



2006

Partnerships and Collaborations: Opportunities in Academia

**Conference Programme
and
Abstracts of Papers**

The Atlantic Schools of Business 2006 Annual Conference

September 29-October 1, 2006

Conference Programme
and
Abstracts of Papers

Partnerships and Collaborations: Opportunities in Academia

Peter D. Sianchuk
Conference Chair
Department of Commerce

Mount Allison
UNIVERSITY
Founded 1839

Sackville, New Brunswick

36th Atlantic Schools of Business Conference

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From the Conference Chair

Welcome to Mount Allison University and ASB 2006. This year's conference carries on a long tradition of business education in Atlantic Canada. The Atlantic Schools of Business conference is entering its 36th year as one of Canada's longest running conferences for business academics and Mount Allison University is entering its 164th year as a post-secondary institution, offering business courses for over 150 years. I think some of our students think the same professors are still teaching here! We live in a unique part of the world with so many world-class universities and excellent faculty members. ASB provides an invaluable opportunity for Atlantic Canadian post-secondary teachers and researchers to share ideas in a collegial setting. Enjoy your visit to our beautiful campus. Tell your colleagues about this great networking opportunity and we'll see you next year at Acadia University for the 37th annual conference.

Peter Sianchuk
Conference Chair
ASB 2006

Area Interest Chairs

ACCOUNTING/COMPTABILITÉ	BUSINESS HISTORY/ HISTOIRE DES AFFAIRES
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STRATEGY/ STRATÉGIE	OPERATIONAL RESEARCH/GESTION DES OPÉRATIONS ET PRODUCTION; RECHERCHE OPÉRATIONNELLE
Conor Vibert (Acadia) conor.vibert@acadiu.ca	SEE ACORS BELOW
TOURISM & HOSPITALITY MANAGEMENT/ GESTION DU TOURISME ET DE L'ACCUEIL	Atlantic Chapter of the Canadian Operational Research Society (ACORS) Call For Papers
Karen Blotnicky (MSVU) karen.blotnicky@msvu.ca	Contact: Gus Gassman (DAL) hgassman@mgmt.dal.ca

Paper Reviewers

Joe Abekah, University of New Brunswick
Bob Bagg, Mount Saint Vincent University
Janet Bell Crawford, PhD student, Saint Mary's University
Paul Berry, Mount Allison University
Candace Blayney, Mount Saint Vincent University
Karen Blotnicky, Mount Saint Vincent University
Barry Boothman, University of New Brunswick
Dannie Brown, University of New Brunswick
Paul Callaghan, Acadia University
Wendy Carroll, Acadia University
Glenn Cleland, University of New Brunswick
Daniel Coleman, University of New Brunswick
Ron Collins, University of Prince Edward Island
Gordon Cooke, Memorial University
Cathy Driscoll, Saint Mary's University
Jane Dunnett, University of New Brunswick- Fredericton
Larry Haiven, Saint Mary's University
Greg Fleet, University of New Brunswick – Saint John
Randall Fisher, Mount Saint Vincent University
Steve Grant, University of New Brunswick- Fredericton
Gina Grandy, Mount Allison University
Jean Helms Mills, Saint Mary's University
Sean Hennessey, University of Prince Edward Island
Lee Jolliffe, University of New Brunswick – Saint John
Elizabeth Kelley, Dalhousie University
Sherrie Komiak, Memorial University
Jim Macaulay, Mount Saint Vincent University
Robert MacDonald, Atlantic Baptist University
Elizabeth MacLeod, PhD student, Saint Mary's University
Scott MacMillan, Saint Mary's University
Sunny Marche, Dalhousie University
Egbert McGraw, University de Moncton
Albert Mills, Saint Mary's University
Peter Mombourquette, Mount Saint Vincent University
Leighann Neilson, University of Guelph
Jeffrey Parsons, Memorial University
Gilles Poirier, Université du Québec en Outaouais
Pat Post, University of New Brunswick
Joanne Pyke, University of Cape Breton
Valery Ramonjavelo, University de Moncton
Shelly Rhinehart, University of New Brunswick – Saint John
Sudhir Saha, Memorial University
Reg Sheppard, University of New Brunswick- Fredericton
Gopalan Srinivasan, University of New Brunswick
Rod Tilley, Mount Saint Vincent University

Barb Trenholm, University of New Brunswick
Christina Waddy, Student, Dalhousie University
Terry Wagar, Saint Mary's University
Hai Wang, Saint Mary's University
Amy Warren, Memorial University
Martin Wielemaker, University of New Brunswick - Fredericton
Nicola Young, Saint Mary's University

ASB Executive Council

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Conference Chair Peter Sianchuk (MTA)
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Conference Planner

Registration and Help Desk

- Friday September 29 from 6:30 pm-9:00 pm at the Opening Reception, Convocation Hall Lobby
- Saturday September 30 from 8:00 am-5:00 pm Avarad Dixon Building, Room 112
- Sunday October 1 from 9:00 am-12:15 pm Avarad Dixon Building, Room 112

The Avarad Dixon Building located at 144 Main Street on the Mount Allison campus. This is the main conference building for academic sessions, nutrition breaks and publisher displays.

Convocation Hall is one of the largest performing halls in eastern Canada. The lobby will be the site of all meals and the opening plenary.

