

# **Management story**

## **Histoire du management**

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## Résumé :

Dans un contexte de mondialisation qui touche tous les secteurs d'activité, les organisations doivent faire face à une concurrence exacerbée. Le cas des administrations publiques de leur rôle, sont appelées à s'adapter à un contexte national et international en perpétuel changement, à faire face aux exigences des citoyens qui n'arrêtent pas de demander plus en matière de qualité des services rendus.

Le management public est considéré, aujourd'hui, comme un levier de performance de l'administration publique, qui consiste à atteindre une double réconciliation, celle des agents publics ou fonctionnaires avec leur métier, et celle des citoyens avec leur administration vue comme une unité qui ne satisfait pas leurs besoins, mais aussi à trouver des voies nouvelles permettant d'impliquer dans cette logique les différents niveaux d'interventions publiques (associations, collectivités territoriales, Etat,...).

L'arrivée de l'idée managériale au public pour s'adapter à un cadre stratégique d'organisation or L'environnement est complexe avec certaines insuffisances.

D'où cette recherche, basée sur la perception des administrations publiques de l'existence des pratiques managériales, leur développement, leur approche générale et leur perspectives d'avenir.

Les ressources humaines sont un des leviers majeurs de création de valeur pour les états. C'est une cause pratiquement entendue. La mondialisation, la déréglementation des marchés, la généralisation des technologies de l'information sont autant de processus de globalisation du savoir généré et utilisé dans le but d'obtenir la performance au sein de ces derniers.

**Mot clés :** management public, pratiques managériales, performance, gestion , organisation

## Abstract:

In a context of globalization that affects all sectors, organizations face stiffer competition. The case of the public administrations of their role is called upon to adapt to a national and international context in constant change, to meet the demands of the citizens who do not stop asking for more in the quality of the services rendered.

Public management is today considered as a lever for the performance of public administration, which consists in achieving a double reconciliation, that of public officials or civil servants with their profession, and that of citizens with their administration as a unit Which does not satisfy their needs, but also to find new ways of involving the different levels of public intervention (associations, local authorities, the State, etc.).

Hence this research based on the perception of public administrations of the existence of managerial practices, their development, their general approach and their future prospects.

Human resources are one of the major levers for creating value for states. It is a virtually heard cause. Globalization, the deregulation of markets and the spread of information technologies are all processes of globalization of the knowledge generated and used in order to obtain the performance within the latter

**Key words:** public management, managerial practices, performance , Accounting management , organization

## **Introduction:**

Though authors vary in the detailed definitions of the term “public management” that they offer, most of the standard definitions of public management amount to some variant on “the study and practice of design and operation of arrangements for the provision of public services and executive government,” while management itself is conventionally defined as the direction of resources or human effort towards the achievement of desired goals. And it is often observed that organization—and the willingness to be organized—is as important, if not more so, as money and other resources for the effective conduct of warfare, welfare, and many other kinds of public activity. So if the design and operation of public projects, services, and organizations forms the heart of public management, the subject might seem straightforward

We are not going to redo here a history of management, excellent books are devoted to it. It is only a question here of situating, with respect to others, some notions now commonly used in our organizations.

The crisis of the welfare states in recent years has provoked some reforms within the administrations in all the world. The new managerial paradigms and their ideology allowed to open more on the active life and to emphasize the results. by betting on all the stakeholders in the production of the service and the implementation of the performance that is the result of all these. So what is the proper management to practice in these organizations - its difference compared to private management?

## **1. Définition of management :**

The word "Management": appeared in 1865, in the United States to designate the one who ensures the material organization of show, concert or the professional life of an artist or a champion. , and is becoming widespread today in all the worlds of production, including the social economy. Management is a complex term defined by many authors and seems to apply to multiple domains. To do so, we will retain the definition of Peter Drucker that the review of the tasks of the manager comes to define the management. It involves several disciplines.

