



TELFER SCHOOL OF MANAGEMENT UNIVERSITY OF OTTAWA

# 2017–2018 RESEARCH ANNUAL REPORT

RESEARCH AND IMPACT



TRIPLE CROWN ACCREDITATION

# MESSAGE FROM THE VICE-DEAN, RESEARCH

## IMPACTFUL RESEARCH THAT MAKES A DIFFERENCE



2017–18 was a very good year for the Telfer School of Management faculty members and graduate students who demonstrated how well equipped they are to produce impactful and cutting-edge research that concerns most important societal problems. The School continues laying down the foundation to become a thought leader that makes a difference: we are creating new and exciting ideas that are having a direct impact on organizations and society in general.

Leaders in various fields in management, our faculty has positioned the Telfer School to become a thought leader both locally and nationally. In the past year, our academic impact has been recognized through publications in leading journals in business, finance, management science, health, and information sciences. Our faculty's ability to embark on cutting edge research has been recognized through one of the highest success rates in the SSHRC Insight Grant competition of all Canadian business schools, as well as one of the best success rates in the NSERC Discovery Grant competition. Moreover, our faculty colleagues and graduate students were recipients of numerous prestigious research awards, grants, and academic honors.

Leveraging the strong connections with the public and private sectors, we are not only shaping the discussions about how management evolves, but also more actively engaging in knowledge transfer that turns research results into practice and action.

For example, Telfer School faculty members are developing strategies that will drive innovation and promote inclusion in small and medium sized enterprises, developing new solutions to improve the quality and services of care in health organizations, and examining lessons learned and best practices to encourage employee productivity and wellbeing. At a forefront of conversation about women in leadership, a group of our faculty is developing strategies that will foster equity, diversity, and inclusion across organizations.

By turning meaningful research into practice, my faculty colleagues are also becoming role models to our MSc and PhD students, who are learning the importance of creating knowledge that will have an impact on organizations and society alike.

I am proud of what we have accomplished at the Telfer School over the last year. I am proud to see how our faculty and students are driven by a desire to create impactful knowledge. I am proud to be a member of our academic family that provides the thought leadership while being attentive to what Canadian organizations and society need to continue prospering and successfully addressing challenges thrown our way.

**Wojtek Michalowski, Ph.D.**

*Vice-Dean (Research) and Full Professor,  
Health Informatics*

# CONTENTS

<b>RESEARCH HIGHLIGHTS: CREATING KNOWLEDGE THAT MAKES A DIFFERENCE .....</b>	<b>2</b>
Promoting Mental Health and Gender Equity in the Workplace	2
Towards a Digital Platform to Support Innovation and Learning in Health Organizations	3
How Company Insiders Pocket from Private Meetings with Investors	4
Promoting Gender Equality in Federal SME Contracting	5
Passing on the Torch strategically in Family Businesses	6
Corporate Social Responsibility: When Being Good Actually Makes You Look Bad	7
<b>RESEARCH EXCELLENCE AT THE TELFER SCHOOL .....</b>	<b>8</b>
Research Grants & Awards	8
Telfer Research Excellence Awards	10
<b>NEW FACULTY .....</b>	<b>11</b>
<b>BY THE NUMBERS .....</b>	<b>12</b>
<b>RESEARCH CHAIRS AND FELLOWS .....</b>	<b>14</b>
<b>RESEARCH GRADUATE STUDENTS AT TELFER SCHOOL: FUTURE THOUGHT LEADERS .....</b>	<b>15</b>
Telfer PhD Engagement Award	15
Duncan Cross Scholarship	16
Graduate Student Scholarships	16
Other Accomplishments	16
<b>SHARING KNOWLEDGE .....</b>	<b>17</b>
Selected publications in high-impact journals	17
<b>EXCHANGING KNOWLEDGE .....</b>	<b>19</b>
Research seminars	19
Public Events	19
Conferences	20
<b>RESEARCH CENTRES AND LABORATORIES .....</b>	<b>21</b>
<b>THE RESEARCH OFFICE .....</b>	<b>22</b>

# RESEARCH HIGHLIGHTS: CREATING KNOWLEDGE THAT MAKES A DIFFERENCE

## PROMOTING MENTAL HEALTH AND GENDER EQUITY IN THE WORKPLACE

One in five people in Canada suffer from mental health issues every year according to a 2015 report prepared for the Mental Health Commission of Canada. Employee mental health is crucial to meaningful and productive work experiences. Depression, anxiety disorders, and other mental illnesses can affect how people relate to others and how they function. In the workplace, mental health issues can also compromise workers' interpersonal relationships and abilities to get tasks done.



