

TELFER SCHOOL OF MANAGEMENT UNIVERSITY OF OTTAWA

RESEARCH IN MANAGEMENT

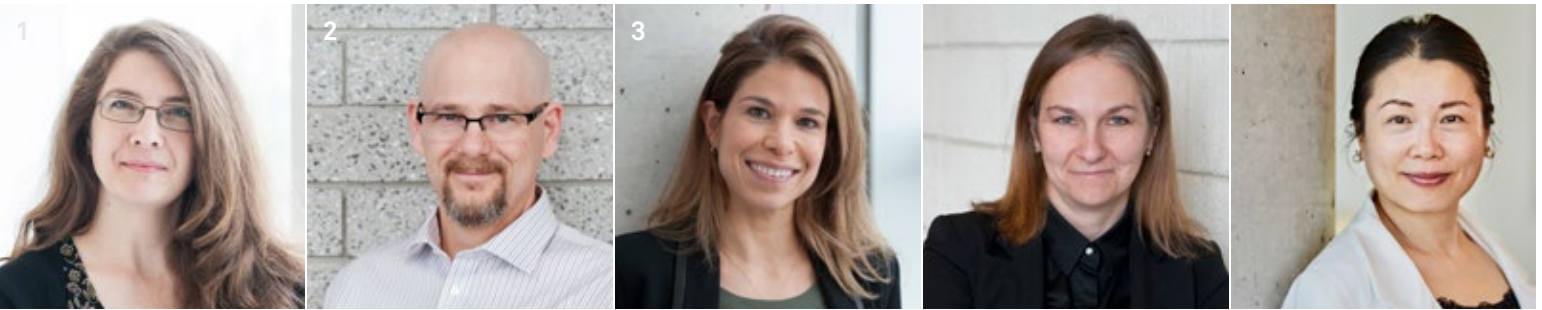
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CONNECTS YOU TO WHAT MATTERS



HIGHLIGHTS



1. IVY LYNN BOURGEAULT

Capturing healthy and productive knowledge workers (CIHR/SSHRC partnership grant, 2016–2018)

Research on improving the return-to-work experiences of professionals in health care, education, accounting and information technology that have experienced mental health and/or cognitive impairment issues.

2. FRANCOIS CHIOCCHIO

Co-construction du processus de bilan comparatif des médicaments : une recherche collaborative sur une formation axée sur la reconnaissance des besoins et contributions des partenaires (Institut de recherche de l'Hôpital Montfort, 2016–2018)

Conducted at Montfort Hospital, this research focuses on the collaborative work existing between healthcare providers, patients, family members and other caregivers to ensure medication information is communicated consistently throughout members of the care team. The project aims to develop a training program designed to recognize the needs and contributions of all members of the care team.

3. MAGDA DONIA

Leading multicultural global virtual teams, or MGVTs (SSHRC – 2016–2020)

Research on the functional leadership requirements of multicultural global virtual teams and the development of reliable and valid measurement tools.

4. DARLENE HIMICK

Individual investors as engaged shareholders: a new form of organizing (SSHRC – 2016–2018)

Research on how individual investors, through shareholder engagement, attempt to influence the direction of corporations via their membership in pension plans.

5. TIEMEI (SARAH) LI

Do operations in offshore financial centres blow the whistle on bank risks? (SSHRC – 2016–2018)

Research on whether banks' operations in offshore financial centres increase bank risk, and on the related economic consequences.

HIGHLIGHTS



6. BIJAN RAAHEMI

Mining of population-based routinely collected health data to determine risk factors associated with pediatric morbidity in Ontario, Canada (Mitacs – 2016–2019)

Research on the development of a predictive model for immune-mediated diseases in children. Predictive analytics tools will be applied to the Ontario health datasets.