### **1.1 Management, what are we talking about?**

In reality, it is very difficult to give a precise definition of management; since there is no unanimity on a universal definition of the concept of management, but each author tries to define it in his own way. The most popular definition remains that advanced by Mary Parker

FOLLETT. According to which management is "art of getting things done through people", this definition draws our attention to a fundamental difference between a manager who is an ordinary person in an organization. A manager is the one who contributes to the achievement of the goals set by the organization, without performing the tasks itself, but directing the efforts of others to achieve them. This definition remains incomplete and contains some weaknesses, on the one hand Mary Parker FOLLETT used the word art to define the management, to say that the management is an art still remains a half truth, since the management is also based on elements consisting of a set of rules, techniques and purely scientific methods. It uses both intuitive and personal qualities, know-how and skills, as well as a set of theoretical, standardized and formalized knowledge. On the other hand, this definition excludes the various functions of management. Another definition, this time more developed, put forward by George R. TERRY, defines management as a process of "planning, organizing, actuating and controlling, performed to determine and achieve the objectives of the use of people and resources". Based on this definition, it can be said that management is a process consisting of four main activities: planning, organizing, operating, and controlling.

From another angle, Peter DRUCKER defines the concept of "management" as

A: "An activity aimed at getting men a collective result by giving them a common purpose, common values, a suitable organization and the training they need to be effective and able to adapt to change".

He also points out that the term "management" refers to everything that is necessary to carry out a business, whether small or large, independent or not. It therefore encompasses all management functions: administration in the sense of Fayol, organization, operation, forecasts, etc., the term "manager" has a very broad meaning. It applies to very diverse categories of personnel. It is, in short, a "leader" who is at the head of one or more teams including a variable number of people: general manager and foreman are the extreme echelons of "manager".

To conclude, management is a human and social activity aimed at stimulating behavior, animating teams and groups, developing organizational structures and conducting the activities of an organization in order to achieve a certain level of performance. By increasing the efficiency of individuals at work and by enabling them to develop professionally and personally. The main task of the manager is to find and identify all the tools that will be useful to him in his role. Examining the tasks of the manager can thus enable us to better understand

what management is. These are, in fact, of various natures and varied since a manager has a hierarchical responsibility within the company and must perform several tasks according to the level where it is located.

## 1.2 **Public management :**

"Public management" has become, nowadays, a very common expression of use. We might even think that it is a fashionable slogan, the success of an expression often goes hand in hand with the vagueness of the concept it is supposed to express, and the observer can easily notice that public management is frequently used. today badly; by some, as a symbol of their desire for modernity; by others, as equivalent to better management of human resources in public organizations; by others, as an expression of the diversification of the fields of interest of the discipline they represent. Identifying the concepts of public management becomes even more necessary. In particular, it is important to check that public management has many attributes of "traditional" or general management. In her book on public management, Annie Bartoli defines it as "the whole process of finalization, organization, animation and control of public organizations, aimed at developing their overall performance and driving their evolution in the respect for their vocation ". A vocation based on the production of a public service intended for the citizens, and on the general interest of the society. She also adds that public management is based on a general principle of management that is that of contingency: in other words, it supposes an adaptation of management methods to the diversity of situations and issues.

Several levels can translate this field, the level "micro" which is interested in the interactions between the actors and the systems, according to a look of psychosociology. The level "meso" which touches the processes of operation of the public units, from a managerial perspective. The "macro" level which concerns the environmental context and the inter-public and / or private relations, relying more on economic logic or administrative sciences. Public organizations associated with public management, know of particularities that can not be considered as incidental to the management of the latter. Certainly, we can evoke the specificities of public entities in many ways, ANTHONY and HERZLINGER, for example, enumerate: the absence of the measure of profit, the fact of being service providers for the most part, the existence of constraints for their funding, the dominance of professionals, the imprecise, diffuse or burst of responsibilities, the importance of political influences, a tradition of inadequate management control system. In this sense, Laurence LYNN evokes

"organizational property and purpose, relations with the environment, the point of view and the content of decisions, the structure of authority". Michel MASSENET, on the other hand, shows the essence of organizations in a sort of definition: "These are multidimensional organizations that handle heterogeneous systems of values and measurement systems, in which solutions of continuity appear between the level of general control that is political and that of management, as well as between planning and programming ". We can still see in the "logic of the general interest" and in the independence vis-à-vis the market, the source of the peculiarity of the management of public services.

