study on the PhD theses defended since 2011 and on those currently in progress should prove useful to better identify permanencies and changes in the investigated fields and addressed issues throughout all three periods. This article therefore aims, first, at evaluating the number of theses identified as relating to PM and their scope in terms of topics and methods and, second, at defining the outlines and main features of PM as a “scientific and technical field” (Perez, 2007: 264) as well as its theoretical and methodological specificities (Zampiccoli, 2011; Chanut *et al.*, 2018; Pupion, 2018).

It will survey the doctoral theses that have been defended until 2020 as well as the theses due to

be defended last year and those still in progress. It will be based on the data available on the website of AIRMAP and on www.theses.fr (especially for the last two years). It will focus only PhD theses registered with the Management section of France’s National Council for Universities and will take no account of the dozen of PM-related theses in economics, political science, sociology or information and communication sciences. The analysis will be conducted with regards to: years and periods; research units and home universities of PhD candidates; fields (health/hospital; social and health care institutions; central and local State agencies; public services and agencies; secondary education; higher education; public companies; local authorities and their agencies; non-profit organisations, NGOs, social and solidarity economy organisations; various public bodies); 16 issues sorted into 5 groups (resource management; organisation management; policy management and territorial management; performance management; strategic management).

¹ Lille University - France.

FIRST FINDINGS

Period I: from 1991 to 2000

The total number of PhD theses defended in the first decade amounts to 81. More than 10 were defended within the same year in 1994, 1999 and 2000.