*"Mental health issues can be particularly challenging for those who work in knowledge-intensive sectors such as health, education, and finance because of the importance of the mental acuity of such professionals to provide knowledge-based services to clients, patients, and students."*

– Ivy Bourgeault, Full Professor

As a result, many workers struggling with mental illness in these sectors are forced to take a medical leave while others suffer in silence, fearing stigma and backlash in the workplace. Both situations can have serious consequences for employees, organizations, and the economy.

Promoting psychological health and safety in the workplace in the areas of health, education, and finance is crucial because of the significant role that professionals in these sectors play in creating knowledge, driving innovation, and developing the economy. Understanding the importance of this, Professor Ivy Bourgeault has launched an interdisciplinary and collaborative research program entitled "Healthy Professional/Knowledge Workers:



*Examining the Gendered Nature of Mental Health Issues, Leaves of Absence & Return to Work Experiences from a Comparative Perspective."*

Professor Bourgeault and a team of 21 researchers, including Telfer School Professors **Laurent Lapierre** and **Darlene Himick**, will study how male and female knowledge workers experience mental health issues at work, what motivates them to stay at work or negotiate a mental health leave, and how they return to work after such a leave. The researchers will work in collaboration with at least 30 non-academic organizations representing a range of professional associations, unions, regulators, employers, and government agencies in Canada.

Professor Bourgeault's team has been awarded a \$1,425,000 Partnership Grant for their project on workplace mental health. The grant is part of the **Healthy and Productive Work Initiative** jointly overseen by the Canadian Institutes of Health Research (CIHR) and the Social Sciences and Humanities Research Council of Canada (SSHRC).

By examining the gendered experiences of male and female knowledge workers who have dealt with mental health issues, the research team's goal is to identify, evaluate and develop evidence-based interventions in order to promote mental health in the workplace.

## TOWARDS A DIGITAL PLATFORM TO SUPPORT INNOVATION AND LEARNING IN HEALTH ORGANIZATIONS

Professors **Lysanne Lessard**, **Agnes Grudniewicz** and **Antoine Sauré** are launching a research project entitled “Towards a Digital Platform for Learning Health Systems Innovation.” Their research is the first to win the SMRG Team Grant competition, an initiative created to support collaborative and interdisciplinary research between faculty members at the Telfer School of Management.

The team will look for solutions to support the learning cycle in health organizations in a much more comprehensive way. Current practice shows that implementing new knowledge (policy, clinical guideline, new treatment, etc.) in the health care system may take approximately 15 years from the “laboratory bench to patient’s bedside”.

“This is a very long time. By the time that clinical and research data are finally turned into new insights and practices, they may be already outdated. Speeding up the cycle of knowledge uptake is fundamental in a system that has so many layers of complexities and challenges,” explains Professor Lessard.

A growing number of health professionals in North America and Europe are turning to what is called learning health systems (LHS)—a new approach to knowledge uptake that may transform current health care system into one that rapidly and continuously learns and, as a result, improves patient care. LHS can permeate different levels, from a community of practice to a hospital system.

Although LHS initiatives have shown significant improvements in health outcomes and cost effectiveness in health organizations, they often lack the resources and tools that could help health organizations implement new knowledge more efficiently.

Professor Lessard and her team will develop a novel digital platform to support health teams and health organizations that want to speed up the cycle of knowledge uptake and organizational learning:



*“We hope that the platform will guide new LHS initiatives, helping health organizations identify what they want to achieve, who will be involved, and how they will manage and protect their data. Overtime, as more information is stored, the platform will become a repository system through which health organizations can learn lessons from others that adopted a similar model and went through similar challenges.”*

— **Lysanne Lessard**, Assistant Professor

## HOW COMPANY INSIDERS POCKET FROM PRIVATE MEETINGS WITH INVESTORS

Even though investors are not allowed to obtain material non-public information about a company's performance when privately meeting with corporate executives, such meetings are still quite popular. Without violating the law, investors can learn a lot by observing corporate executives' body language and listening to tone of their voice and then use these bits and pieces of information to get ahead of the curve of other investors who didn't attend these private meetings.