**Board 1 :Evolution of the notion of public management**

Approaches	Management	Period
Politique/administration	Apolitique	1900-1925
Science de l'administration	Scientific	1920-1940
Weber	rules	1930-1970
Humanist	Human capital	1960-1980
Politic public	politic	1970-1980
Systémic	environnement	1980-2000
Nouveau management public	« business »	1980-2000

Source: developed by the authors

### **1.3 Distinction between management, and administration:**

The management appeared in 1965, to designate the one who takes care of the material organization of show, concert or the professional life of an artist or a champion. In French, we have abusively translated by management, for many French authors we manage things but we manage (manageons) people; management is all about technicality and the operational aspect (financial management, risk management, etc.), against the management who is interested in energy. However the term management originates from the English verb "to manage" which means to direct, to handle but also to reach. Everyone agrees that, in its economic acceptance,

management is an Anglicism used by Frédéric Taylor for the first time in the early 20th century.

Then it is imported in France by Henri FAYOL a few years later.

To distinguish between management and administration, some researchers very interestingly the administrative paradigm and managerial paradigm by showing that the problem of the first is to identify administrative procedures by level to develop the model of perfect organization then management tends to recognize decision-making situations in order to develop the criteria for the right decision.

From a North American point of view, the former will necessarily be more logical and rational in his theory and will favor, as it should, a legalistic approach to define, in advance, what will be the perfect organization and the second will inevitably be more empirical and subjective in his theory and promote an interdisciplinary approach. Management is concerned with determining the survival and development conditions of organizations, and how the actions and behaviors of managers and all staff can contribute to them. In reality, management is only organizational behavior which is "a field of study aimed at exploring the impact of individuals, groups and structures on the behavior of actors within an organization, with a view to improve the effectiveness of the latter. In other words, organizational behavior aims at studying the activity of members of a given organization and how their behavior affects their performance. Some writers like SHELDON, SPRIEGAL and MILWARD argue that the administration refers to "thinking". It is a higher-level function that focuses on determining the plans, policies and objectives of a company. On the other hand, management consists of "doing" (doing). It is a lower level function that concerns the execution and direction of policies and operations. However, each manager performs both activities in parallel and moves from administration to management according to the level in the organization hierarchy. At the higher level he devotes more time to administrative activity and when he moves down the manager devotes more time to the management of activities.

#### **1.4 Distinction between public and private management :**

Any organization has goals and objectives to achieve, but the nature of its purpose differs greatly depending on the sector of public or private activity. Conventionally, we oppose the search for profit and the public service (general interest). As such, this dichotomy is not illuminating. On the one hand because it puts on the same level an easily measurable reality, at the price of draconian conventions, and a concept much less seizable. On the other hand,



because it is based on a dual premise on the motivations and behavior of entrepreneurs on the one hand, the rulers on the other. The first postulate, that entrepreneurs aim to maximize their profit, which is that of conventional economic theory, has been largely overturned by the studies of managers and business economists. The second, namely the orientation of public organizations towards the general interest, requires at least to be specified LYNN considers that "the private management is oriented towards the economic performance as it is determined on the markets, while the public management is oriented towards the public interest as determined in the political forums ". This has the advantage, if it does not specify the nature of the public interest, to establish an interesting parallelism between the market and the political system.

The purpose of private enterprise can thus be diverse: the maximization of profit, the search for a satisfactory rate of growth, the search for recognition by the profession, repositioning in a market or the satisfaction of the needs of realizing its leaders. The common feature of all these elements is to be variables internal to the company or the circle of its members.