Friday, September 29

6:30 pm- 9:00 pm: Convocation Hall Lobby

Opening Reception sponsored by the Faculty of Social Sciences, Mount Allison University

Saturday, September 30

8:00 am- 9:00 am: Convocation Hall Lobby

Breakfast sponsored by University of New Brunswick, Fredericton

9:00am- 9:15am: Convocation Hall Lobby

Welcoming Comments

9:15 am- 10:30am: Convocation Hall Lobby

Opening Plenary - Partnerships and Collaborations: Opportunities in Academia – Business School Dean’s Perspectives

10:30 am- 10:45 am: Avarad-Dixon Building, Room 112

Nutrition Break sponsored by the University of Prince Edward Island

10:45 am – 12:00 pm:

Paper Session 1a	Paper Session 1b	Paper Session 1c	Paper Session 1d	Paper Session 1e	Paper Session 1f
Business Cases	Business History and Law	Entrepreneurship	HR/IR	Information Systems	Management1 ASB History - Project
Avarad-Dixon Room 116	Avarad-Dixon Room 230	Avarad-Dixon Room 115	Avarad-Dixon Room 111	Avarad-Dixon Room 118	Avarad-Dixon Room G12

Saturday, September 30 – continued

10:45 am - 12:00pm: Avard-Dixon Building, Room 117
Deans and Directors Meeting (by invitation)

12:00 pm - 1:30pm: Convocation Hall Lobby
ASB Awards Luncheon sponsored by Acadia University

1:30 pm – 2:45 pm:

Special Session 1A	Special Session 1B
Copyright and the Academy Nancy Marrelli Chair of the Canadian Archival Community Copyright Committee Concordia University Avard-Dixon, Room 118	Interactive Teaching Technologies Toni Roberts Educational Technology Consultant Mount Allison University Avard-Dixon, Room G12

2:45 pm – 4:00 pm:

Paper Session 2a	Paper Session 2b	Paper Session 2c	Paper Session 2d	Paper Session 2e	Paper Session 2f
Finance 1	Organizational Behaviour	Management Education 1	Marketing/1	Operational Research 1 (ACORS)	Management/2 ASB History Project 2
Avard-Dixon, Room 118	Avard-Dixon, Room 230	Avard-Dixon Room 115	Avard-Dixon, Room 111	Avard-Dixon, Room 116	Avard-Dixon, Room G12

4:00 pm - 4:15 pm: Avard Dixon, Room 112
Nutrition Break sponsored by Memorial University

4:15 pm – 5:30 pm:

Special Session 2A	Special Session 2B	Special Session 2C	ASB
Undergraduate Students Research Presentations	PhD Students Consortia	Pearson Education Simulation	Executive Meeting (by invitation)
Avard-Dixon, Room 118	Avard-Dixon, Room 116	Avard-Dixon, Room G12	Avard-Dixon, Room 117

5:30pm- 6:00 pm: Avard-Dixon, Room 118
Executive Meeting for the Workplace Review Board (by invitation)

Saturday, September 30 – continued

6:00 pm - 7:00 pm: Owens Art Gallery

ASB Wine and Cheese Reception sponsored by the Workplace Review

7:00 pm - 10:00 pm: Convocation Hall Lobby

Gala Dinner sponsored by Thomson/Nelson Higher Education and Forum for International Trade Training

Sunday, October 1

8:00 am - 9:00 am: Convocation Hall Lobby

Breakfast sponsored by Université de Moncton

8:30 am - 9:00 am: Convocation Hall Lobby

ASB General Meeting

9:00 am – 9:30 am: Area Interest Meetings

Accounting Avard-Dixon, Room G12	Business History Con Hall Lobby	Business Law Con Hall Lobby	Cases Avard-Dixon, Room G10	Entrepreneurship Con Hall Lobby
Finance Avard-Dixon, Room 116	Gender & Diversity Avard-Dixon, Room 111	HR/IR Con Hall Lobby	Information Systems Avard-Dixon, Room 117	Management Avard-Dixon, Room 230
Management Education Crabtree, Room M2	Marketing Crabtree, Room M10	OB and OT Crabtree, Room M3	OR (ACORS) Avard-Dixon, Room 118	Strategy Con Hall Lobby
Tourism Avard-Dixon, Room 120				

Sunday, October 1 – continued

9:30 am – 10:45 am:

Special Session 3A	Paper Session 3a	Paper Session 3b	Paper Session 3c	Paper Session 3d
Forum for International Trade Training	Finance 2 and Strategy	Management Education 2	Gender and Diversity	Operational Research 2 (ACORS)
Avard-Dixon, Room G12	Avard-Dixon, Room 116	Avard-Dixon Room 115	Avard-Dixon, Room 111	Avard-Dixon, Room 118

10:45am-11:00am: Avard Dixon 112

Nutrition Break sponsored by Cape Breton University

11:00 am - 12:15 pm:

Special Session 4A	Paper Session 4a	Paper Session 4b	Paper Session 4c	Paper Session 4d
Effective Case Writing Strategies	Tourism	Accounting	Marketing 2	Management 3
Avard-Dixon, Room 111	Avard-Dixon, Room 116	Avard-Dixon Room 115	Avard-Dixon, Room 118	Avard-Dixon, Room G12

End of Conference

Best Paper Awards at ASB 2006

Best Paper Award

Wendy R. Carroll
Acadia University

THE EFFECTS OF ELECTRONIC PERFORMANCE MONITORING ON
PERFORMANCE OUTCOMES: A REVIEW AND META-ANALYSIS

Best Graduate Student Paper

Gabrielle Durepos
Sobey PhD
Saint Mary's University

FLEETING THOUGHTS ON ENDURING NETWORKS: CONCEPTUALIZING THE
ATLANTIC SCHOOLS OF BUSINESS CONFERENCE

Best Undergraduate Student Paper

David Rankin
Manning School of Business
Acadia University

RECONSTRUCTING THE HISTORICAL PERFORMANCE
OF MERGED ECOMMERCE MUTUAL FUNDS

University Research Award

Saint Mary's University
For the university with the most research papers accepted at the 2006 conference