It turns out that investors are not the only ones using private meetings for their own benefit: "We often forget that corporate 'insiders'—top executives, board members and their family—can also manipulate what's exchanged in these meetings to have an advantage when trading their company shares," says Professor **Shantanu Dutta**.

Proving that these "insiders" are involved in such questionable practices has always been challenging, but Professor Dutta and his co-authors were able to connect corporate executives' trading activities with the dates and content of private meetings in a new study published in the highly reputable *Review of Accounting Studies*.



The results were telling: trading within the window of 20 days before and after private meeting dates, corporate insiders cashed out \$ 8.7 billion on the Shenzhen Stock Exchange, just over 50% of the value of their company stock sales. Such abnormal returns around meeting dates point to two questionable practices. Corporate executives appear to be not only controlling what is shared during private meetings to influence investors' trading behavior, but also timing their own trades according to the content of the meeting.

*"Clearly, investors are likely to lose if corporate executives are controlling what and how much they want to share in their meetings. However, the biggest danger is that corporate executives' manipulation of meeting information and profiting stock trades can cause loss in confidence in the market in the long term."*

— **Shantanu Dutta**, Associate Professor

## PROMOTING GENDER EQUALITY IN FEDERAL SME CONTRACTING

In a research project funded by a Social Science Humanities Research Council (SSHRC) Partnership Engage Grant, Professor **Barbara Orser** and her research team will examine strategies to improve gender equality in how small- and medium-sized enterprises (SMEs) obtain contracts with the federal government.

Their past research shows that creating inclusive entrepreneurial ecosystems contributes to women's entrepreneurial success. "We have also learned that one way of transforming research into practice is by engaging with the public sector. The government is the single largest purchaser of goods and services, representing, across all levels of government, 13.3 percent of Canada's GDP," explains Professor Orser.

This is why the research team is collaborating with Public Services and Procurement Canada. In the next stages of the project, Professor Orser and her research team will look at how federal procurement policies can effectively engage a more diverse group of SME contractors, ultimately driving innovation and stimulating growth:



*"While the 2018 federal budget recognizes the importance of women's enterprise, more needs to be done. We are committed to creating impactful knowledge that can support women entrepreneurs and their contributions to the Canadian economy."*

– **Barbara Orser**, Full Professor

## PASSING ON THE TORCH STRATEGICALLY IN FAMILY BUSINESSES

Family-owned firms employ over 6 million people and contribute more than 60% of Canada's GDP. Unlike the owners of nonfamily firms, those who run a family business often wish to pass it on to next-generation family members. However, while some family firms thrive for several generations, others are short-lived. On average 30% of family firms are passed to the 2nd generation, and only 12% of them make it to the third generation.

In a study published in *Entrepreneurship Theory and Practice*, Professor Peter Jaskiewicz and his co-authors explain that this particular desire to keep the business alive for several generations, also called transgenerational intention, can be beneficial to family firms:

*"When planning to pass on the business to their children, family owners are more likely to make careful, long-term investments so that the business will be in good shape 20 or 25 years down the road."*

However, the research team also found out that when the current owners are very eager to pass on the business to the next generation and involve their own children in the firm, these biased choices do not usually lead to the best business decisions. Future firm performance tends to be lowered when more than 25% of the executives are family members and the current owners have a strong desire to pass on the firm to the next generation.



*"Transgenerational intention can benefit family-owned businesses as long as it goes hand in hand with a non-family executive suite that manages strategic decisions along the way."*

— Peter Jaskiewicz, Full Professor

## CORPORATE SOCIAL RESPONSIBILITY: WHEN BEING GOOD ACTUALLY MAKES YOU LOOK BAD

Corporate social responsibility (CSR) has become a strategic priority for many businesses large and small, and it is often considered a win-win situation. By committing to a cause, such as helping local charities or reducing their carbon footprints, business leaders may impress their clients and the media. What a Telfer School of Management led team of researchers has found is that a company's decision to engage in CSR initiatives also matters (a lot!) to employees.

In a study published in the *Journal of Business Ethics*, Professors **Magda Donia**, **Silvia Bonaccio** and their co-authors show that it is not enough for a company to get involved in a good cause. What really matters to employees is why their employer is doing so.

The researchers found that employees respond positively only when they perceive their company's CSR initiatives as genuine. Knowing that their company is truly involved in a cause, they will more strongly identify with their employer. As a result, employees are likely to be more committed, perform better, and stay longer than those who work for a company that engages in social practices simply because it is trendy and likely to increase profits.