The purpose of the company is introverted, it is not to change a state of the world or more modestly of its environment..

The concerns it may have with regard to the latter, (not to pollute for example), are constraints that emanate from the public authorities, or that result from the balance of power in which it is engaged or its desire to to be a corporate citizen, these are not ends. Of course, we can state that private companies by definition meet the needs of consumers, since, without a request to them, they disappear. So they obviously have a social role and the "invisible hand" leads even the most selfish, those of them who are the most profit-oriented, to play this role. But, the role is not the end and the company remains "finalized on itself".

The public-type organization, on the other hand, finds its justification in the will to change a state of the environment or (which amounts to the same thing) to preserve it if it is threatened: it is to contain the unemployment, to avoid external aggression, to facilitate communications, to maintain balance of payments, etc.

This type of finality has in itself, except from extremist political points of view (anarchy on one side, collectivism on the other), no positive or negative connotations; the fields of intervention and the modes of intervention selected will be interpreted positively or negatively by the different segments of the population.



## **2. The manager :**

### **2.1 managerial work :**

Managers are expected to play a key role in the management and development of the skills of their employees, the hierarchy is precisely demanding tools and know-how to fulfill this role. Individuals themselves become responsible for the development and maintenance of their skills, individuals and the hierarchy thus have a shared responsibility. The multiple skills that the skills manager gives the manager, according to these two authors, a status pedagogue and make him a player in the field whose responsibilities are important. He works all the time in the moment and in the judgment. Delaunay and Moret point out that sometimes the manager sometimes takes on the role of psychologist to defuse conflicts, and that he is flexible, he shows a great adaptability and must ensure the confidence of his collaborators by practicing positive reinforcement. This is a particular skill that involves being extremely attentive to the message that the manager gives to his employees, regarding their performance, their abilities and their personalities, through motivation, encouragement, approvals and reframing. . The commonly accepted image of the manager is that of a manager in the ideal position to make rational decisions and to federate energies within a team. Thus, Peter Druker, American management specialist did not hesitate to compare the manager to a conductor: "The manager is responsible for creating a whole greater than the sum of the parts, a productive entity which he leaves more than the sum of the resources put in. It is the analogy with the conductor that comes to mind, through his efforts, his vision and his leadership, his individual instrumental parts, which are not in themselves As well as noises, they become a living totality: the music, but the conductor has the score written by the composer: he is only an interpreter, the manager is, at the same time, a composer and conductor. " This definition of the manager given by Druker corresponds to a very idyllic vision of the role of manager. We often imagine that the manager is a thoughtful planner. It is also believed that the manager does not have repetitive tasks to perform. However, it appears that this vision of the rational manager, informed and planner seems the fruit of the collective imagination. There is a belief in what is almost a myth of the manager. Yet this image has often been questioned. Some studies have shown, for example, that managers are subject to a relentless pace of work and that all their activities are characterized by brevity. Thus, one could almost say that the activities of managers are more frequently oriented towards action than towards reflection. The same goes for the repetition of tasks, it seems illusory to believe that the manager manages only exceptional or unpredictable

events. Indeed, in addition to the unpredictable events to be answered, the job of manager covers a number of repetitive tasks including his participation in the rites of the organization, ceremonies, and negotiations. It is these realities observed on the ground that push Henri Mintzberg to consider that "the manager is in a kind of vicious circle where his workload continues to increase". "The manager is overwhelmed by the burden of his obligations, so he is quickly overloaded with work and is quickly forced to perform his tasks in a superficial manner, so brevity, fragmentation and verbal communication characterize his work.» Without falling into this very pessimistic and devaluing view of the work of a manager, it seems however necessary to question the image of the commonly accepted manager.

