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Partnerships and Collaborations: Opportunities in Academia

Abstracts of Papers

Accounting

PRATIQUES DE GOUVERNANCE ET PERFORMANCE FINANCIÈRE : UNE ÉTUDE EMPIRIQUE

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La présente étude a pour objectif d'évaluer la mesure selon laquelle les investisseurs incorporent les pratiques de gouvernance des entreprises dans la valeur qu'ils octroient à celles-ci. Les résultats de l'étude basés sur un modèle de valorisation tendent à démontrer que les investisseurs sont sensibles aux pratiques de gouvernance des entreprises. Tout en contribuant aux travaux antérieurs sur le plan méthodologique, l'étude ajoute aux connaissances portant sur l'utilité des éléments d'information portant sur les pratiques de gouvernance des entreprises.

GOVERNANCE PRACTICES AND FINANCIAL PERFORMANCE: AN EMPIRICAL STUDY

This study examines how investors evaluate corporate governance. The results, based on price-level model, tend to show that investors are sensitive to corporate governance practices. While contributing to former work on the methodological level, this study enhances our understanding of the relevance of corporate governance information to the shareholders.

COMPARATIVE ANALYSIS OF ACCOUNTANCY CERTIFICATION AND LICENSURE IN NORTH AMERICA

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The North American Free Trade Agreement (NAFTA) countries have worked toward the signing of a Professional Mutual Recognition Agreement (PMRA) allowing for accounting professionals to practice across borders. On September 27, 2002, the representatives of the United States NASBA/AICPA International Qualifications Appraisal Board, the Canadian Institute of Chartered Accountants' International Qualifications Appraisal Board, Mexico's Instituto

Mexicano de Contadores Publicos, and Comite Mexicano para la Practica Internacional de la Contaduria signed the PMRA for the accountancy profession agreeing on the principal elements for granting accounting certification and licenses: education, examination, and experience. This paper reports on the certification and licensing requirements that currently exist for Canada, Mexico, and the United States and on the reciprocity agreements between the three countries. As educators from the three different countries, the authors sought to understand the requirements for their graduates to achieve accounting public practice rights in the three NAFTA countries.

Business History and Law

LÄNSI-SAVO – DECADES IN THE NEWS A HISTORY OF THE NEWSPAPER FROM 1917 – 2006

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Länsi-Savo is a media group, located in Mikkeli, Finland, which has survived two world wars, Russian oppression and market recession.. It is about to enter its 119th year of business and is now more than a newspaper and book print; the media corporation has also invested in radio, free newspapers, mobile services, publishing, and real estate as well as a car dealership. St. Michel Print (the book print which specializes in thin paper) was able to obtain the Gideons, the producers of Bibles, as a client. It has increased exporting and now has 80% of the print's products going to Russia, France, Germany, England, Norway, Sweden, the United States and Canada.

INFORMATION ACQUISITION COST, CONTRACTUAL DESIGNS AND CHOICE OF DAMAGES

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Complete contracts can be contingent on "States" or "Actions". "State"- specific complete contracts are contracts that specify damages upon all possible states(e.g. rainy or sunny). "Action"-specific complete contracts are contracts that specify damages upon all possible actions (i.e. breaches). This paper suggests a "principalagent" model in which the efficiencies of these two types of complete contracts, along with partial contracts written under a default remedy rule, is examined. The major findings are: (1) "State"-specific complete contracts are Pareto-preferred only when information cost is low. (2) "Action"-specific complete contracts may be dominated by partial contracts supplemented by a default remedy rule. (3) Contracts are more complete under reliance damages than under expectation damages, but expectation damages is still the Pareto-preferred remedy choice.

Entrepreneurship

ÉTAT DES CONNAISSANCES DES OUTILS DE PLANIFICATION STRATÉGIQUE : UNE ÉTUDE EMPIRIQUE AUPRÈS DES PETITES ET MOYENNES ENTREPRISES (PME) MANUFACTURIÈRES CANADIENNES

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La présente étude a pour objectif : 1) d'évaluer la mesure selon laquelle les propriétaires et/ou dirigeants de PME manufacturières font de la planification stratégique, et, 2) d'identifier les outils de planification stratégique les plus couramment utilisés. Les résultats démontrent que la majorité des propriétaires et/ou dirigeants interrogés relèvent faire de la planification stratégique de façon formelle. Toutefois, celle-ci semble peu basée sur les outils mis de l'avant dans les travaux portant sur le sujet.