Opening Plenary

Partnerships and Collaborations: Opportunities in Academia – Business School Dean’s Perspectives

Saturday September 30, 2006

9:15am -10:30am

Convocation Hall Lobby

Chair: Gordon Fullerton, Associate Dean – Masters Programs, Sobey School of Business, Saint Mary’s University

Panelists: Gary Gorman, Memorial University, Gaston LeBlanc, Université de Moncton, Roberta MacDonald, University of Prince Edward Island, and Ian Stuart, St. Francis Xavier University

Partnerships have become an essential part of post-secondary business education. Business schools partner with other institutions, government agencies and for-profit firms. Faculty researchers partner with other like-minded colleagues both within and beyond their home institution. They also collaborate with students in both research and teaching related activities. ASB has assembled a panel of distinguished business deans and directors to discuss the current state of university partnerships and opportunities for the future.

Keynote Speaker – Gala Dinner

Mr. David Hawkins

A Montrealer by birth and a Maritimer by choice, Mr. Hawkins studied at Mount Allison University and is a long-standing member of Atlantic Canada’s business community. Along with his wife Lorrie, he is a co-founder of Hawk Communications Inc. a regional public relations and advertising firm. (The company was sold to local interests in 2001.) He is currently the President of Nouveau Communication Strategies Inc. a marketing communications consultancy. Additionally, within the private sector, Mr. Hawkins is a member of the Board of Trustees of the PDM (Pizza Delight) Royalties Income Fund and is a Board member of both EPC (Polycello) Inc. and Office Interiors, three of Canada’s leading companies in the fields of food service, flexible packaging and workplace productivity respectively .

In addition to his private-sector corporate roles Mr. Hawkins continues to be an active volunteer and is well known for his philanthropy and support for a wide variety of social, educational and cultural organizations. At present, he is the co-chair of the School District 2 “Bestsellers” library campaign and is a member of the boards of Laubach Literacy New Brunswick, the Beaverbrook Art Gallery and the Atlantic Cancer Research Institute. As well, he is a past Board member of the Moncton, Atlantic Provinces and Canadian Chambers of Commerce, the Board of Governors of the University of New Brunswick, The National Advisory Council of Mount Allison University, the New Brunswick Arts Foundation and Canada World Yout/Jeunesse Canada Monde.

Special Sessions

Copyright and the Academy

Special Session 1A

Nancy Marrelli, Chair of the Canadian Archival Community Copyright Community and Director of Archives, Concordia University

Saturday, September 30

1:30 pm – 2:45 pm

Avard-Dixon, Room 118

Copyright laws are ever changing and have a direct impact on our lives as faculty members and researchers. What are your rights? Where do you stand in the electronic age where information is accessible at the click of a button? What can you copy or borrow from other sources? How are your rights protected? Find out how copyright laws have a direct impact on your work as an educator and researcher.

Interactive Teaching Technologies

Special Session 1B

Toni Roberts, Educational Technology Consultant, Mount Allison University

Saturday, September 30

1:30 pm – 2:45 pm

Avard-Dixon, Room G12

Toni's presentation will consider the profound effect technology is having on teaching and research. Faculty now work with students who are more technologically savvy and demanding than ever before. Students comfort zones with technology often exceed those of their professors. This presentation will focus on some of the major interactivity and connectivity issues in education. Leading edge technologies will be highlighted.

Undergraduate Research Presentations

Special Session 2A

Jane Mullen, Mount Allison University

Saturday, September 30

4:15 pm - 5:30 pm

Avard-Dixon, Room 118

This year's conference features a special session that showcases the research of undergraduate students. There will be three presentations on Saturday afternoon and an additional presentation during the Finance 2 session on Sunday morning. Come and hear about some of the excellent research that these students have undertaken.

PhD Consortia

Special Session 2B
Wendy Carroll, Acadia University
Saturday, September 30
4:15 pm - 5:30 pm
Avard-Dixon, Room 116

The PhD Consortia will take place on Saturday September 30.

Active Learning through Online Business Simulations... Discover a Better Way to Teach and Learn –

Special Session 2C
Deborah Merry, Senior Sales & Marketing Representative, Pearson Education Canada
Saturday, September 30
4:15 pm - 5:30 pm
Avard-Dixon, Room G12

Today's students need to understand complex problems, experience working in teams of people with diverse opinions and personalities, and ultimately come to a decision in the face of many competing options. Students learn best by doing. It's just that simple. And that is exactly why students need and truly benefit from real hands on practice. Simulations provide practice in a low-risk, highly engaging environment. Come to this interactive session hosted by Pearson Canada in partnership with Interpretive Software and learn first hand how you can choose multiple Interpretive Simulations and be assured that your students will have a fresh experience with each new event. Live demonstrations of the product will be encountered giving the opportunity for each attendee to truly experience the product. Door prizes will be awarded!

Forum for International Trade Training (FITT)

Special Session 3A
Caroline Tompkins, President
Sunday, October 1
9:30 am – 10:45 am
Avard Dixon Building, Room G12

Providing your students with a solid global business learning experience is fundamental to the success of your international business program. The Forum for International Trade Training's turnkey training programs can enable your institution to enhance the content, prestige, value and effectiveness of your international business offerings.

Find out how FITT works with its educational partners to integrate and offer advanced international trade training with a professional certification into course curricula or as standalone offerings.

Effective Case Writing Strategies

Special Session 4A

Gina Grandy, Mount Allison University

Robert MacDonald, Atlantic Baptist University

Serry Phinney, Cape Breton University

Saturday, September 30

10:45 am – 12:00 pm

Avard Dixon Building, Room 116

This interactive session will feature experienced and new case writers offering their insights on writing cases. A panel of three case writers will provide tips on writing effective cases, lessons they have learned along the way and advice to those thinking about becoming involved in case writing.