7. MIWAKO NITANI

Financial crises, credit guarantees, and financing for small and medium-sized enterprises (SSHRC – 2015–2016)

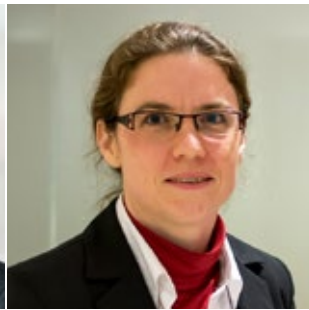
Research on the efficacy of using loan guarantee programs to support business creation and growth in challenging economic times.



8. GREG RICHARDS

Enabling the agile organization: toward an integrated capability model for intelligent applications projects (National Capital Management Research Fund – 2016–2018 in collaboration with Stéphane Gagnon of Université du Québec en Outaouais and Alejandro Ramirez of Sprott School of Business at Carleton University)

Research on a model that will formalize intelligent applications project management and development methods.



9. SANDRA SCHILLO

New innovation indicators – integrating survey methodology with web-based data analytics (SSHRC – 2016–2018)

Research to investigate the potential of web-based indicators to capture corporate innovation. Collaboration with Statistics Canada will allow validation of new measures and integration into data collection practice.

STRATEGIC AREAS OF EXPERTISE



ENTREPRENEURSHIP AND INNOVATION

The Telfer School of Management is committed to building on the very latest research and insights in the field of entrepreneurship and innovation. We create knowledge and skills in support of the region's entrepreneurial ecosystem, while aligning our research and academic programs to foster an entrepreneurial mindset in Telfer School graduates. We also use Telfer's position in the Nation's Capital to advance public policy dialogue on innovation at the federal level for maximizing the benefits derived from Canadian R&D.

HEALTH SYSTEMS MANAGEMENT

The Telfer School is in an excellent position to create innovative solutions to Canada's healthcare challenges and to enrich the healthcare public-policy dialogue. Through the excellence of our research and graduate programs, we shape thinking on how management can reduce healthcare costs and improve patient outcomes, while creating and validating the management tools and processes that enable transformations. Our health systems management research is strengthened by long-standing relationships with the region's research hospitals and with the University of Ottawa's faculties of Medicine and Health Sciences.

BUSINESS ANALYTICS AND PERFORMANCE

One of the most valuable sources of management insight today is the innovative use of data. Our research recognizes that acquiring and developing advanced analytics tools is of critical importance to managers and the companies they lead. The ability to mine new insights from diversified datasets is a key ingredient for insightful managerial decision-making.

OUTSTANDING RESEARCH ACCOMPLISHMENTS



“Using feedback to improve teamwork in these contexts has yet to be fully explored.”

Professor Magda Donia

PROFESSOR MAGDA DONIA **Measuring Leadership in a Global Context**

Culturally diverse and geographically dispersed, the realities of today’s work teams have led to much more complex work arrangements and questions for leadership. Magda Donia’s new study, “Leading multicultural global virtual teams,” provides a new foundation to address these challenges.

“For well over a decade, we’ve heard that fluency in virtual teamwork is rapidly becoming a must-have skill for job-seekers, even as cross-cultural competencies have also become very important,” says professor Donia of her project, which was recently awarded a grant from the Social Sciences and Humanities Research Council (SSHRC). “The implications for leadership in this trend towards ‘multicultural global virtual teams’ have not yet been fully explored.”

For a look at some of those implications, Donia and her colleagues will analyze data of teams working virtually, beginning with data from the X-Culture Project founded at the University of North Carolina. Every year as part of this project, randomly

assigned teams of 4–5 MBA students from around the world are responsible for producing a group report based on a real business challenge.

Donia explains: “There are obviously some limitations in making strong comparisons between students and actual workers. However, the work design, communication tools, performance evaluation system and incentive structure used in the project nonetheless have a lot of comparability with real work settings.”

The researchers will identify leadership characteristics that encourage effective interdependence and cooperation as the teams work towards securing rewards and avoiding losses. Much as in an actual work setting, the researchers are also interested in how those attributes can evolve over time.

To this end, group leaders will provide self-report assessments of their behaviour and attributes, and team members will also rate the leader on these measures. An intervention

centering on “upward feedback” from the team to the leader will also be introduced to enable study of the benefits of feedback on leadership and team performance over time.