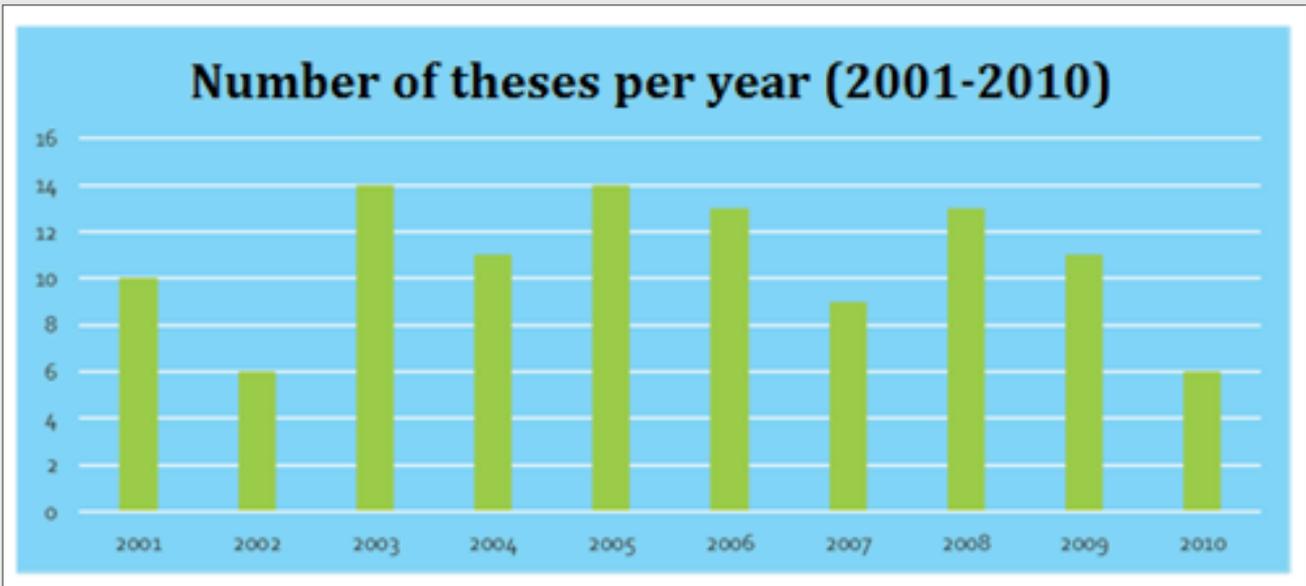
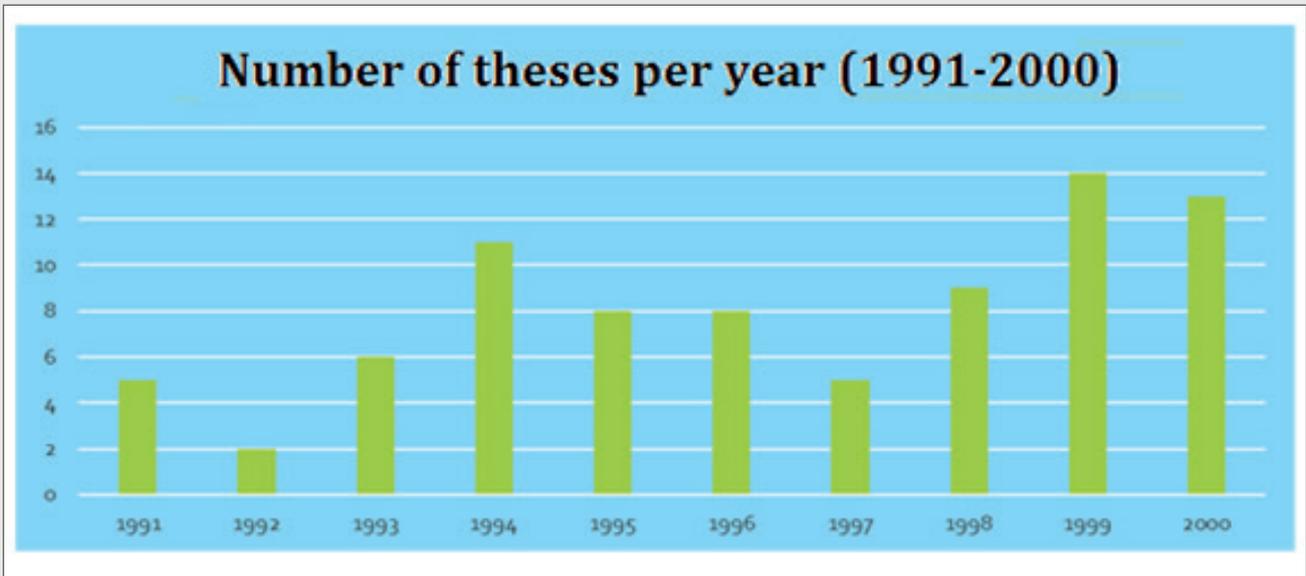
Four universities were home to more than 4 PhD candidates (Universities of Lyon 3, Toulouse 1, Nice, and Caen). Four academics supervised three theses or more, namely: Jean-Pierre Claveranne (IFROSS, University of Lyon 3), Jean-Pierre Debourse (IAE of Lille), Patrick Gibert (University of Paris 10) and Robert Teller (IAE of Nice). Hospitals and local

authorities were the major fields. Most candidates focused on resource management, strategic management and performance management.