KNOWLEDGE OF STRATEGIC PLANNING TOOLS: AN EMPIRICAL STUDY OF SMALL AND MEDIUM-SIZED CANADIAN MANUFACTURING ENTERPRISES

The present study aims to: 1) evaluate the perceived importance of strategic planning in the eyes of owners and managers of small and medium sized Canadian manufacturing enterprises; and 2) identify which strategic planning tools are used most often. The results show that the majority of the entrepreneurs are now implementing formalized strategic planning. However, if strategic planning seems to be a key for success, only a few of the numerous tools suggested in the literature are actually implemented by Canadian SME's in the manufacturing sector.

THE LEMONADE STAND AS A SYMBOL OF CAPITALISM AND ENTREPRENEURSHIP

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The lemonade stand is a widely used and recognized symbol of capitalism, in particular entrepreneurship. Illustrations are given of this symbolism from contemporary media. Despite an extensive search, the precise origins of the lemonade stand were not found, but references were located back to the mid-1870s. As a symbol, the lemonade stand endures and is used to illustrate various aspects of capitalism.

ENTREPRENEURSHIP: A SOLUTION TO THE EXODUS OF YOUTHS FROM THE ATLANTIC REGION

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The economy of Atlantic Canada has been, and continues to be severely impacted by the exodus of educated youth who leave their homeland for other regions of Canada. This study aims to a better understanding of this phenomenon. More specifically the objectives of this study are: (1) to identify the driving forces behind the exodus; (2) to explore entrepreneurship as a viable solution to decrease the departure rate of educated youth. In order to attain these objectives, this study will examine the results of a survey conducted by the Atlantic Canadian Universities Entrepreneurship Consortium. This survey solicited the participation of 86,831 students that were registered in one of 18 universities located in Atlantic Canada. A total 11,786 students participated.

Finance

DOES SOCIALLY RESPONSIBLE INVESTING LEAD TO INFERIOR OR SUPERIOR PORTFOLIO PERFORMANCE?

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This study focuses on corporate social performance which can be thought of as the economic value a company creates. Based on Kinder, Lydenberg and Domini social performance ratings, the study constructs and evaluates two sets of equity portfolios that differ in social performance. The high-ranked portfolios provide, in most cases, higher average returns than their low-ranked counterparts over the 1995-2004 period. This performance can not be explained in investment style or industry-specific factors.

Strategy

PERFORMANCE AND VALUE CREATION IN INTERNATIONAL ACQUISITIONS: AN EMPIRICAL ANALYSIS OF FOREIGN ACQUISITIONS BY INDIAN FIRMS

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Previous research on international mergers and acquisitions has not looked at the valuation consequences of international acquisitions by firms from a developing economy. To address this gap in the literature, we examine the announcement effect and the post-acquisition long-term performance of 96 Indian international acquisitions of U.S. firms made in the period 1999-2005. The sample is collected from the Thomson Financial database and Bombay Stock Exchange. Results indicate that shareholders of acquiring firms in a developing economy view international acquisitions positively. This can be viewed as an encouragement for firms in a developing economy to consistently move towards expanding their businesses in a global market. The negative impact on the acquiring firms' long-term stock performance can be viewed as "growing pains" that these firms encounter in international markets. With increasing experience of operating in international markets, the firms will see a positive impact on their profitability ratios. Thus, a two-year post-acquisition time-period may be too short to observe long-term benefits.

Gender and Diversity

THE MARGINALIZED VOICES OF ORGANIZATIONAL JUSTICE

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In this paper we contrast the conceptual basis and development of the dominant notion of justice in the organization literature with that proposed by Tyler and Lind (Lind, 1995; Lind & Tyler, 1988; Tyler 1989; Tyler & Lind 1992). Our purpose is to demonstrate how the differing conceptual bases of these forms of justice may have led one being included and privileged in the emerging organizational literature with the other subsequently becoming marginalized and excluded. We distinguish between the instrumental, or self-interest, notion of organizational justice and the relational or group-value notion. While the instrumental notion of organizational justice has received much of the research and practitioner attention (Tyler and Lind, 1992), relational justice has been largely overlooked in the organizational literature (see Colquitt, 2001 for example). It is proposed that conceptualizations of organizational justice within the employment relationship may benefit from a more inclusive view. At the least, including and developing a relational justice approach within the organizational literature enables the researcher to draw in the broader context in which the worker and manager are situated. Finally, it is proposed that by drawing on previous marginalized work (Tyler and Lind, 1992), such as notions of relational justice, research can take a more inclusive and contextual view.