While contributing to theory, the research also offers the potential to shape practice. “If we find, for example, that our intervention can reduce communication break-downs or encourage higher-performing teams, that would have relevance to global leader selection and training initiatives,” says Donia.

“We’re just at the beginning of an exciting phase of studies on what it means in practice for leaders to steer a team, communicate and adapt to change in this new environment.”

OUTSTANDING RESEARCH ACCOMPLISHMENTS



“It’s not an either/or issue. Investor can make gutsy decisions *and* stay clear of their personal risk tolerance limits and worse-case scenarios.”

Professor Jonathan Li

PROFESSOR JONATHAN LI Taking the Surprise out of Risk Management

Current risk management practice can come with unpleasant surprises – the result of excessive risk-taking and a false sense of security among investors. Quantitative finance experts, or “quants” as they are known in the trade, masked the true picture of financial risk in the run-up to the 2007–2009 financial crisis using models that failed to connect to human behaviour. With his studies focused on improving the conventional measures of risk, Professor Jonathan Li is among a handful of researchers seeking to close a significant gap between the theory and the practice of risk management in quantitative finance.

The crux of any financial risk management is reaching consensus about the tolerance for risk, whether between a money manager and an owner, a portfolio manager and a client, or a bank manager and a stakeholder. But it turns out that getting two parties to spell out what they actually mean by risk, let alone reach a consensus, is much harder than people realize. As the business press has also discovered,

this problem continues to vex money managers and encourage future financial instability. So there’s an urgent need for a risk measure capable of reaching such a consensus.

“The development of a new risk measure must go beyond the conventional mathematical models,” says Li. “We are not throwing out the quants altogether; we’re saying their models don’t properly reflect people’s actual tolerance for risk. We really need to address this, or else we miss an opportunity to take the right lessons from the financial crisis.

“Instead of serving the purposes they were intended for, current risk-measurement models tend to do just enough to get by regulators. The financial industry’s position is ‘no risk, no return.’ But how do you define acceptable risk? We argue that risks should not come with so many unexpected surprises.”

What is claimed to be a risk-adverse solution may actually be a very risky one for a client, according to Li. So the

critical question is how to elaborate a risk measure that reaches the limits of risk tolerance – but goes no further.

Using business analytics tools like optimization and statistical learning, Dr. Li and his colleague show for the first time that it is possible to account precisely for the risk tolerance of an investor when comparing and optimizing financial decisions. Their methodology, described in an article in the FT50 journal *Management Science*, presents the opportunity to make financial decisions better aligned with individuals’ risk tolerance.

Li acknowledges that in any situation where people must make decisions based on incomplete information, there is always a role for ‘gutsy decisions.’ But they need not be fraught with risk.

“It’s not an either/or issue,” says professor Li. “You can make gut-level choices *and* stay clear of your personal risk tolerance limits and worse-case scenarios.”

OUTSTANDING RESEARCH ACCOMPLISHMENTS



“Canada has made excellent strides in clinical innovation but falls short in regards to business of healthcare innovation.”

Professor Craig Kuziemyky

PROFESSOR CRAIG KUZIEMSKY Seizing Opportunity in Healthcare Innovation

The University of Ottawa has awarded Professor Craig Kuziemyky a University Research Chair in Healthcare Innovation. The focus of his research will be the creation of a data-driven and team-enabling framework supporting healthcare innovation.

Professor Kuziemyky has seized on the opportunity created by rising healthcare costs, an aging population and the emergence of personalized medicine that calls for innovative research centered on creating value for patients and society.

“My work is about the business of healthcare,” Professor Kuziemyky says. “For me the business of healthcare is about the system that coordinates clinical services, tracks patient pathways and illnesses over time, and shares information and data across different providers.

“In Canada we’ve made excellent strides at clinical innovation, but we fall short in regards to business of healthcare innovation. This holds back transformative initiatives like

collaborative care delivery, chronic disease management, and patient-centered care. We require innovative solutions to redefine the rules of how healthcare is managed to support these new paradigms.”