Academic Sessions Schedule and Abstracts of Papers

Accounting

Paper Session 4b
Sunday, October 1
11am - 12:15 pm
Avard-Dixon Building,
Room 115

Chair: Karen Lightstone (Saint Mary's University)

PRATIQUES DE GOUVERNANCE ET PERFORMANCE FINANCIÈRE : UNE ÉTUDE EMPIRIQUE

Sylvie Berthelot
Faculté d'administration
Université de Moncton
Tania Morris
Faculté d'administration
Université de Moncton

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

Maria Roxas,
Central Connecticut State University, USA
Egbert McGraw,
Université de Moncton, Canada
Yves Robichaud,
Université Laurentienne, Canada
Jorge Castillo Villarreal,
Universidad Autonoma de Nuevo Leon, Mexico
George Peek,
Western Illinois University, USA
Alice Peek,
Western Illinois University, USA

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

Paper Session 1b
Saturday, September 30
10:45 am – 12 noon
Avard-Dixon Building,
Room 230

Chair: Steve Enman (Acadia University)

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

J. Ronald Collins
School of Business Administration
University of Prince Edward Island
Shauna Cheverie (student)
School of Business Administration
University of Prince Edward Island
Sirje Lavonen (student)
Mikkeli Business Campus
Helsinki School of Economics

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

Alan Chan
Department of Economics,
University of Western Ontario,

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.

Cases

Paper Session 1a
Saturday, September 30
10:45 am – 12 noon
Avard-Dixon Building,
Room 116

Chair: Gina Grandy (Mount Allison University)

A TALE OF TWO GENERATIONS: MOTIVATIONAL ISSUES

Christina Waddy (student)
Elizabeth Kelley, Assistant Professor
Tim Schmitt (student)
Ke Yang (student)
Shiv Sadhu (student)
School of Business Administration
Dalhousie University

Motivation of employees in the Public Service can be challenging; when combined with the effects of generational differences, the level of challenge increases. This case explores how managers in this situation might deal with these issues.

HEADLINES FROM THE HOLLINGER AFFAIR: MANAGEMENT AND LEADERSHIP PERSPECTIVES ON LORD CONRAD BLACK

Christopher A. Fredette (student)
Schulich School of Business
York University
Vincent E. Georgie (student)
HEC Montréal

In January 2006, Conrad Black, former CEO of Hollinger International, looks to this new year with desperation and uncertainty. He spent Christmas facing not lavish holiday galas but 95 counts of mail fraud, wire fraud, and racketeering amongst others. He is consistently criticized through the mainstream media for gross mismanagement of Hollinger. Abuse of power, questionable ethics and poor governance within Hollinger are the perceptions that continue to stir debate of how Conrad Black will be judged within the public eye. Is Conrad Black a leader who fell from grace or a manager who was more adept at mismanagement? On the other hand, is Conrad Black a role model of superior management style and leadership skill and only a victim of the current societal norms that call for public outcry when it is perceived that a leader has abused his/her position of authority?

BRAND MEMBERTOU: WALKING IN TWO DIFFERENT WORLDS

Keith Brown
Joanne Pyke
School of Business
Cape Breton University

Bernd Christmas, CEO of Membertou First Nation near Sydney, NS, ponders some obstacles which he and his staff have encountered over the past number of years, in their quest to establish a strong brand and strong brand recognition for this First Nation community of 1100. They realize Membertou's journey from a community with a massive operating deficit and escalating welfare costs, to one with budget surpluses and economic renewal has been seen as a model for First Nations development in Canada. It took determination and a vision by these community leaders, in the face of seemingly insurmountable odds, to bring the vision to life. Christmas knows that his most difficult challenge is to balance the competing and at times differing world views. He and his staff walk a very fine line to project a professional image to corporations while supporting their cultural integrity to Membertou residents. Christmas knows this on-going concern needs to be addressed as Membertou forges ahead with other development plans, business partnerships and the reinvestment of profits to meet community objectives.

SEA SUN KAYAK SCHOOL AND ADVENTURES

Robert A. MacDonald
Heather Steeves
Business Administration
Atlantic Baptist University

Alan Mackenzie slowly let out his breath as he glanced over the papers scattered across his desk. He'd been shuffling them around for the better part of an hour, and wasn't sure if he was any further ahead than when he had started. "I've worked these kinds of problems out in finance class," he thought. "But this is the real deal... I can't afford to screw this up."

He picked up a page covered with hastily scribbled notes he had taken during a meeting with Jordan Ingersoll and Geoff Conway. "I'm not even sure these guys know what they're getting into... I mean, what do they know about kayaks? For that matter, what do I know about kayaks?"

Alan leaned back in his chair and stared at the street outside his window as he mulled the problem over in his mind.

Best Case is awarded to 'Sea Sun Kayak School and Adventures'
By Robert A. MacDonald and Heather Steeves
Business Administration
Atlantic Baptist University

Entrepreneurship

Paper Session 1c
Saturday, September 30
10:45 am – 12 noon
Avard-Dixon Building,
Room 115

Chair: Robert Sexty (Memorial University)

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

Johann Vallerand,
Sylvie Berthelot,
Faculté d'administration,
Université de Moncton

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

Robert W. Sexty,
Faculty of Business Administration
Memorial University of Newfoundland

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

Sylvie Berthelot,
Faculté d'administration
Université de Moncton
Yves Robichaud
Faculté de gestion
École de commerce et d'administration
Université Laurentienne

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 1

Paper Session 2a
Saturday, September 30,
2:45 pm - 4:00 pm
Avard-Dixon Building
Room 118

Chair: Greg MacKinnon (Saint Mary's University)

Discussant: Shelley MacDougall, Acadia University

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

Homayoon Shalchian
University of Moncton
Maher Kooli (Ph.D)
University of Quebec in Montreal
Bouchra M'Zali (Ph.D)
University of Quebec in Montreal

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.