However, Professors Donia and Bonaccio also found that, when business leaders decide to help a local charity with the goal of making their company look good, their employees cannot be fooled:



*"People are often capable of discerning what people's true motives are, and it is likely that employees, who have day-to-day interactions with their company, are making accurate attributions of their employers' true intentions. In this context, employees' negative perceptions of their company as opportunistic can backfire."*

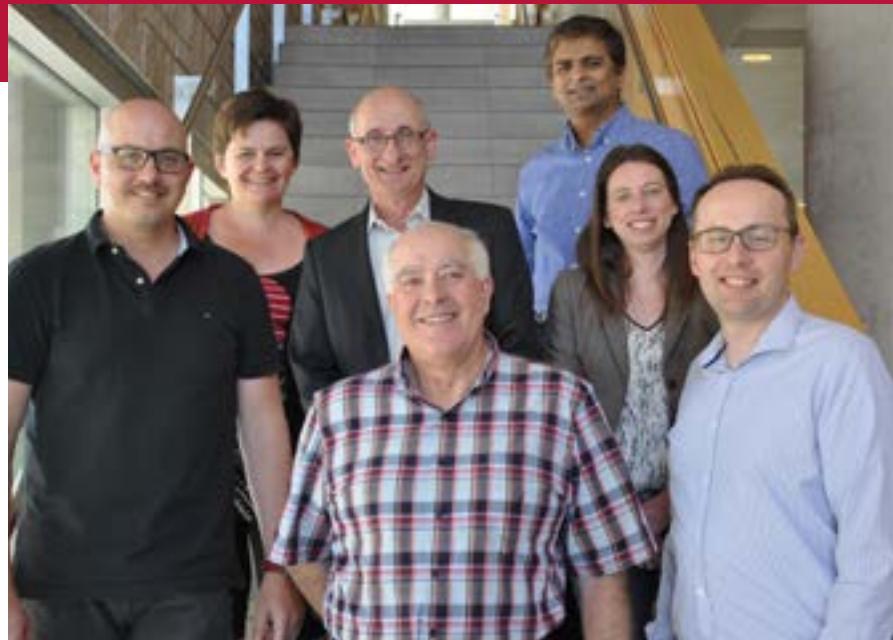
— Magda Donia, Associate Professor



# RESEARCH EXCELLENCE AT THE TELFER SCHOOL

## RESEARCH GRANTS & AWARDS

With a success rate of 73% in the **SSHRC Insight Grant competition**, 100% in the **SSHRC Insight Development Grant competition**, and 60% in the **NSERC Discovery competition**, faculty members at Telfer School will continue to develop cutting-edge research in a variety of topics in management. As our faculty continues fostering research excellence, the Telfer School community and partners also benefit from valuable insights with impact.



### CIHR-SSHRC PARTNERSHIP GRANT

#### **Healthy and Productive**

##### **Work initiative**

**Ivy Bourgeault (PI), Darlene Himick, and Laurent M. Lapierre**

*Healthy Professional/Knowledge Workers: Examining the Gendered Nature of Mental Health Issues, Leaves of Absence & Return to Work Experiences from a Comparative Perspective*

### SSHRC GRANTS

#### **Insight**

##### **Sylvain Durocher**

*A stakeholder perspective on comprehensive income accounting information*

##### **Shantanu Dutta**

*Board independence and corporate private in-house meetings*

**Peter Jaskiewicz (PI) and**

**Sandra Schillo**

*A family-based theory of the family firm*

**Laurent Lapierre (PI), Ivy Bourgeault,**

**Jane O'Reilly, Magda Donia, and**

**Silvia Bonaccio**

*How can managers support and ensure the positive consequences of employees' disclosure of a mental health challenge?*

**Muriel Mignerat**

*Vers une gestion efficace des exigences contradictoires dans les projets de technologies de l'information*

**Jane O'Reilly**

*Inauthentic and authentic forgiveness in the workplace*

**Sharon O'Sullivan**

*The dynamics of Indigenous developmental relationships for environmental work: Bridging micro and macro levels of analysis*

**Allan Riding (PI), Barbara Orser and**

**Miwako Nitani**

*Overconfidence and financial decisions among self-employed Canadians*

#### **Insight Development**

**Qiu Chen (PI), Shujun Ding and TieMei Li**

*Impact Investing by Private Foundations*

**Mohamed Chelli (PI) and**

**Walid Ben Amar**

*Corporate Water Performance, Market Valuation and Cost of Equity Capital*

**José Carlos Marques**

*Unsealing their fate: An examination of the Canadian government's fur industry defense program*