FROM TAYLORISM TO ECOFEMINISM: TOWARD A HOLISTIC APPROACH TO MANAGING AND ORGANIZING

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In this paper, Kohlberg's theory(s) of moral development and masculine ethic of justice, Gilligan's feminine ethic of care, and ecofeminism are examined toward development of a more holistic and inclusive approach to managing and organizing. The proposition is that building upon Kohlberg's functionalist moral development theory by incorporating his lesser-known seventh stage, insights from Gilligan's more radical feminine care ethic, and humanistic aspects of ecofeminism, a more holistic model of human and organizational development can be developed. By utilizing the feminine ethic of care to embrace Kohlberg's seventh and highest level of moral development, multiple perspectives and voices can be heard which is truly evolutionary. The analysis is enlivened by imaging what guidelines F. W. Taylor may have developed (instead of his Scientific Principles of management) had he been a feminist, subscribed to Kohlberg's seventh stage of morality, or embraced the tenets of ecofeminism.

Human Resources and Industrial Relations

THE WORKLOAD GAP AMONG NEWFOUNDLAND AND LABRADOR TEACHERS

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Teaching, by its very nature, significantly impacts society as a whole; therefore the well-being of teachers should be a public concern. As teachers are shaping the lives of future generations, issues that can negatively impact teacher's effectiveness in the classroom have to take priority. For a number of reasons, the workload of teachers in Newfoundland and Labrador has intensified and increased in recent years. Younghusband (2005) has documented a wide range of stress and other health and well-being issues that can be attributed to the difficulties facing teachers. We are particularly interested in the gap between the workload expectations of teachers and the new realities that exist. In this paper, the focus is on the causes leading to the workload gap, and the reasons why these unionized workers have not been able to negotiate a resolution.

THE IMPORTANCE OF HUMAN RESOURCE ACTIVITIES AT SMALL AND MEDIUM-SIZED ENTERPRISES

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The objective of this current study was to discover which HR activities are more important for SMEs and, therefore, could be performed with the help of a specially designed HR information system. At the outset of this survey, we believed that SMEs would deal with a narrower range of activities than large organizations. This survey does not definitively suggest this to be true although there are trends. While to a certain extent, all HR activities are important to SMEs, there is some agreement that selected activities like Recruitment and Selection are much more important to SMEs than for example, Employee benefits. In addition, it is clear that we cannot examine only broad categories of HR tasks, as some categories differ in importance. This is clearly evident for Training and Development. In addition and not unexpected, some tasks are simply not relevant to SMEs such as in-house legal advice and activities associated with Unions.

Information Systems

INTEGRATING ICT INTO HIGHER EDUCATION: WHAT ONSITE AND ONLINE PROFESSORS ARE THINKING ABOUT IT

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For the past two decades, information and communication technologies (ICT) have transformed the ways professors teach and students learn. The purpose of this study is to investigate the perceptions of onsite professors (hybrid or blended mode) and of those teaching the same courses on the Internet (online mode). We have conducted structured interviews with 16 professors teaching onsite and online in eight undergraduate and graduate courses offered at the Faculty of Administration of a large Canadian university. The qualitative data analysis was performed following a thematic structure using QSR NVivo. The results emphasize the themes extracted from the onsite and online professors' responses, as well as their interrelation.

CREDIBILITY AS A PROCESS: RESULTS FROM A STUDY WITH MALAYSIAN FOCUS GROUPS

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Credibility is generally viewed as a theoretical construct made up of competence (effectiveness), trustworthiness, and dynamism. After analyzing the transcripts of 4 student focus groups on e-commerce, I found that web credibility can also be defined as a process. Its four stages mirror Fogg's (2003) typology of web credibility; students first learned to trust the web as a site for commerce and then learned to trust specific websites on the basis of reputation, inspection, and interaction. Product type, cultural values, and infrastructure also influenced the process.

Management

THE ASB DATABASE: PRESENTATIONS AND CHALLENGES

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This presentation will identify the purposes and tasks of creating an archival database for information regarding all aspects of ASB history. The drawbacks of creating this database and the ideas for future archival creations will be highlighted, along with the roles of the archive creator.