Discussant: Greg MacKinnon, Saint Mary's University

Best Undergraduate Student Paper Award, ASB 2006

RECONSTRUCTING THE HISTORICAL PERFORMANCE OF MERGED ECOMMERCE MUTUAL FUNDS

David Rankin (Student)
Manning School of Business
Acadia University

In the current regulatory environment, a mutual fund company is able to delete the history of an underperforming fund from public record by merging it with another portfolio. This paper addresses the effects of this rule on the superconcentrated group of Canadian mutual fund mergers that involved eCommerce portfolios between 2001 and 2004.

Discussant: Richard Watuwa, University of Cape Breton

GREENHOUSE GAS REDUCTION: THE CAPITAL INVESTMENT EVALUATION

Shelley L. MacDougall
Manning School of Business
Acadia University

The Kyoto Protocol has set limits to greenhouse gas emissions for its signatory countries. The carbon emission limits and credits create new opportunities and challenges for companies evaluating pollution abatement investments. This paper brings together the disparate literature detailing the benefits, costs, risks and real options. It identifies areas of research within finance and business and other disciplines with which meaningful collaborative research opportunities exist.

Finance 2 and Strategy

Paper Session 3c
Sunday, October 1
9:30 am - 10:45 am
Avard-Dixon Building,
Room 116

Chair: Shelley MacDougall (Acadia)

Discussant: Shantanu Dutta, St. Francis Xavier University

RISK AVERSION, DIVIDEND GROWTH AND THE FOREIGN EXCHANGE FORWARD PREMIUM

Richard Watuwa
School of Business
University of Cape Breton

This paper investigates the empirical performance of dividend growth as a stochastic discount factor in an international consumption based capital asset pricing model. Given that dividend growth exhibits greater variability than consumption growth, it has potential to provide a better discount factor. We find that even although our proposed model yields lower estimates of the risk aversion parameter than the consumption growth model, the estimates are greater 10. Neither model is rejected by the data.

Discussant: Homayoon Shalchian, University of Moncton

LONG-TERM PERFORMANCE OF CANADIAN ACQUIRING FIRMS

Vijay Jog
Sprott School of Business
Carleton University
Shantanu Dutta
Department of Business Administration
St. Francis Xavier University

This study investigates the long-term stock return and operating performances of Canadian acquiring firms in the post event period by using 1300 M&A events between 1993-2002 period. We use both event-time and calendar-time approach to detect long-term abnormal stock return. Consistent with market efficiency hypothesis, we do not find any strong support for long-term abnormal return following an acquisition event. We also do not find any improvement in long-term operating performance once we use matching firm approach.

Discussant: Shelley MacDougall (Acadia)

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

Shavin Malhotra (PhD student)
Peng Cheng Zhu (PhD Student)
Eric Sprott School of Business,
Carleton University, Ottawa

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

Paper Session 3c
Sunday, October 1
9:30 am - 10:45 am
Avard-Dixon Building
Room 111

Chair: Anthony R. Yue (Sobey School of Business, Saint Mary's University)

THE MARGINALIZED VOICES OF ORGANIZATIONAL JUSTICE

Jim Grant
Gabie Durepos
Saint Mary's University

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.

CRITICAL REALISM: THE GENDERING OF WHAT WE KNOW

Terrance Weatherbee
Kelly Dye
Acadia University

This paper will attempt to explicate the contributory processes of gendering that are operant at a macro level of analysis. Specifically, we will focus on the academy in general, the managerial academy or business school in particular, and their roles in the production and diffusion of gendered knowledge in organizations. We will use the modal lenses of Critical Realism to show how much of the academy is unaware of their contribution to these gendering processes. Critical Realism (CR), as an approach to the study of gendering within organizations and the contributory processes found within the larger social context, holds much promise.

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

Connie Bygrave (PhD student)
Sobey School of Business
Saint Mary's University

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 imagining 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

Paper Session 1d
Saturday, September 30
10:45 am – 12 noon
Avard-Dixon Building,
Room 111

Chair: Trevor C. Brown (Memorial University)

THE WORKLOAD GAP AMONG NEWFOUNDLAND AND LABRADOR TEACHERS

Dean Jacobs (student)
Amanda Traverse (student)
Gordon B. Cooke
Faculty of Business Administration
Memorial University of Newfoundland

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

Ksenia Pychko
Elaine G. Toms
John F. (Jack) Duffy
School of Business Administration
Dalhousie University

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

Paper Session 1e
Saturday, September 30
10:45 am – 12 noon
Avard-Dixon Building,
Room 118

Chair: Mary Furey, Memorial University

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

Gérard Fillion
Faculty of Administration
University of Moncton
Moez Limayem
School of HEC
University of Lausanne
Thérèse Laferrière
Faculty of Education
Laval University
Robert Mantha
Faculty of Administration
Laval University

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 students (hybrid or blended mode) and of those taking the same courses on the Internet (online mode). To guide the study, a moderator-type theoretical research model was developed, out of which nine hypotheses were formulated. The model was tested in a field experiment. To collect data, we used a multimethod approach, that is, a Web survey involving open- and close-ended questions. The sample was formed of 313 onsite and online students from eight undergraduate and graduate courses offered at the Faculty of Administration of a large Canadian university. The quantitative data analysis was performed using a structural equation modeling software, that is, Partial Least Squares (PLS); the qualitative data were analyzed following a thematic structure using QSR NVivo. In this paper we present a summary of the quantitative results (close-ended questions) supported and enriched by the qualitative results of the students (open-ended questions).