**Partnership Engage****Barbara Orser (PI) and Allan Riding***Procurement as a policy lever to support innovation and small- and medium-sized enterprise growth***Allan Riding (PI), Barbara Orser and****Miwako Nitani***Financial Literacy and Canadian Business Owners***David Wright***Optimizing the economic viability of solar power in Ontario***NSERC GRANTS****Discovery****Morad Benyoucef***Designing the Next Generation of Social Commerce Platforms***Wojtek Michalowski***Computer model of the interactions among members of an inter-professional/interdisciplinary team***Antoine Sauré***Approximate Dynamic Programming Methods for Dynamic Resource Allocation Problems in Health Care***CIHR GRANTS****CIHR-IHSPR****Agnes Grudniewicz (co-PI)***Practice patterns among early-career primary care physicians and workforce planning implications: a mixed methods study**Primary care reform and medication appropriateness for seniors: A comparative study of two provinces***MITACS GRANTS****Accelerate****Morad Benyoucef and****Pavel Andreev (Co-PIs)***An Integrated Lead Conversion Model for Inside Sales***Ivy Bourgeault***Development of a leadership development impacts assessment toolkit***Bijan Raahemi***Network Traffic Classification for Cyber Threat and Malware Detection***Greg Richards***A Framework for Assessing Regulations and Initiatives with Goals and Watson Analytics***SCHOOL OF MANAGEMENT RESEARCH GRANTS (SMRG)****Team SMRG****Lysanne Lessard (PI),****Agnes Grudniewicz and****Antoine Sauré***Towards the Development of a Digital Platform for Learning Health Systems Innovation***Research SMRG****Agnes Grudniewicz***Collaboration Across Professional and Organizational Boundaries: Exploring Mental Health Networks in Primary Care***Darlene Himick (PI) and****Sylvain Durocher***Modern Slavery in the Supply Chain: A Literature Review and Research Directions in the Management Literature***Saouré Kouamé***Orphan Causes: Managing Corporate Involvement in Poverty Reduction***Tiemei Li***Does Globalization Matter to Multinational Companies' Credit Risk? Evidence from Credit Default Swap***José Carlos Marques***A theoretical and empirical examination of how multi-stakeholder (co-regulation) and business association (self-regulation) coalitions shape transnational private business regulation***Onur Ozturk***Decision Making Models for a New Concept in City Logistics: Freight on Urban Rail Transit***UNIVERSITY OF OTTAWA RESEARCH GRANTS****José Carlos Marques****THE MCDM EDGEWORTH-PARETO AWARD****Wojtek Michalowski**

**SSHRC CRSH**  
 Social Sciences and Humanities Research Council  
 Conseil de recherches en sciences humaines



**Mitacs**

## TELFER RESEARCH EXCELLENCE AWARDS



### ESTABLISHED RESEARCHER OF THE YEAR

#### Professor Bijan Raahemi

Establishing his research in the areas of data analytics and business intelligence, Professor **Raahemi** is on the forefront of cutting-edge and industry relevant research. His research excellence is evident through his high number of peer-reviewed publications. He has published in *Information Sciences*, *Expert Systems with Applications*, and many other reputable journals.

Having earned an international reputation as an expert in data analytics, Dr. Raahemi has been able to attract external research and partnership grants to continue developing high impact research projects. For instance, in a new research project about high dimensional data, Professor Raahemi and his team are developing solutions that will improve services in the healthcare sectors, prevent fraud in financial transactions, and safeguard businesses from cyberspace attacks.

Professor Raahemi is also building a new technology that will help public transit companies reduce passenger wait times. In partnership with SMAT Transit Solutions, Professor Raahemi and his research team are developing an algorithm that calculates the number of passengers who are on the bus and the number of passengers who are still waiting at the bus stations. Ultimately, this new tool will help public transport companies decide how many additional buses are needed in a particular bus route during peak hours.

### EMERGING RESEARCHER OF THE YEAR

#### Professor Jonathan Li

Professor **Jonathan Li** has distinguished himself through exceptionally high-quality research. He has published in *Management Science*, *Operations Research*, and two other reputable journals. The caliber of journals in which Professor Li has published his work is not only proof of his rigorous research methods—it also confirms that his research is highly relevant to the fields of operations research, financial engineering, and business analytics.