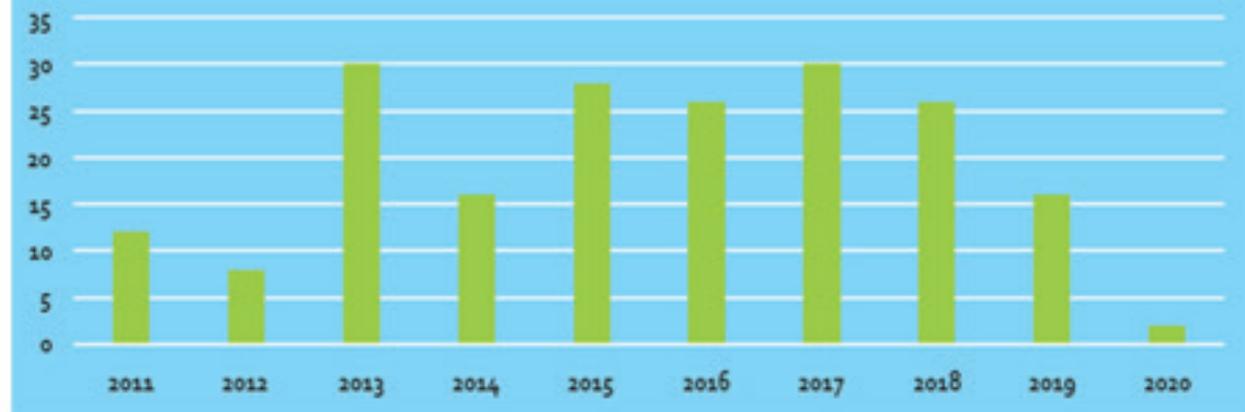
Period II: from 2001 to 2010

In the second decade 107 PhD theses were defended. In six years (2003, 2004, 2005, 2006, 2008 and 2009) the number exceeded 10.

Of the four universities home to at least 4 PhD candidates, only University of Lyon 3 was already so in the previous decade and it was then joined by the Universities of Versailles-Saint-Quentin, Nancy



Number of theses per year (2011-2020)



and Aix-Marseille 3. The number of supervisors in charge of 3 PhD candidates or more increased to 6, with 5 new academics along with J.-P. Claveranne: Annie Bartoli (University of Versailles-Saint Quentin), Alain Burlaud (CNAM), Robert Fouchet (IMPGT, University of Aix-Marseille 3/IMPGT), Evelyne Lande (University of Poitiers) and Jean-Pierre Nioche (HEC). Hospitals and local authorities still were the major fields, but different public bodies were also noticeably studied. The focus was mainly on resource management and performance management, but it was also expanded to policy management and territorial management.

Period III: from 2011 to 2020

Over the last decade the number of defended PhD theses has nearly doubled reaching 194. That number exceeded 10 in 8 years (2011, 2013, 2014, 2015, 2016, 2017, 2018 and 2019) and it even was above 25 in 5 years.

The number of universities home to 4 PhD candidates or more has correlatively increased to 7 with still the Universities of Aix-Marseille 3, Versailles Saint-Quentin and Lyon 3 and also with the Universities of Paris 1, Pau-Pays de l'Adour, Montpellier and Lorraine (mentioned in an earlier period as University of Nancy). The number of supervisors has also risen, with 6 in charge of 4 PhD

candidates or more and 6 in charge of 3. To the two afore-mentioned supervisors should be added here: David Carassus (IAE of University of Pau-Pays de l'Adour), Olivier Keramidas (IMPGT, University of Aix-Marseille 3), Claude Rochet (IMPGT, University of Aix-Marseille 3), Bruno Tiberghien (IMPGT, University of Aix-Marseille 3).

Universities now rank high in the favourite fields along with hospitals and local authorities. Resource management, performance management and policy management are still the dominant issues, but strategic management has joined them back.

Since 2020: PhD theses underway

On the basis of the unconsolidated data available the total number is thought to be 63 with 5 universities home to more than 4 PhD candidates (Universities of Montpellier, Paris Sciences & Lettres, Paris-Saclay, Nice, Pau-Pays de l'Adour) and 5 academics supervising 3 or more PhD candidates (among whom still D. Carassus and now also D. Huron, from the IAE of Nice, Gérald Naro, from the University of Montpellier, Angèle Renaud, from the University of Dijon and Gilles Rouet, from the IAE of Paris-Saclay-Versailles Saint-Quentin).

ANALYTICAL COMMENTARY

Quantitative evolution: a significant increase in flows

The number of PhD theses has significantly increased to more than double from the first to the third period. The average annual number rose from 8 to 10 and peaked at 19 over the last decade. The number of years in a decade when more than 10 theses were defended increased from 3 to 6 and then to 8, that number being 4 for the years when more than 25 theses were defended in the latest period.