To really understand what management is and how important it is for the professional efficiency of individuals, let's now look at the different traditional management theories that have emerged over time, which have been proven in companies. compared to a conductor, Peter F. Drucker said that "the manager has the responsibility to create a whole that is greater than the sum of the parts, a productive entity from which it leaves more than the sum of the resources that one has there. put, it is the analogy with the conductor that comes to mind, by his efforts, his visions and his leadership, individual instrumental parts, which are in themselves only noises, become a totality alive: music. But the conductor has the score written by the composer: he is only an interpreter. The manager is both a composer and conductor ".

### **3. From managerial theory to management practice :**

We can see after Mintzberg that traditional management, according to a biological analogy, claims to make the manager a sort of champion of the left hemisphere who would spend his time analyzing, comparing, calculating, reasoning, while Above all, he is a person of action. He adds that this person of action, in the context of his work, is very far from being able to transcribe or express everything that he has done: in language, logic, quantity or formal proposals. According to him, this is all the more pernicious because the majority of management theorists believe that rationality, calculations and analyzes are the necessary route to efficiency (Mintzberg, 1976). Perhaps the performance then passes through a strategic reflection entrusted to the left hemisphere, leaving the management to the right hemisphere with its emotion, intuition and strength of synthesis? But these internal critics are coupled with external criticism that questions public management and its performance in the management of territories and in the management of men. In his book *The State of the Planet*, Lester J. Brown (1993) denounces the chimeras of a race for performance measured by the

national economic accounts, centered on the gross national product, without integrating the depreciation of natural capital; Just as much as one can question the management of urban territories, and the great territorial balances, without being able to easily highlight the ways of performance (Eckert, 1996). In addition, many books question the ability of traditional management to actually create or foster a minimum of internal cohesion essential to the functioning and sustainability of organization.

### **3.1. New management public :**

to speak of "New Public Management" as we do today instead of new public management is to indicate a bifurcation with regard to public management in the strict sense of which, with Annie Bartoli, we will recall the definition: "all process of finalization, organization, animation and control of public organizations aiming to develop their general performances and to pilot their evolution in the respect of their vocation ". And yet, with the public management, it was already, since the topic of the Planning Programming Budgeting System (PPBS) - the RCB in French (Rationalization of the Budgetary Choices) to take the taking into account of the managerial categories in the operation of the public administrations to replace the declassified "administrative" tradition on the basis of the pejorative argument of the bureaucracy. Whether it is "normal" or "new", public management pursues an objective of efficiency. It marks the entry of the categories of an organizational regulation in the public administrations, regulation defined as "a process by which the anti-organizational actions are countered by antagonistic forces ensuring the maintenance of the system or the organization". These antagonistic forces indicate the existence of tensions that operate between the institutional dimension of the administration (its vocation to fulfill indisputable and permanent missions of public service) and a managerial dimension leading to question the functioning of the public services in the name of the stakes of flexibility and working conditions. This discussion is marked by the introduction of competitive logic in the administrative services as a result of evaluation and incentive systems applicable to public administrations and their officials. The autonomy then granted to public services tends to shift the managerial role of public officials to the political objectives of the functioning of administrative services by reference to a strategy which must then be formulated explicitly. In the perspective of "normal" or "new" public management, public action must consider as priorities the conditions for success in efficiency (managerial coherence) without forgetting the public nature of this action (coherence). policy). This implies meeting certain conditions: the definition of a measurable objective (and the expected result at the end of the term), with

reference to a medium / long term defined, relevant, consistent with the mission and the vocation of the service concerned. , the coherence of the committed means, the evaluation of the satisfaction of the citizens, the identification of the perverse effects, the coordination between the various services of the State then constituting the New Public Management.

### **3.2. New management public elements :**

#### **3.2.1. Managing human capital:**

The latter base is to manage different public officials who rely on rules, procedures and statutes constituting a repository for HRM practices. New Public Management will focus on the concept of merit, the individualisation of remuneration, the assessment of staff on the basis of annual evaluation interviewsation staff on the basis of annual evaluation interviews.