The central theme of Kuziemyky’s research is the move from individual workflows characterized by provider-centered practices into a patient-centered collaborative teamwork. As increasing complexity in patient care demands the involvement of multiple providers across multiple clinical sites, a lack of coordination has been identified as a core issue hampering healthcare reform.

“We need to innovate to break silos down and make collaborative teams of providers work successfully. The provision of safe and efficient patient-centred care requires individuals to step outside their silos and become integrated into collaborative teams.”

Getting there requires an understanding of how providers and clinical processes interact with

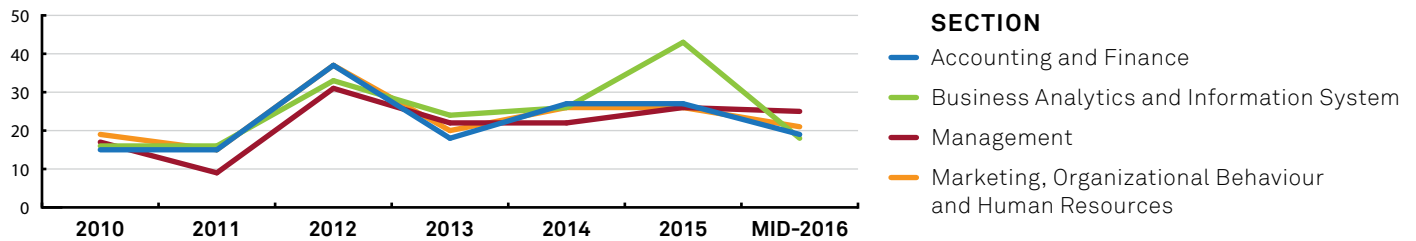
information, Kuziemyky cautioned, highlighting the interdisciplinary character of his research. “The business of healthcare is about patient safety, collaborative care delivery, and the inclusion of best evidence into everyday practice. It cannot be implemented just with technology; it calls for change management and a multi-faceted approach.”

Sustainable healthcare in the 21st century isn’t strictly a medicine challenge, but neither is it purely an analytics or information science challenge, Kuziemyky notes.

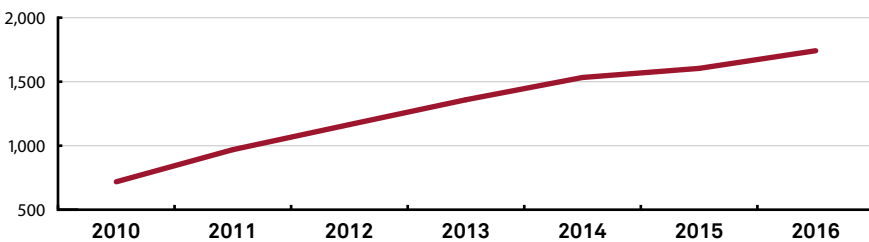
“The business of healthcare really requires that management insight: taking what we know from business, and using it in an innovative way to provide better health at a better value for Canadians.”

RESEARCH @ TELFER SCHOOL IN NUMBERS

PEER-REVIEWED JOURNAL PUBLICATIONS BY SECTIONS, 2010 TO MID-2016



NUMBER OF CITATIONS OF ARTICLES PUBLISHED IN PEER-REVIEWED JOURNALS, 2010 TO 2016



The impact of Telfer School research is growing. As illustrated, the number of citations received in peer-reviewed journal publications has more than doubled in five years. Telfer’s researchers’ ability to develop new knowledge and shape the field of management research continues to increase.