For instance, in his forthcoming article in *Operations Research*, he develops advanced mathematical models that complement the current measures of loss. Financial institutions such as banks should not rely solely on historical data (past market behavior) to measure risk. Complementary tools like the one Professor Li proposes will help banks create risk models that provide a more comprehensive picture of what is likely to happen in the market in the future.

Professor Li's study makes a crucial contribution to research in risk management. Finding solutions that can help banks better measure and control their loss will also benefit society in general. The decisions banks make not only affect major investors and big corporations, but also anyone who has mutual funds, retirement funds, or an education fund for their children.



## NEW FACULTY

### RETHINKING FREIGHT TRANSPORTATION IN CITIES: A SMART SOLUTION FOR AN OLD PROBLEM

Combining a passion for applied mathematics and a motivation to improve the public transportation sector, Professor **Onur Ozturk** has developed a model to support Freight on Transit (FOT) using urban railways. Professor Ozturk and his research collaborator, Professor **Jonathan Patrick**, published their findings in the prestigious *European Journal of Operational Research*.

FOT is an operational system that uses an existing public transit infrastructure to move goods within a city. A rising trend in Europe, this sustainable and clean way of transporting freight on urban railways has the potential to reduce pollution, traffic congestion, and even accidents.



*"Reducing the number of heavy trucks circulating in the city not only makes our cities cleaner. It allows us to make a safer and more efficient public transport system that benefits drivers, public transport companies and private freight companies. Everyone gains!"*

– Onur Ozturk, Assistant Professor

### INCREASING CORPORATE SUPPORT IN THE FIGHT AGAINST AN “INVISIBLE” CAUSE

Professor **Saouré Kouamé** has been awarded a SMRG research grant to look at how charities, NGOs and other philanthropic organizations such as Red Cross and United Ways convince corporations to help the fight against poverty.

It all started when Professor Kouamé was a PhD student. While conducting research on how organizations like Oxfam and United Ways make decisions, he learned a lot from people who developed poverty reduction campaigns. He realized that attracting corporate support was a big challenge for these organizations.



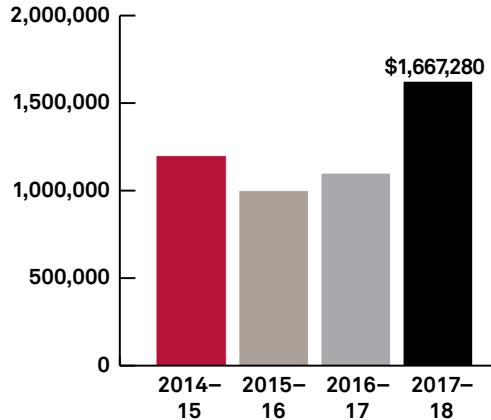
These organizations often have to make an extra effort to convince businesses that they too should play a part in reducing poverty. Professor Kouamé's purpose in his current research supported by the Telfer School is to raise awareness in the corporate world:

*“I wanted to give more visibility to poverty reduction causes.”*

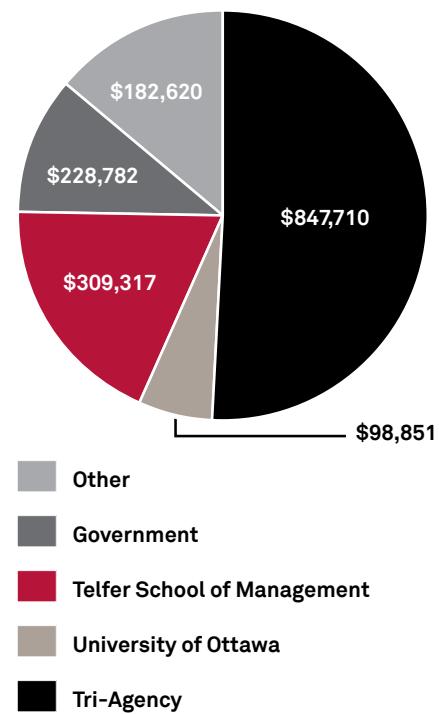
– Saouré Kouamé, Assistant Professor

# BY THE NUMBERS

## RESEARCH FUNDING RECEIVED,<sup>1</sup> 2014–15 TO 2017–18

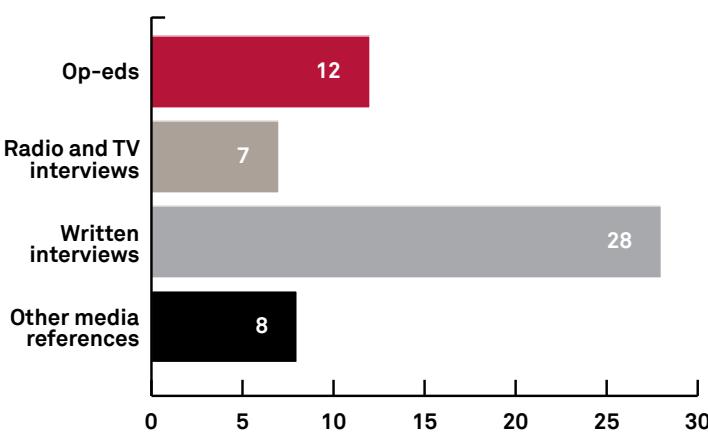


## RESEARCH FUNDING RECEIVED,<sup>1</sup> 2017–18



## HAVING AN IMPACT

### RESEARCH IN THE NEWS<sup>\*\*</sup>, 2017–18



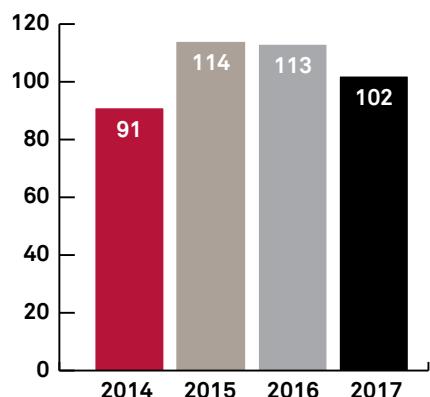
### RESEARCH ON FACEBOOK, 2017–18



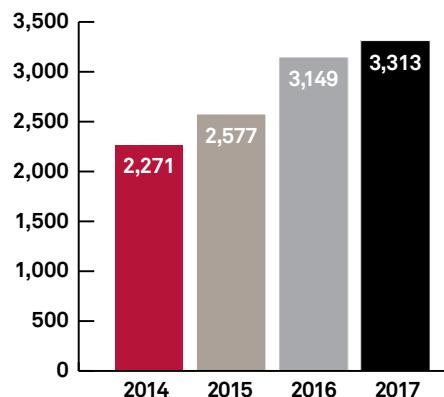
Clicks, likes,  
shares and other  
engagements

## CREATING KNOWLEDGE

NUMBER OF PUBLICATIONS IN PEER-REVIEWED JOURNALS,  
2014–2017

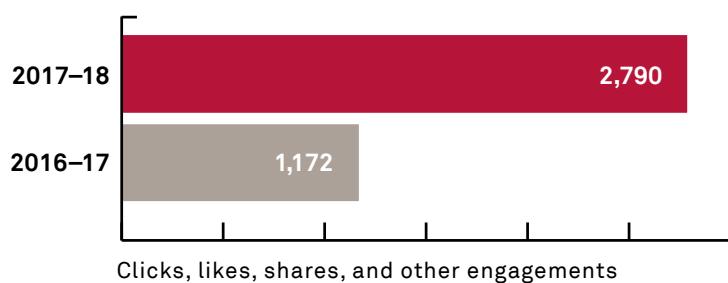


NUMBER OF CITATIONS,\*  
2014–2017



## SHARING KNOWLEDGE

RESEARCH ON TWITTER



<sup>1</sup> Research funding refers to research contracts and grants as operation fund and given on a competitive basis, from July 1st, 2017, to June 30th, 2018. Funding such as various salary support, travel grants, conference and workshop funding and start-up funds have been excluded, as well as renunciation accounts (i.e. 555 and 556). Source: SpagoBI, July 6th, 2018.

\* Data was collected based on the number of papers (not per author) cited from July 1st, 2017, to June 30th, 2018. Each paper has been counted only once. Source: Scopus, August 15th, 2018.

\*\* Media mentions consist of opinion editorials, radio, TV, and written interviews, and any content produced by media outlets that make references to Assistant, Associate, and Full Professors at Telfer School, from August 1st, 2017, to July 31st, 2018. Source: University of Ottawa's media report.