Home universities of PhD candidates

Only one university has been home to more than 4 PhD candidates throughout all three periods, namely: The University of Lyon 3. Three universities (i.e. Aix-Marseille 3, Versailles-Saint-Quentin and Nancy, now known as University of Lorraine) were so for 2 periods. This evidences a greater recognition for some academic institutions fostering research in PM, especially the Universities of Aix-Marseille 3/IMPGT, Pau-Pays de l'Adour and Versailles-Saint-Quentin (now merged into the University of Paris-Saclay). Yet that number seems rather low compared to the number of Masters in MP (more than 50), some being unspecialised, others being focused on HR management / auditing / financing in the public sector, and some others covering fields such as local authorities / sports / culture / social and health care / higher education from both a public and private perspective.

Supervision: turnover, renewal, dispersion

No academic supervised 3 PhD candidates or more for each of the three periods, only three did for two periods. A great deal of academics did supervise one to two PhD candidates within one period. This, I believe, limits the visibility and the influence of the disciplinary field.

Fields: permanencies and changes

Two fields have been preferably investigated throughout all three periods: healthcare and

hospitals as well as local authorities (mainly communes, few intercommunal bodies, departments or local public bodies such as those in charge of fire brigades and social services, and even fewer regions). The major changes those institutions have experienced over the last 30 years probably accounts for such a preference. Two fields have emerged of late: universities and what I called here “diverse public bodies”, i.e. administrative units in general (except central services) such as local State administration and national public bodies. Table 1 shows some examples of the wide range of public organisations investigated. Table 2 illustrates, for some of the most investigated fields, the constant issues for 30 years and the issues more specific to one period in particular.

The number of case studies abroad (64) is worth mentioning. There were PhD theses on Cameroon throughout all three periods, PhD theses on Senegal in periods 1 and 3, and PhD theses on Ivory Coast, Gabon, Lebanon, Quebec and Mexico in the last two periods. The ever-growing number of fields in African countries is significant (Morocco seems to emerge, too), whereas fields in Europe remain scarce (only 7 in the 382 PhD theses inventoried since 1991) and those in Asia are almost non-existent (only 3).

Issues: recurrent focuses and new issues

Several trends in the addressed issues stand out after investigating further the PhD theses with an adapted version of Rigal's grid (1998). First, as shown in tables 3 and 4, some issues have proven inevitable throughout the time while some seem more erratic and a few others started emerging rather recently. My explanatory assumption for this “plate tectonics” is that favourite issues depend as much on structural and/or circumstantial issues and public organisation managers' stakes (e.g. breakthrough of various forms of performance-related issues, outlines and outreach of modernisation reforms in administration over the last 30 years, staff and skills management in evolving statutory frameworks) as on the opportunities of those organisations to host observers and researchers. The research strategies of host laboratories don't seem to shed any light, though.

<p>“Optimal management of bank financing of French communes”; “Approaches to and perceptions of management control in departmental councils”; “Analysis of the effects of pooling practices on performance in local public organisations”</p> <p>“Town management and HR management in medium-sized towns”; “Ambivalence, a creative way of making sense? A case study of the Louvre-Lens Museum”</p>	Local authorities
<p>“The role of management in the modernisation of public administrative organisations: Computerisation in the French Department for Infrastructure”; “Shifting from authoritativeness to supportiveness: roles and role usages in departmental Gendarmerie command”; “From bodies to work: inspection bodies of the French Department for Culture and New Public Management”</p>	State
<p>“Modes, evolutions and effects of management in hazardous industries: Outsourced maintenance of EDF’s nuclear power plants”</p> <p>“Mentoring and development of career capital: A case study of the SNCF group”</p>	Public companies
<p>“Relational processes and reorganisation strategies in the French hospital system”</p>	Hospitals
<p>“Control and monitoring of performance in universities”; “Intrapreneurial dynamics of educational innovations in universities”</p>	Universities

Table 1 – Examples of empirical field research

Fields	Constant issues	Periodic specific issues	Emerging issues
Healthcare and hospitals	Tools, instruments and management control	<p><i>Period I:</i> plan of action project</p> <p><i>Periods II & III:</i> changes, organisational restructuring, patient satisfaction and quality, networks and cooperation between hospitals</p>	Information systems, data and decision making
Local authorities	Management control	<p><i>Periods I & II:</i> risk management, strategic management, HR management /skills</p> <p><i>Period II:</i> assessment of local public activities</p> <p><i>Periods II & III:</i> individual and collective performance, monitoring, executive managers and top managers, local governance</p>	Digitalisation, smart cities, territorial value, human and social capital
Diverse public bodies	Organisational changes, performance		NPM, digitalisation, innovation
Universities			Management tools, organisational performance, quality approach, dynamics of entrepreneurship, governance, innovation