RESEARCH FUNDING

RESEARCH FUNDING AWARDED IN 2015–2016

FUNDING AGENCY	AMOUNT
Tri-Council Agencies	\$1,072,426
(CIHR) Canadian Institutes of Health Research	\$402,333
(NSERC) Natural Sciences and Engineering Research Council of Canada	\$338,000
(SSHRC) Social Sciences and Humanities Research Council of Canada	\$332,093
(MITACS) Mathematics of Information Technology and Complex Systems	\$103,333
Federal and provincial government	\$177,838
Telfer School of Management	\$593,485
University of Ottawa	\$83,125
Other	\$183,403
TOTAL	\$2,213,610

RESEARCH BASED GRADUATE PROGRAMS

DOCTORAL PROGRAM IN MANAGEMENT

Doctoral Program enables students to develop research skills and critical thinking in broad areas of management. The program is preparing a new generation of forward-looking scholars to confront complex management issues, whether in academia, in industry, in the public sector, or in not-for-profit organizations. The program is offered in the fields of Accounting and Control, Entrepreneurship, Finance, Health Systems, and Organizational Behaviour and Human Resources Management.

MASTER OF SCIENCE IN MANAGEMENT

The MSc in Management provides opportunities to develop strong research skills in order to explore diverse managerial problems. The program equips students to provide research-informed solutions to help firms grow, prosper and create value. Telfer School graduates

are sought after in academia and industry alike for the knowledge and the research skills they acquire. The MSc in Management offers an entrepreneurship, an innovation and a finance stream, and the opportunity to undertake in-depth study in strategy, marketing, organizational behaviour, human resources, business analytics, accounting and finance.

MASTER OF SCIENCE IN HEALTH SYSTEMS

The MSc in Health Systems embraces the multi-disciplinary nature of health-systems management research. The program draws on leading research faculty from the Telfer School and collaborating faculties, ensuring that students are exposed to a wide range of research methodologies and perspectives. Students explore the innovations that impact how care is delivered and examine challenges/opportunities facing health-system transformation.

MASTER OF SCIENCE AND DOCTORAL PROGRAM IN ELECTRONIC BUSINESS TECHNOLOGIES

The MSc and PhD in E-Business Technologies, offered jointly with the Faculty of Engineering, focus on the application of Internet and information technologies leading to new ways of conducting and organizing businesses. Students conduct research related to business analytics, performance management, e-marketing, e-business, comparative analysis of new business models, enterprise resource management, and supply chain management.

RESEARCH CHAIRS AND PROFESSORSHIPS



1. Ivy Lynn Bourgeault holds the CIHR Chair in Gender, Work and Health Human Resources. She is the Scientific Director of the pan-Ontario Population Health Improvement Research Network and the Ontario Health Human Resource Research Network. Professor Bourgeault has garnered an international reputation for her research on health professions, health policy and women's health. Her recent work focuses on the migration of health professionals and their integration into the Canadian healthcare system.

2. Silvia Bonaccio holds the Ian Telfer Professorship in Workplace Psychology. Her research agenda is focused on advancing research, education programs and outreach

with the community in the areas of psychology applied to workplace dynamics. Professor Bonaccio has a longstanding research interest in employee selection, and judgment and decision-making at work. She also conducts research on the participation and the experience of people with disabilities in the workplace.

3. Samia Chreim holds the Ian Telfer Professorship in Health Organization Studies. Her research focuses on the dynamics of organizational change, integration across healthcare organizations, collaboration among professionals, and leadership and governance. She studies these topics in a variety of healthcare contexts.

4. Mark Freel holds the RBC Financial Group Professorship in the Commercialization of Innovation. Professor Freel is an accomplished researcher who has undertaken different research projects on behalf of European regional, national and supra-national government bodies. His current research is concerned with innovation policy and practice in relation to small and medium sized firms, and with the role of universities in innovation ecosystems.

RESEARCH CHAIRS AND PROFESSORSHIPS



5. Craig Kuziemsky holds a University Research Chair in Healthcare Innovation which aims to support healthcare innovation through team based care delivery. Professor Kuziemsky's research focuses on developing a comprehensive and data-driven framework for achieving healthcare transformation driven by collaborative teams. The output of this research will enable the design of social informatics interventions to further team based activities as part of healthcare innovation.

6. Laurent Lapierre holds the Ian Telfer Professorship in Human Performance and Well-Being in Organizations. Using the theories

and tools developed in the fields of organizational behavior and human resources management, Professor Lapierre's research focuses on work-family balance and on leadership where he studies the influence that followers can have on leaders.