THE HISTORY OF THE ATLANTIC SCHOOLS OF BUSINESS: A GENDERED HISTORY

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The study investigates the Atlantic Schools of Business Conference; an annual event which has been in existence since 1970. By going beyond numerical data as a quantitative indicator and content analysis as a qualitative indicator, we study the conference as an organizational artifact illustrating the gendered history of the ASB as well as its gendered culture.

A HISTORICAL REVIEW OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IN THE ANNUALS OF ASB

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This paper is a contribution to the *Atlantic Schools of Business (ASB) History Project*. A qualitative study of ASB material provided the general background information as well as specifics related to Social and Environmental Responsibility contributions made at ASB in the past. Opinions of authors were gathered by interviews and emails to build the foundation of information necessary to make recommendations to assist in the ASB Renewal Process.

“HISTORY ON THE WEB? CONSTRUCTING A SENSE OF ASB FROM INTERNET FRAGMENTS – CHALLENGES AND LIMITATION”

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The internet is the most dramatic new technology, permitting anytime, anywhere connections to information and communication. This research reports how to create a history on the web and what challenges and limitations can occur during this process. Using internet fragments, we attempt to construct a sense of the Atlantic Schools of Business (ASB) and in so doing, discover the limitations of a web based history.

CONFERENCE OR COMMODITY? EARLY RESULTS OF A BAUDRILLARDIAN INQUIRY INTO HOW ACTORS VALUE ASB

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This paper reports on the early results of a study which is part of the Atlantic Schools of Business Conference (ASB) Renewal project, which is attempting to produce histories of one of the longest running business education conferences in North America. Without a standing organization or membership, ASB has nevertheless held annual conferences for the past 35 years. How is this possible and what does this unusual situation tell us about the nature of (dis)(un)organization? Through the analysis of interviews conducted with those who present papers at ASB and those who do not do so, we gain a sense of how ASB is perceived and the role that (dis)(un)organization plays in actors comparative valuation of the entity compared with other similar organizations. This examination of values allows for the probing of consumption and valuation as both signs and signifiers (Baudrillard, 1968; Kellner, 1989), evidenced in part through interviewees’ perceptions of the conference itself.

THE MISSION: UNCOVERING A SENSE OF ASB THROUGH A CRITICAL HERMENEUTIC ANALYSIS OF INDIVIDUAL MISSION STATEMENTS.

Brad Long
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Critical hermeneutics was the lens through which I examined mission statements for the ASB. My interpretation of these texts revealed dominant themes pertaining to the quality and excellence of primarily research related activities. These themes are further found to be reflective of a socio-historical context affecting management academics that is both competitive and concerned with enhancing its perceived legitimacy. My methodological approach therefore provides a nuanced reading of ASB mission statements in which broader contextual narratives are both represented and reinforced in a hermeneutic circle.

DECONSTRUCTING ORGANIZATIONAL CHANGE

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This paper will discuss a discourse of the language of change, identifying key elements of this discourse and the structures which may enable and constrain it. The authors propose that future research extend the post-structuralist approach of discourse analysis to include a perspective of critical sensemaking. This approach may allow a greater understanding of the actions, beliefs and language of individuals within a broader context that reflects the discursive effects of the language of change. In this paper we are proposing that future research from a post-structuralist perspective would provide greater insight into the discursive nature of the language of change and the power effects of this language on individuals and organizations. Although there have been post-structuralist accounts of change that have addressed issues of power and identity (for example, du Gay, 1996), we feel that there is still a need for a thorough discussion of the role of the language of change in the process of organizational change. Further discussion is also required on the role of the individual in the production of, maintenance, and resistance to the language of change.

Management Education

AN EVALUATION OF ENTREPRENEURIAL SKILLS PROGRAM (ESP)

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The purpose of this study was to evaluate the effectiveness of pedagogical tools used in the Entrepreneurial Skills Program, as well as the overall value of the program in fostering entrepreneurship among university graduates. This paper provides a discussion of the research goals underlying the evaluation process, an overall description of students responding to the survey, as well as a summary of their evaluation of the ESP program. Results showed that the program is a highly effective way of presenting entrepreneurship as a viable career for graduates, and that it has created new entrepreneurs among many graduates and senior students enrolled in the program.