#### **3.2.2 Financial and accounting management :**

The New Public Management focuses on the development of management control with analyzes in terms of "costs - performance" of the activities, in particular with a focus on downsizing (downsizing) and the number of employees. same in relation to the modes of organization).

Today, we are adding, in a form of overflowing, taking into account the topics discussed in the context of "corporate social responsibility" (in particular the expectations of "stakeholders", sustainable development, etc.).

#### **3.2.3 Programmation :**

Coordination, contracting, evaluation of decisions (ex ante and ex post). More specifically, it is characterized by the implementation of activity indicators, budget and accounting management tools, and cost measurement tools with the aim of responding to three rationales of action: that of the socio-economic efficiency (the objectives state the expected benefit of the action of the State), that of the quality of service (the objectives state the expected quality of the service rendered to the user), that of the efficiency of management or efficiency (the objectives set out, for the taxpayer, the expected optimization in the use of the means employed by relating the products or the activity obtained from the resources consumed). Performance results from the alliance "efficiency - efficiency" in view of a reference system but given the room for maneuver granted to administrations. New Public Management will lead to a redefinition of the public service's action, hence its consequences in terms of the management of human resources applied to civil servants, a revision of organizational charts,

and the introduction of a new "administration" report. - political, "the policy is then established in the theme of control (understand" management control ") by a face to face and established between officials and parliamentarians. The project of New Public Management is to infuse" the spirit of "enterprise" in the state apparatus by introducing market logic in its operation, including the perspectives of private governance, ie by acting as if the competition which is always cited as the founding of the market efficiency can serve as a political principle. Such a project began in the 1980s, first in Great Britain, because of the political promises to reduce taxes but also because of the desire to disengage the state. A third reason for its development has since emerged with the perceived need for greater economic responsibility for public services. New Public Management is based on considering the financial aspect as central and on the will of the "central power" to control "remotely", hence the slogan that is specific to it and based on the three "E ":" Economy ", " Efficiency "and" Efficiency "and the very" Thatcherian "Best Value for Money erected as bureaucratic" nightmare "addressed to the supposed rigidity of public services. A particular role is devolved to the state, which is to know how to organize a minimal state which is at the same time a state-organizer and a strategist-state, in particular conditions of the fluidity of the market by applying the categories to itself, the development of enterprises being considered as the material proof of the development of societies (his Welfare). With the New Public Management, there is thus a transition from the welfare state to the organizing state, whose flexibility and efficiency are then considered as metonymic of the efficiency of the "corporate society" of which it is considered to be one of the aspects. The contours of the state-strategist were defined in a report of 2004. It recognizes the fact that the state is no longer and no longer has to be the sole holder of political legitimacy, at least because of the supra-nationality of international organizations (delegation of sovereignty to entities such as the European Union for example) and the existence of entities such as NGOs, entities also participating in the realization of "Good Common ". This leads, as a result of the independence of the judiciary, to the injunction to place citizens at the heart of public action in order to avoid the development of a contentious society, hence the appeal the disappearance of a state operator and the transformation of the welfare state into a regulatory state. The outlines of the strategic state will claim to defend the "long" time, the deconcentration in terms of organization. The contours proposed to the state strategist are then as follows: to be visionary in consultation with civil society, to be a guarantor of the general interest (public services, regulation of activities, use of public funds), to ensure social cohesion through rational and transparent

public decision, organize itself to achieve its objectives (adaptation of the administrative structures) and make the initiative to the citizens (participative democracy).

Public activity is considered to consist mainly of the provision of services. It includes all the characteristics of the service activity namely: the immateriality of the service, the simultaneity of the production and the use, the direct contact between provider and user therefore the importance of the individualisation of the relationship "Official - user"

### **3.3 The terms of the New Public Management:**

The purpose of New Public Management is to seek to improve public performance through five areas: strategic planning, participative management, quality management, introduction of ICT, management control.