Table 2 – Fields and issues in the last 30 years

Retrospective lifetime estimation of research topics	Research topics / key words	Significance in each period
Obsolete	Accounting, socio-economic management	Present in period I declining or absent in periods II & III
Periodic	Policy evaluation, regulation, public innovations, decision making	Present in one period only (either I, II or III)
Uncertain	Auditing, strategies and policy monitoring, modernisation, governance, cooperation, marketing, political entrepreneurship	Present and growing from period I to II or from period II to III
Recurrent and sustained	Management control/costs, HRM/skills, organizational changes, managerial approaches and practices	Present and growing from period I to II and from period II to III

Table 3 – Research topics and their significance in PhD theses in PM in the last 30 years

Prospective lifetime estimation of research topics	Research topics / keywords	Significance in each period
Obsolete	Accounting, socio-economic management, satisfaction/quality, participation, marketing, regulation	declining or absent
Resurgent	Strategies and policy evaluation	after being present in one previous period or more
Emerging	New Public Management, social and human capital, organisational hypocrisy, hybridisation, collaboration, leadership, smart cities, digitalisation	Resurging after being present in one previous period or more
Confirmed	Management control, HRM, executive managers, organisational changes, managerial approaches, governance, innovative practices, networks	expected to soon grow

Table 4 – Perspectives for research topics in current PhD theses in PM

Research subjects: between the specificity of PM and hybridisation

Specific research subjects in PM can be identified, as shown in Table 5. The data suggest a thorough examination of the singular determinants of the public context (nature of the objectives: creation of values for society, political and institutional constraints ...) with regards to strategies, missions, activities, resources, organisational methods, managerial logics, relations with internal and / or external stakeholders (users-citizens).

Yet a major and recurrent difficulty stands out from this overall picture, that of public/private borders, as public specificities (sense/ purposes, management and management methods, etc.) still often recede into the work proposed to give way either to a simple transposition of the registers of the private sector to the public sector (giving the impression, for instance, that control mechanisms of the effectiveness and efficiency of public activities have no specificities) or to the hybridisation of both sectors (Pettigrew, 1997; Gualmini, 2008; Pupion and Trébucq, 2019), which consequently blurs the outlines of public management (Kelman, 2005).

Administrative reforms	<i>“New public management and professional identities”</i>
Implementation of public policies	<i>“Impact of environmental policy instruments”, “Sustainable development in French cities, between monitoring and organisational hypocrisy”</i>
Evaluation of public policies	<i>“Evaluation of public policies and organisational change in public services: A case study of AFPA”</i>
Service relationship	<i>“Management of the service relationship in the public organisations in transition: A case study of the French Post Office and the SNCF”</i>
Public marketing	<i>“The participation of stakeholders in the territorial marketing process of a local brand: A case study of the Auvergne Nouveau Monde brand”</i>
Public service motivation	<i>“Motivation at work in public institutions and the effect of cultural factors”</i>
Professional identities	<i>“New public management and professional identities, identity crisis and recomposition in the cultural sector”</i>
Public innovation	<i>“Managerial innovations and community management in healthcare organisations”</i>
Public leadership	<i>“Exploratory study of the challenges of university leadership renewal”</i>
Public governance	<i>“Public administration experimenting with multi-actor governance”</i>
Concept of citizen/user and participation	<i>“Analysing User Participation in Health System Governance”</i>
Political logics	<i>“Politics and public administration: the influence of electoral motives and ideology on the management of local public services”</i>

Table 5 – Examples of specific research subjects in public management

Theoretical approaches: in search of an identity

Finally, separating public management as such from the different components of management sciences (finance, accounting / control, strategy, organisational theories, HRM, strategy, marketing, IS, entrepreneurship or innovation, ...) still seems a never-ending quest. Those fields, frequently joining, often legitimise research in public management as a transversal and multidimensional disciplinary field (Bartoli, 1997; Verstraete, 2007; Chanut *et al.*, 2018) relying then on analysis frameworks recognised in the different

branches of management sciences, as it is especially the case with territorial marketing, public and political entrepreneurship or public innovation.