7. Barbara Orser holds the Deloitte Professorship in the Management of Growth Enterprises. Professor Orser is conducting research on small and medium-sized enterprise (SME) growth, including entrepreneurial decision-making, gender influences, internationalization of SMEs, and public policy.

8. Allan Riding holds the Deloitte Professorship in the Management of Growth Enterprises. Studying the financing of small and medium-sized firms, Professor Riding's research interests include bank financing, loan-guarantee programs, business angels, and venture capital.

RESEARCH CENTRES AND LABORATORIES



CPA-CANADA ACCOUNTING AND GOVERNANCE RESEARCH CENTRE (CPA-AGRC)

CPA-AGRC makes significant contributions to the academic accounting field and helps shape the development of professional accounting standards and practices. Current research projects examine corporate governance, transparency and disclosure, risk management, sustainability reporting, accounting and control issues in family-owned firms and non-profit organizations, while a distinguished speaker series presents the latest insights from the field. The Centre is led by Professor **Walid Ben Amar** with support from CPA-Canada, the Telfer School of Management, and the University of Ottawa.

CENTRE FOR BUSINESS ANALYTICS AND PERFORMANCE (CBAP)

CBAP has a mandate to explore the use of analytics as a means to improve organizational performance. Researchers focus on optimizing the use of data for delivering insights to businesses. Led by Professor **Greg Richards**, the Centre has ongoing outreach activities connecting organizations with Telfer School faculty and students to better understand and improve applications using business analytics methods.

KNOWLEDGE DISCOVERY AND DATA MINING (KDD) LABORATORY

The KDD Laboratory's focus is on using large datasets to extract novel information and insights, with diverse applications in engineering, business, healthcare, and population health. Current industry and government

funded projects apply big data analytics, data summarization, and stream data mining. Graduate students and researchers from multidisciplinary areas of computer science, engineering, and e-business collaborate under the direction of Professor **Bijan Raahemi**.

MARKETPLACES FOR SAFE AND FAIR TRADE (E-MP) LABORATORY

Researchers in this Laboratory investigate the design, development, and usability of electronic marketplaces as the main trade infrastructures of the digital age. Other research questions being investigated include social commerce and IT supported B2B sales processes. The e-MP Laboratory is led by Professor **Morad Benyoucef**.

MOBILE EMERGENCY TRIAGE (MET) RESEARCH LABORATORY

Researchers in the MET Research Laboratory aim to provide patient-centric computer-based support for a number of decision problems that occur at the point of care. The goal of their research is to create methodological and applied health informatics solutions that support healthcare practitioners throughout the patient management process. Researchers in health informatics and computing science work with practicing physicians under the direction of Professor **Wojtek Michalowski**.

NEW FACULTY MEMBERS

2015–2016

MOHAMMED CHELLI, Assistant Professor,
Accounting

- PhD in Accounting, Université Laval and Université Paris-Dauphine
- Research centers on corporate responsibility reporting and socio-environmental performance measures

AGNÈS GRUDNIEWICZ, Assistant
Professor, Healthcare Analytics

- PhD in Health Services Research, Institute of Health Policy, Management and Evaluation, University of Toronto
- Research addresses the management of complex patients with multimorbidity

PETER JASKIEWICZ, Full Professor,
Entrepreneurship

- PhD in Business Administration and Management, European Business School Oestrich-Winkel, Germany
- Research focuses on entrepreneurship and family businesses, with an emphasis on how the different goals of founders and family owners affect firm strategy, entrepreneurial activity, corporate governance, and performance