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

Gérard Fillion
Faculty of Administration
University of Moncton
Moez Limayem
School of HEC
University of Lausanne
Thérèse Laferrière
Faculty of Education
Laval University
Robert Mantha
Faculty of Administration
Laval University

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

Emilie W. Gould
Manning School of Business
Acadia University

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 1

Paper Session 1f
Saturday, September 30
10:45 am – 12 noon
Avard-Dixon Building,
Room G12

Chair: Brad Long

THE ASB DATABASE: PRESENTATIONS AND CHALLENGES

Amy McMurray (student)
Sobey School of Business
Saint Mary's University

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.

Best Graduate Student Paper Award, ASB 2006

FLEETING THOUGHTS ON ENDURING NETWORKS: CONCEPTUALIZING THE ATLANTIC SCHOOLS OF BUSINESS CONFERENCE

Gabrielle Durepos (student)
Sobey PhD (Management)
Saint Mary's University

This paper sets out to analyze the (enduring) character of the Atlantic Schools of Business through application of an Actor-Network Theory (ANT) approach. Drawing on selected developments that occurred since 2000, the paper attempts to disturb the “black-boxed” character of ASB and reveal it as a series of inscribed processes that constitute its continuance.

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

Janet Bell Crawford
Albert J. Mills
Sobey School of Business
Saint Mary's University

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**

Elizabeth A. McLeod (Ph.D. student)
Sobey School of Business
Saint Mary's University

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.

Management 2

Paper Session 2f
Saturday, September 30
2:45 pm - 4:00 pm
Avard-Dixon Building
Room G12

Chair: Gabrielle Durepos, Saint Mary's University

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

Kakha Shengelia
Caucasus School of Business
Albert J. Mills
Sobey School of Business
Saint Mary's University

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

Anthony R. Yue
PhD Student (Management)
Saint Mary's University

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
PhD Student (Management)
Saint Mary's University

Management 3

Paper Session 4d
Sunday, October 1
11:00 am - 12:15 pm
Avard-Dixon Building
Room G12

Chair: Albert J. Mills, St. Mary's University

DECONSTRUCTING ORGANIZATIONAL CHANGE

Amy Thurlow
Mount Saint Vincent University, Halifax
Jean Helms Mills
Saint Mary's University, Halifax

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.

EMERGENCY LEADERSHIP: APPLYING A TIME BASED TYPOLOGY TO UNPREDICTABLE AND UNPREDICTED SURPRISES

Anthony R. Yue (PhD student)
Sobey School of Business
Saint Mary's University

In this paper, the largely forgotten realm of emergency leadership is considered using the Predictable Surprise categorization detailed by Bazerman and Watkins (2004). The author suggests that the unpredictable nature of emergencies offers a unique opportunity to utilize a heuristic coined a "Time/Emergency Phases Matrix" to represent the unfolding of the events and decisions related to the emergency against a time scale. The potential application of Mitroff's existing phases of crisis management is proposed as a sensible starting point in the conceptualization of common phases of emergency leadership.

Management Education 1

Paper Session 2c
Saturday, September 30
2:45 pm - 4:00pm
Avard-Dixon Building
Room 115

Chair: Ron Collins (University of Prince Edward Island)

EDUCATIONAL DRAMA IN INVESTMENTS MANAGEMENT

Donald Ross
Macquarie Graduate School of Management
Macquarie University
Glenn Pearce
School of Marketing and International Business
University of Western Sydney

Investments as a field of study is evolving beyond its sole reliance on capital market theory to include the more human aspects of decision making. Much of this movement is due to the increasing importance of behavioural finance in explaining investment behaviour. Additionally, many MBA students are increasingly being taught using concentrated EMBA format classes that can extend to four hour sessions or even concentrated, 20 hour weekend sessions. As educators, we have to ask: How can we best teach these new wider parameters of investment theory? Are there new teaching techniques that can improve student enjoyment of learning over these extended periods? A new field of pedagogy, educational drama may provide a path forward. Educational drama refers to the process of learning through or from drama as distinct from learning about drama. This paper explores whether educational drama can be successfully used in the teaching of investments management. In particular, we report MBA student ratings of educational drama relative to more conventional teaching approaches across a range of teaching effectiveness indicators and their views on whether MBA learning of investment management can be enhanced by using educational drama techniques in the classroom.

AN EVALUATION OF ENTREPRENEURIAL SKILLS PROGRAM (ESP)

Peter Mombourquette
Karen Blotnicky
Dept. of Business and Tourism
Mount Saint Vincent University

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

Peter Mombourquette
Department of Business and Tourism
Mount Saint Vincent University

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.

Management Education 2

Paper Session 3b
Sunday, October 1
9:30 am - 10:45 am
Avard-Dixon Building
Room 115

Chair: Judy Roy (University of New Brunswick)

GOAL SETTING TRAINING IN STUDENT TEAMS: AN EXPLORATORY STUDY

Travor C. Brown
Faculty of Business
Memorial University
Gerard H. Seijts
Ivey School of Business
University of Western Ontario

Teams (n=38) were randomly assigned to one of three training interventions: learning goals, outcome goals and do your best. Results revealed that training student teams to set learning goals resulted in the lowest level of team performance relative to outcome goals and being urged to do your best. The results suggest that management education interventions that provide teams with behavioral observation scales negate the necessity of learning goals on complex team tasks.