However this overview of PhD theses in public management over the last 30 years confirms the gradual transition from a “*descriptive and comparative*” perspective to “*a theorisation of the management of products and services socially considered as not totally marketable*” (Rigal, 1998: 5) and it highlights some singular theoretical approaches (Rainey & Bozeman, 2000; Pupion, 2017; Pupion, 2018), thus corroborating the views of Pitts and Fernandez (2009:

Periods	Paradigms	Adopted focus
Periods I & II	(1) Criticisms on bureaucracy (2) Mimicking of the private sector based on neo-institutionalism	Understanding how “ <i>formal and informal pressures are exerted on organisations by the State, other organisations or civil society and the cultural expectations thereof</i> ” (Pupion, 2017)
Periods II & III	(1) Implementation of Anglo-Saxon-inspired models (New Public Management) (2) Rejection of mimicking and of NPM with theoretical alternatives based on the specificities of public management	Specifying the separation between design and execution, performance measures (3 E) and results control, customer focus, competition within the public sector, alternative delivery of services... (Hood, 1991; McLaughlin <i>et al.</i> , 2006) Considering the NPM as “ <i>a relatively brief and transitory one between the statist and bureaucratic tradition of public administration and the embryonic plural and pluralist tradition of what is termed New Public Governance</i> ” (Osborne, 2006: 377) and consecrating the creation of non-economic value of the public sector, relations between State, civil society and market, networks and regulation, shared governance with vertical and horizontal monitoring (3C)... (Emery et Giauque, 2005; Hartley, 2005; Osborne, 2006; Parker, 2007; Van de Walle & Hammerschmid, 2011; Dupuis, 2015; Chanut V. <i>et al.</i> , 2018)
Period III	(1) Post New Public Management (2) Value Public Management	Defining the outlines of a hybrid public management combining the classical principles of the bureaucratic model and the principles based on new forms of governance in a context of multiplication of reforms and taking account of the conflicting expectations of stakeholders (Denhardt & Denhardt, 2000; Olsen, 2007; Giauque & Emery, 2008; Bourgault & Savoie, 2009; Emery, 2010; Mazouz <i>et al.</i> , 2015) Attempting to take account of internal and external public values co-produced by stakeholders in a legitimate environment with the support of public authorities and setting the operational capacity to mobilise resources for their implementation (Moore, 1995; Stoker, 2006; O’Flynn, 2007; Benington & Moore, 2011; Rainey, 2011; Chappoz <i>et al.</i> , 2015)

Table 6 – Referenced paradigms in defended theses in public management per period

Exploratory studies (requiring little prior knowledge)	about 20 cases over the 3 periods
Descriptive studies (requiring information on the research subject without explicit starting assumptions)	a good third of PhD theses over the 3 periods
Socio-historic Studies (genealogical approach to concepts and practices)	a very small minority
Analytical research (explaining hypothetical-backed results)	More than a half of the PhD theses over the 3 periods
Scale development research (using an instrument to measure concepts related to a research objective)	15% of the PhD theses over the 3 periods

Table 7 – Categories of studies conducted over the investigated periods

399) who considered that “*public management is a new field of study that is still developing norms and approaches to research, and key questions push at its identity*”.

Hence the paradigms, understood as sets of beliefs, values and techniques shared by the members of a scientific community within a period of theoretical consensus (Kuhn, 2008), which are prompted or upon which scientific works rely, seem to be succeeding and/or combined throughout the investigated periods,

as shown in Table 6. This typically characterises the search for identity of the theoretical approaches used in public management.