ANTOINE SAURÉ, Assistant Professor,
Business Analytics

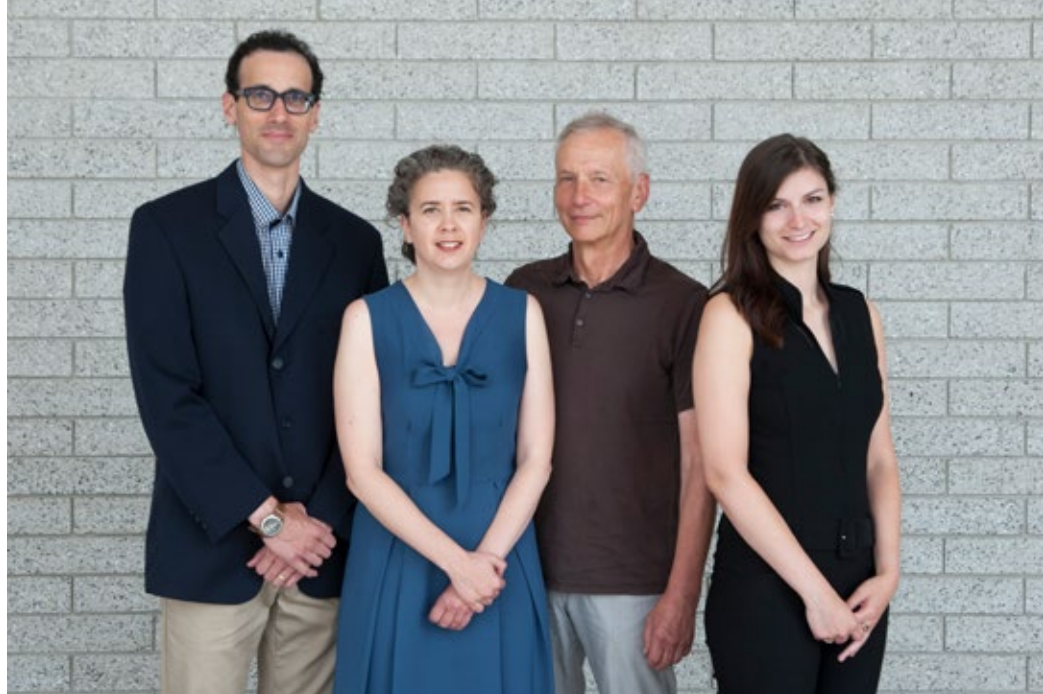
- PhD in Management Science, Sauder School of Business, University of British Columbia
- Research centers on decision-making under conditions of uncertainty, and the development of advanced models applied to large-scale problems in service operations

STÉPHANE TYWONIAK, Associate
Professor, Management of Complex
Projects

- PhD in Strategic Management, HEC School of Management, Paris, France
- Research interest is about the strategic interactions between business and society in complex projects/programs and strategic decision making, with a specific interest on how business organisations gain, maintain, and lose legitimacy.

MANDATE AND SERVICES OF THE RESEARCH OFFICE

THE GOAL OF THE TELFER SCHOOL OF MANAGEMENT IS TO BECOME ONE OF THE LEADING RESEARCH INTENSIVE CANADIAN BUSINESS SCHOOLS. TO SUPPORT THE SCHOOL AND FACULTY MEMBERS IN THE ATTAINMENT OF THIS GOAL AND TO CONTRIBUTE TO THE DEVELOPMENT OF TELFER'S STRONG RESEARCH CULTURE, THE RESEARCH OFFICE OFFERS A NUMBER OF SERVICES TO FACULTY MEMBERS AND GRADUATE STUDENTS, AND PROMOTE RESEARCH.



The Research Office supports research funding through the management of the Telfer School Research Grant (SMRG) competition, and the promotion of internal and external research funding opportunities. Other services provided involve liaising with various research services provided by the University of Ottawa and with granting agencies. The Research Office also supports graduate students by making available dedicated funding opportunities and by offering them assistance with scholarship applications and submissions to the research ethics board.

To promote Telfer School research and researchers, the Research Office uses feature stories, social media, and a variety of research events and seminars to highlight the research achievements of faculty and students

LEARN MORE

To learn more about research at Telfer, visit telfer.uOttawa.ca/research, call the Research Office at 613-562-5800 ext. 4693 or visit us at the Desmarais Building at 55 Laurier Avenue East in Ottawa to speak with a member of our team.

Recherche.Research@telfer.uOttawa.ca

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