The New Public Management aims to ensure the articulation between a Missions Statement (the general aims of the service concerned) and operating principles:

## **4. Definition of managerial practices**

Managerial practices are very different depending on the institutions, depending on the context in which they evolve, according to their strategic choices, etc. : it is obvious that we do not manage in the same way a chain of supermarkets, a textile SME, a network company, a multinational chemical group, an NGO, a Regional Council, a community of agglomeration, a university, a hospital.

One thing that is common, however, is that everyone now has to integrate strategic communication, among other things, into their practices. But each one has to decline it in its own way, according to its own equation: there is not a general and universal model that it would be sufficient to follow ... On the contrary, what is relevant in a given situation is dangerous in a other: the ready-to-wear does not exist, the made-to-measure is necessary.

### **4.1 Définition of concepts**

In a given professional environment, the term "good practice" refers to a set of behaviors and behaviors that are generally accepted and considered essential by most professionals in a field of activity. Good practices can not be decreed. These are not management procedures or rules that must be followed or adhered to. Good practices are successful experiences that are considered transferable and that everyone can adopt while adapting them. On the basis of this definition, we can conclude that a repository of managerial practices aims at listing and communicating all the ways of doing things and the managerial behaviors recognized as



expected and accepted within an organization. The repository is therefore both indicative and prescriptive: managers can refer to it in the exercise of their practice and self-evaluate. In some companies, the repository serves as a basis for managers' evaluation interviews, since the content of the repository describes what is expected from a manager and therefore the progress needed to be recognized as a reference manager. Companies that decide to have a repository of managerial practices, seek to consolidate a managerial culture shared by all levels of management. It can not impose itself "overnight," decree and freeze once and for all, according to a method descending from the general direction.

It must move more and more gradually from "chosen" elements: from a collective and participative reflection of managers who voluntarily commit themselves to adopting the agreed methods and behaviors, because they recognize them as "Good natural practices".

#### **4.2 Managerial work**

The development of managerial skills will lead to adapted behaviors that will lead to better performance "is an unstated postulate of departure (McKenna, Garcia-Lorenzo and Bridgman, 2010). The different theoretical approaches to management styles Stewart (1998), in his book entitled "Managerial work", emphasizes that the literature does not make much difference on the one hand, between managerial work and managerial behavior, and on the other hand, between managerial activity and managerial work. and managerial jobs. The three approaches mark three major stages in the history and development of management (Stewart 1998, xi). The managerial activity describes the role of the manager whereas the managerial function refers to the function that the manager occupies. Managerial behavior by against, studying the different behaviors or attitudes of the manager in an organization. In view of the difficulty of establishing a barrier between function, role and managerial behavior, Stewart (1998) argues that any research must clearly specify its field of interest.

The author's observation remains the biggest problem of current research in the field of organization management.

While some authors are interested in management as an activity, others are more interested in behavior and management. Management concepts offer general solutions to organizational problems. They make prescriptions through principles and techniques that are not capable of giving specific solutions to managers. The consultants and the management gurus have understood this discretionary behavior of the managers. They often take the opportunity to introduce new concepts, often confusing the minds and activities of managers. These new



concepts are mostly a renovation "makeover" of the same management ideologies already developed. A new concept of management is most often an old wine intelligently poured into a new bottle. It can be fashionable in a short time, then become very popular and finally disappear under obsolescence or be transformed into another concept of management (Gibson and Tesone 2001, 124, Pfeffer and Sutton 1999,

### Conclusion :

The subject of this research was the question of managerial practices in the public sector and their relation to performance. To carry out this work, we successively studied the concepts of management and sect, with a particular public attention paid to the distinction between types of private and public management. To deal with the problem of performance.

This paper was dedicated to defining the literary conceptual framework of research in order to draw up a state of analysis for a later study that will put this study on the ground so that it can be concretized and evaluated afterwards. A qualitative methodology and a field study will be fruitful.

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