Research in Public Management: a close link between research and practice

Like many academic works in management sciences (Coughan & Coughan, 2002; Miettinen *et al.*,

Positivism using explanatory logic (inductive reasoning), preferring a research subject with no link with the researcher, and using quantitative methods	30%, with some recurrent supervisions
Interpretativism using hypothetico-deductive reasoning, focusing on understanding, basing knowledge on the interaction between researchers and their objects, and using quantitative and qualitative methods	40% over the 3 periods
Constructivism using systemic reasoning, focusing on construction, basing knowledge on the interaction between researchers, research and situations, and using qualitative methods	30% over the 3 periods

Table 8 – Categories of epistemological choices over the investigated periods

2009: Séverin and Dupuis, 2021), the PhD theses defended in public management over the last decades have been fuelled by practices and/or interacting with practices (Bozeman, 1993). This strong focus on empirical research naturally leads to produce, according to Easterby-Smith *et al.* (1991), several types of studies as shown in Table 7.

Those PhD candidates make use of different methodologies in field research and they all combine empirical data with theoretical elements. But they differ from each other as for their own objectives. Their PhD theses consist in clinical studies (Schein, 1987), participatory action studies (Foote Whyte, 1991), intervention studies (Hatchuel, 1994; David, 2000) or case studies (Yin, 1989). Their epistemological choices (Guba & Lincoln, 1989; Le Moigne, 1990; Trompette and Vinck, 2009; Gavard-Perret *et al.*, 2012; Cherkaoui and Haouata, 2016) can therefore be classified in different types, as shown in table 8.

CONCLUSIONS

This overview of the PhD theses in public management has highlighted the diversity of the fields explored, the (sometimes relative) specificity of the objects studied and the issues addressed, and the progressive singularity of the paradigms used.

Recognition of public management as an academic discipline and a professional discipline

It also helps to further characterise public management as a “*scientific and technical field*” (Perez, 2007: 264) which associates knowledge, tools and procedures to be mastered prior to their implementation and as resulting from multiple interferences between facts and representations, processes and observed results, researchers and fields of observation, research and advice intervention (Mazouz and Comeau, 2009), researchers, professionals and public service schools. This is therefore the way recognition is progressively gained by a discipline combining science, art and practice (Lynn, 1996; Gibert, 2008), that is: an academic discipline using political science, economics, sociology, management as

much as a design-oriented professional discipline (Barzelay, 2019) fuelled by the thoughtful and distanced use of organisational theories and public decision-making theories. This “*pragmatic*” discipline (Albert & Kopp-Malek, 2002) thus promotes dialogue among scientific fields and among professional fields (Pupion and Trébuq, 2019).

Towards the legitimisation of public management for public organisations and public policy performance

Considering the suggestions for future research or even the prescriptions within the 382 examined PhD theses, they are all directed at improving organisational and policy performance. This finding echoes Annie Bartoli’s view (1997: 97-98) of public management as a “*set of processes of finalisation, organisation, animation and control of public organisations, aiming to develop their overall performance and to steer their evolution in accordance with their vocation*” at micro (actors), meso (internal functioning) and macro (inter-organisations) levels.

For the first 2 periods of this study until the 2000s, the main focus remained on economic and financial performance, organisational and managerial performance and public policy performance as research “*consists in a set of processes and tools aimed at achieving optimal performance in an organization dedicated to public service*” (Charest, 2012). More recently, during the last period mainly, PhD theses fashioned public management into a discipline that contributes to the measurement, assessment, and continuous improvement of results or impacts without failing to account the inputs and processes of public activities and actions (Alford & Hughes, 2008). The creation of public value then became a source of attention as it was approached from economic, social, environmental and territorial perspectives in a context of multi-stakeholder governance (Klijn, 2005). Ever since “*we have found that public management matters in a variety of non-linear ways, and interacts with organizational resources... multiple levels of governance have influences on the system*” ... “*a highly complex four-way interaction of the environment,*

intergovernmental structure, stability, and management” (O’Toole & Meier, 2004: p. 472, 472). Those dimensions are likely to sooner or later give a real legitimacy to public management for public and political decisions.