STUDENT EVALUATION OF TEACHING: A DIFFERENT PERSPECTIVE

James M. Tolliver
Faculty of Business Administration
University of New Brunswick

Student evaluation of teaching instruments (or “SETs”) are used extensively despite considerable resistance from faculty. This resistance is surprising given extensive research which seemingly supports SET use for counselling and evaluation. A reason for this resistance is suggested, arguing that the current debate concerns academic values thus resistance will not be overcome by more or “better” data.

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

M.D. Skipton., R.K. Gupta and M. Furey
Faculty of Business Administration
Memorial University of Newfoundland

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 1

Paper Session 2d
Saturday, September 30
2:45 pm - 4:00 pm
Avard-Dixon Building
Room 111

Chair: Harish Kapoor, Acadia University

EARLY FINDINGS ON THE EFFECTS OF WATCHING WEB-BASED MOVIE TRAILERS FOR YOUNG PERSONS

Vincent E. Georgie
PhD Candidate in Marketing
HEC Montréal

The aim of this paper is to present exploratory research findings that offer an understanding of consumer behaviour in the context of web-based movie trailers. Central to this research is to expose three key periods of behaviour. These are the anticipation of the film, the experience of the film and the recollection of the experience, particularly by 15 to 24 year olds. The role of the web-based trailer as a moderator is pivotal. This research agenda is critical as there is a lack of empirical evidence and theoretical knowledge concerning the effect of a web-based movie trailer. The goal of this research is to begin to make in-roads and draw conclusions and new theories in this fertile area of study.

DETERMINANTS AND CONSEQUENCES OF SATISFACTION WITH RESTAURANT SERVICES

Riadh Ladhari
Isabelle Brun
Faculté d'administration
Université de Moncton
Miguel Morales
Sobey School of Business
Saint Mary's University

The purpose of the present study is to empirically investigate the determinants and consequences of consumers' satisfaction with restaurant services. A total of 121 undergraduate business students participated in this study. We found that perceived service quality had a significant impact on emotions and satisfaction. Additionally, emotions significantly affect satisfaction, which in turn, had a significant impact on behavioural intentions. Restaurant managers should monitor customers' perceived service quality and make sure that it conveys positive emotions and reduces negative emotions in order to maximize customers' satisfaction.

Marketing 2

Paper Session 4c
Sunday, October 1
11:00 am- 12:15 pm
Avard-Dixon Building
Room 118

Chair Reg Sheppard, University of New Brunswick - Fredericton

ANALYSIS OF CATEGORICAL MULTIPLE RESPONSE VARIABLES IN MARKETING RESEARCH

Shavin Malhotra (PhD student)
Eric Sprott School of Business,
Carleton University, Ottawa
Allen Brown (PhD Student)

Multiple Response Data (MRD) can be defined as the set of answers to a question that allows the respondent to pick more than one response, also known as a pick any/J format. Such questions have become very popular for marketing research, and are frequently encountered in the analysis of survey data. Although widely used, the analysis of these types of responses is becoming increasingly complex. The purpose of this paper is to examine the underlying issues and subsequent solutions for dealing with aggregated MRD. The paper also presents a summary of benefits and drawbacks associated with different analytical methods.

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

Harish Kapoor
F. C. Manning School of Business
Acadia University

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 1

Paper Session 2e
Saturday, September 30
2:45 pm - 4:00 pm
Avard-Dixon Building
Room 116

Chair: Horand Gassmann (Dalhousie University)

INTERMODAL TRANSPORTATION OF DANGEROUS GOODS: A SPECIAL CASE

Manish Verma,
Faculty of Business Administration,
Memorial University
and Vedat Verter,
Desautels Faculty of Management,
McGill University

Intermodal transportation has experienced a phenomenal growth over the past two decades, and continues to be one of the rapidly growing segments of the transportation industry. The phenomenal growth of intermodal transportation has been attributed to the competitive pressures on global supply chains, the increasing demand for new service patterns driven by ocean carriers, as well as the globalization of the industry. Rail-truck intermodal transportation (*IM*) combines accessibility advantage of road networks with scale economies associated with railroads in moving shipments. The main attractiveness of *IM* for shippers is its reliability in terms of on-time delivery due to the significant reduction in delivery times when using intermodal trains vis-à-vis traditional trains. In this paper we present an analytical framework to our earlier work (Verma and Verter, 2005b). A bi-objective optimization model has been developed for a special case involving a single pair of intermodal terminals and only one type of train service between them. In this *IM* network a route is feasible if the total time needed to perform the three intermodal link activities-inbound drayage, rail-haul, outbound drayage-is less than the time stipulated by the receiver. So in essence the *delivery-time* (or, *lead-time*) governed the route determination, and hence the final solution.

APPLIED COMPUTATIONAL STOCHASTIC PROGRAMMING – A HISTORIC PERSPECTIVE

Horand I. Gassmann,
School of Business Administration,
Dalhousie University

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.

Operational Research/ACORS 2

Paper Session 3d
Sunday, October 1
9:30 am - 10:45 am
Avard-Dixon Building
Room 118

Chair: Horand Gassmann (Dalhousie University)

JUST-IN-TIME SCHEDULING FOR EYE CLINIC APPOINTMENTS

Peter van Berkel,
Department of Industrial Engineering,
Dalhousie University

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

John Blake,
Department of Industrial Engineering,
Dalhousie University

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 throughout 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.