THE EMERGENCE OF UNIVERSITY WIDE ENTREPRENEURSHIP ON CANADIAN CAMPUSES

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This paper determines that the growth in entrepreneurship education continues to grow in Canada. Since the last major study of entrepreneurship education was undertaken in 1999, the number of universities offering entrepreneurship undergraduate courses has grown from 52 to 69 with the total number of courses being offered increasing from 253 to 365. The study then addresses the issue of accessibility of entrepreneurship courses by classifying universities as either offering focused entrepreneurship curriculum, which is entrepreneurship that is limited to business and engineering students only, or university wide entrepreneurship, which are courses that are available to all students regardless of their discipline of study. Surprisingly, the results reveal that the accessibility of entrepreneurship courses is low in Canada and universities may have to change the way the subject is being taught to address the demand from its current stakeholders.

IF BUSINESS EDUCATION PROGRAMS ARE NOT RELEVANT TO THE REAL WORLD, “BUSINESS 101” CAN BE THE STARTING POINT FOR RELEVANCE

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Organizational management as generally taught in business programs is “Spectator” management looking at business realities. We recommend a real world relevant Business 101 course with a business enterprise and process basis, so that students can learn to be “Players” managing the business in the real world.

Marketing

ON PHENOMENOLOGICAL AND HERMENEUTIC APPROACHES TO CONSUMER RESEARCH: HOW DO THEY HELP WHERE WE'RE GOING NEXT?

Vincent E. Georgie, PhD Candidate in Marketing
HEC Montréal

Phenomenological and hermeneutic research perspectives are pivotal, and well-noted in the consumer culture theory (CCT) literature. However, there appears to be some confusion with regards to the complimentary and connected nature of these methods.

BRAND POSITIVITY EFFECT AND EVALUATION OF BRAND EXTENSIONS: AN EXPLORATORY STUDY

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The present study combines two areas of research – consumer preference formation and evaluation of brand extensions – to conduct an exploratory study and examine the role of “*brand positivity effect*” on the evaluation of brand extensions. The findings of the exploratory study indicate that brand positivity effect is present in the evaluation of brand extensions and the evaluation of extensions is significantly reduced when the competitive brands from the target category are cued during the evaluation process.

Operational Research/ACORS

APPLIED COMPUTATIONAL STOCHASTIC PROGRAMMING – A HISTORIC PERSPECTIVE

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Stochastic programming as a discipline celebrated its fiftieth birthday in 2005. In the beginning computing power and hence computational models were modest, but recently some huge applications have been built. In 1994 a stochastic programming application narrowly missed winning the Edelman prize competition for Management Science Achievement.

In this talk I want to explore the history of applications and computations in stochastic programming. Some 150 specific contributions will be identified and classified into different computational models, different areas of application and different levels of “seriousness”. Some general trends emerge.

JUST-IN-TIME SCHEDULING FOR EYE CLINIC APPOINTMENTS

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Many ambulatory clinics do not consider waiting patients as work-in-progress and therefore do not account for their cost. This often results in clinics being overbooking during morning hours and either under booking in the afternoon, or running consistently late. This scheduling methodology keeps physicians busy throughout the day but can cause unnecessarily long waits for patients. In the ambulatory eye clinic at the IWK Health Centre patients were experiencing excessively long waits between registration and their ophthalmologist appointment. In this paper I will explain how we decreased patient wait times and improved the flow of patients through the clinic by using a just-in-time scheduling methodology. Additionally I will discuss an extension of the project in which we plan to use integer programming to ensure a “balanced production line”.

LARGE SCALE MODELLING OF A PROVINCIAL HEALTH NETWORK

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In Nova Scotia, Canada, health expenditures are now approximately \$3.3 billion (\$3,521 per capita) (CIHI, 2005). Healthcare spending represents more than 46% of total program expenses in Nova Scotia. Despite the enormous amounts of money spent in Nova Scotia, the healthcare system faces significant pressures. Ensuring timely access to care at all levels of acute care through out the province is a pressing concern. The pressures on the province are likely to increase as a result of recent court rulings suggesting that undue delays are a violation of Charter rights. In this presentation we will provide results from work we have been doing with the Nova Scotia Department of Health to build a model of acute care services in the province. The model is designed to assist policy makers in setting appropriate capacity levels for such diverse system elements as emergency departments, acute inpatient care, sub-acute care, home care, and long term care. Because of the size and complexity of the process, the model is built on the notion of robust, reliable, and reusable software widgets. We believe that the appropriate design and development of such widgets has the potential to allow wide spread use of simulation models for health care policy making.