Finally, I hope this retrospective analysis may give rise to new research perspectives that will address unanswered questions such as: To what extent does the choice of subjects and issues result from interactions between supervisors and PhD candidates? How much do conceptual and operational inputs weigh in the changes in professional practices? How much do they contribute to the evolution of the contents of academic courses in public management as well as in the contents of those of initial and continuing training programmes of public service schools?

In line with the developments pinpointed in my concluding remarks, public management is both a “*socio-political management*” (Favoreu, 2001²) that integrates the response to internal challenges (capacity to strengthen institutional performance) and external challenges (capacity to legitimise public action among socio-economic actors and civil society) and an “*open system*” (Laufer, 2008³) that addresses the issue of the legitimacy of political action and of its interactions in the public space for stakeholders and public opinion.

This issue of *Gestion et Management Public* offers 4 contributions to public management that perfectly echo those arguments:

- **“The management of patient pathway in onco-senology: an exploratory approach based on the shared experience of the disease on social media”** by Corinne ROCHETTE, Emna CHERIF and Elisabeth MARTIN-VERDIER
- **“The role of public actors in the promotion of ecotourism activities in a rural and mountainous area in Corsica”**

by Mireille BARTHOD-PROTHADE and Erick LEROUX

- **“Active management of public assets in Malagasy communes: Impact of context on multi-rationality of public managers analysed through the concept of public values”** by Hasina RASOLONJATOVO, Evelyne LANDE and Victor HARISON
- **“Loosely coupled Systems as Key Factor to Public Management Change: the case of Shared Services in Local Governments”** by Christophe MAUREL and Aurélien BARGAIN

Once related to my overview of the doctoral research in public management, those contributions shed much light on two trends. On the one hand, more and more public management specialists have been going along the same path for a few years and, on the other hand, they have been making avenues for new concepts and practices in the academic field that they have been shaping.

The first trend is obvious in a first article based on the theoretical frameworks of stakeholders and networks. The authors give an insightful presentation of the conditions for transforming production of innovation into an innovation management process within a territory constructed by actors. Their text contributes to the understanding of “*structural gaps*” by applying the various public policy management tools to ecotourism activities. Likewise, the second article documents the paradoxes and key success factors of organisational changes through the strategies of “*loosely coupled systems between the objectives, the deadlines and the constraints of change*” associated with shared municipal services.

An illustration of the second trend, the third article analyses public decision-making in such a way that the process may prove to arise from “*a confrontation between public values, managerial values and the*

² FAVOREU, C. (2001). “Légitimité, contenu et nature du management stratégique public: des démarches stratégiques urbaines”, *X^e Conférence de l’Association Internationale de Management Stratégique*, 13-14-15 juin, Faculté des Sciences de l’administration Université Laval Québec, 30p.

³ LAUFER, R. (2008). “Où est passé le management public? Incertitude, institutions et risques majeurs”, *Politiques et management public*, 26(3), pp.25-48.

personal interest of the decision-maker” and thereby result from arbitration between social rationality, technical rationality, economic rationality, managerial rationality, and political rationality. Drawing from the example of two Malagasy communes, the authors renew the understanding of decision-making processes (Bayeux, 2000⁴) by linking them to different public values.

In the fourth article, the authors address patient behaviours and patient expectations with an analysis of the three key stages of patient pathway based on a panel of 956 female patients. They identify many “critical touch points which lead to an alteration in the perception of care and which institutions need to pay a special attention to”. Their exploration of this yet poorly documented field is also the exploration of the “cognitive, social, emotional and behavioural dimensions of the experience associated with the healthcare pathway”. Their article will actually enrich the approaches in public management as it attempts to transpose the framework of the customer experience to world of healthcare. It will also serve as a useful decision-making tool for healthcare professionals and top executives in healthcare institutions.

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⁴ BAYEUX, P. (2000). *La décision dans les communes, essai de modélisation dans le domaine des activités physiques et sportives*, Thèse en sciences de gestion, Université des sciences sociales de Toulouse.

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