Organizational Behaviour

Paper Session 2b
Saturday, September 30
2:45 pm - 4:00 pm
Avard-Dixon Building
Room 230

Chair: Jane Mullen (Mount Allison University)

Best Paper Award, ASB 2006

THE EFFECTS OF ELECTRONIC PERFORMANCE MONITORING ON PERFORMANCE OUTCOMES: A REVIEW AND META-ANALYSIS

Wendy R. Carroll (student),
Acadia University

A meta-analysis was conducted to examine the relationship between the feedback intervention method of electronic performance monitoring (EPM) and performance outcomes. The effects of feedback interventions on performance were largely ignored until Kluger and DeNisi's (1996) meta-analysis. Feedback intervention methods using EPM in the workplace have more than doubled the percent of employees monitored since Kluger and DeNisi's study. This current study supports the argument that increased electronic performance monitoring is positively correlated with performance. It also supports recent claims that other EPM presence factors such as employee perceptions of fairness and control positively correlate with performance and may possibly mediate or moderate the relationship between variables such as intensity and performance.

NATURAL CHURCH DEVELOPMENT: BLENDING THE SPIRITUAL AND TRADITIONAL APPROACHES TO UNDERSTANDING ORGANIZATIONS

Beth Gilbert
Doreen MacAulay
Morris Mendelson
Faculty of Business
University of New Brunswick, Saint John

Natural Church Development (NCD) is an emerging model that was designed to assess and develop the health of a church (Schwarz, 1998). With modification, it is argued that the NCD model could make a significant contribution to the examination of secular organizations due to its fresh perspective on traditional management concepts, new dimensions, focus on organizational purpose, systematic nature and potential for providing a framework for exploring and developing the construct of spirituality. This paper will introduce the model, develop the links between the model and management literature and discuss the significant contribution made by the NCD perspective.

**LOOKING TO THE PAST TO UNDERSTAND THE PRESENT: USING OTHERING
TO MAKE SENSE OF ORGANIZATIONAL CHANGE**

Daniel Parker (student)
Gina Grandy
Department of Commerce
Mount Allison University

This study explores how the past plays a role in how individuals make sense of organizational change in the present. Othering, a process whereby individuals construct comparisons between old and new leaders, is theorized as a useful heuristic from which to capture the contradictory, fluid and multiple realities of change.

Tourism

Paper Session 4a
Sunday, October 1
11:00 am - 12:15 pm
Avard-Dixon Building
Room 116

Chair: Karen Blotnicky (Mount Saint Vincent University)

CRISIS MANAGEMENT AND THE ROLE OF HUMAN RESOURCE MANAGEMENT IN THE HOTEL INDUSTRY

Candace Blayney
Department of Business, Tourism, and Hospitality Management
Mount Saint Vincent University

In today's business world, crisis management is a normal part of a managers' day. This paper discusses crisis management strategies in the hotel industry and illustrates how human resource management can play more of a strategic role in the business continuity plan.

WHO ARE THESE VISITORS? PROFILING TOURISTS TO LUNENBURG, NOVA SCOTIA

E. Wanda George, Assistant Professor
School of Business Administration & Tourism
Mount Saint Vincent University

In 2003, as part of a doctoral research project, a survey was administered to tourists who visited Lunenburg, Nova Scotia, in efforts to get a clearer understanding of who the 'visitor' was to the community since its new marketing focus and image as a cultural tourism destination. This paper outlines and discusses this project and key findings of the research.

LEADING THE WAY IN E-MARKETING: ATLANTIC CANADA'S B&BS

Peter Mombourquette
Karen Blotnicky
Dept. of Business and Tourism
Mount Saint Vincent University

Researchers conducted a study of the e-Marketing practices of bed and breakfast accommodations in Atlantic Canada. The results revealed that bed and breakfasts are embracing web-based marketing activities to a greater extent than SMEs across Canada, and that they are employing more creative marketing techniques using technology. E-Marketing activities among B&Bs also rival those of much larger firms. These results are encouraging given that previous research has identified key barriers to successful implementation of e-Marketing among small and medium-sized enterprises.

Undergraduate Research Papers

Special Session 2a
Saturday, September 30
4:15 pm – 5:30 pm
Avard-Dixon Building
Room 118

Chair: Jane Mullen (Mount Allison University)

THE USABILITY OF NET CHANGES IN WORKING CAPITAL FROM THE CASH FLOW STATEMENT

Kate Bouret (student)
Karrilyn Wilcox (student)
Karen Lightstone
Sobey School of Business
Saint Mary's University

Changes in working capital accounts are used by analysts and investors to study and interpret the financial health of a company. This study conducted an analysis on the reliability of the net non-cash working capital account figure found on the cash flow statement. The findings of the study revealed that the figure has lost its relevance and reliability, and is harder to understand.

INVESTIGATION OF THE IMPACT OF INTEREST RATES ON CANADIAN FINANCIAL SERVICES STOCK PERFORMANCE

Daniel Corriveau
University of Prince Edward Island

This research paper investigates the impact that changes in yields on Government of Canada debt securities have on the performance of Canadian financial services stocks. The statistical models used to test for the relationship include the Kerkovius model and the two-index model developed by Stone. The study finds evidence of negative relationship between excess return on financial services stocks and the ratio of the dividend yield of these stocks to the yield on 10-year Government debt securities. The Stone model finds evidence of a positive relationship between bank stocks performance and the monthly return on long-term Government debt. However, the same relationship is not evident for insurance companies.

THE STATE OF QUALITATIVE RESEARCH IN THE FIELD OF PUBLIC RELATIONS

Michael Kydd
Mount Saint Vincent University
Bachelor of Public Relations Program

This paper provides a review of the literature on the state of qualitative research in the field of public relations. It suggests that although quantitative methodologies are prominent, there is a call to action for the profession to shift to qualitative methodologies supported through theoretical paradigms related to social science research. This paper will evaluate the state of qualitative research and the methodologies being practiced by researchers and public relations professionals.

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