# RESEARCH CHAIRS AND FELLOWS

***Ian Telfer Professor of Workplace Psychology (2015–2020)***

Silvia Bonaccio

***CIHR Chair in Gender, Work and Health Human Resources (2014–2019)***

Ivy Lynn Bourgeault

***CPA Ontario Accounting Fellow (2016–2020)***

Qiu Chen

***Monfort Research Chair in the Organization of Health Services (2017–2021)***

François Chiocchio

***CPA Ontario Accounting Fellow (2013–2018)***

Lamia Chourou

***Ian Telfer Professor of Health Organization Studies (2016–2021)***

Samia Chreim

***Paul Desmarais Professor of International Entrepreneurship and Marketing (2015–2020)***

David Crick

***Telfer Excellence Fellow (2011–2018)***

Shujun Ding

***Logan Katz Fellow (2017–2022)***

Sylvain Durocher

***RBC Financial Group Professor in the Commercialization of Innovation (2012–2018)***

Mark Freel

***University Research Chair in Enduring Entrepreneurship (2017–2024)***

Peter Jaskiewicz

***University Research Chair in Healthcare Innovation (2016–2021)***

Craig Kuziemsky

***Ian Telfer Professor of Workplace Behaviour and Health (2015–2020)***

Laurent Lapierre

***Endowed Professor of Ethics, Responsibility and Sustainability (2015–2020)***

Daina Mazutis

***Father Edgar-Thivierge Chair in Business History (2014–2019)***

Cheryl McWatters

***Deloitte Professors in the Management of Growth Enterprises (2005–2020)***

Barbara Orser and Allan Riding



# RESEARCH GRADUATE STUDENTS AT TELFER SCHOOL: FUTURE THOUGHT LEADERS



*“Through their drive to learn in the classroom and their engagement in collaborative dialogues with the academic community, our PhD students are helping the Telfer School make a real difference.”*

— François Julien, Dean

*“Our PhD students are going beyond our expectations. In their role as critical thinkers, they should challenge their professors, challenge themselves and ask pertinent ‘why’ questions. This is an important process if they are committed to creating impactful research.”*

— Wojtek Michalowski, Vice Dean (Research)

## TELFER PhD ENGAGEMENT AWARD

Caroline Chamberland



*Telfer PhD Student Engagement Award goes to Caroline because of her steady progress in her research, as well as her engagement in promoting the graduate program outside of the Telfer School. She is currently developing a study that will engage*

*multiple stakeholders involved in the delivery of maternal health services. Among her many professional initiatives, Caroline has been carrying out a research project to develop a planning model of health human resource for the Toronto Central Local Health Integration Network’s Integrated Primary Care Strategy.*

Her passion to make a difference in her field has also led her to be actively engaged in the community. Caroline has volunteered as a birth companion for new immigrant mothers in Canada and worked in refugee camps overseas. Through research, practice, and a strong desire to have an impact, Caroline is trying to make a valuable and much needed contribution to maternal health services on a local and global scale.

#### DUNCAN CROSS SCHOLARSHIP



##### Alexander Chung

Alexander is the first-place winner of the *John Duncan and Deb Cross Award* for his remarkable contribution as the lead author of an article published in the *International Journal of Information Management*, an internationally renowned

peer-review journal. In this study, Alexander developed a model that allows organizations to track and compare their social media growth. He is currently developing a follow-up study to examine the most dominant problems organizations face at each stage of social media growth.

As social media channels have become a valuable tool for organizations to reach their clients, Alexander's research is very important. His model could help organizations be better prepared to deal with challenges that may arise in their use of social media in the future.



##### Andrea Ghazzawi

Andrea has received the *John Duncan and Deb Cross second-place Award* for a study published in *BMC Health Services Research*. Making an important contribution to health systems management, Andrea's article helps us

understand how to transition stroke patients from acute to home-based community care delivery more effectively.

As her study is the first to combine an existing model of continuity of care with the field of complex adaptive

systems, it provides an innovative way of supporting the management of community-based care for patients with complex needs. Moving forward, Andrea hopes to apply the skills and experiences gained in her doctoral studies to a career that will enable her to improve the healthcare system through research.

#### GRADUATE STUDENT SCHOLARSHIPS

##### *SSHRC Joseph-Armand Bombardier Canada Graduate Scholarship*

**Reem El Attar** (MSc, Management)  
**Yanhong Li** (PhD, Management)

##### *CIHR Frederick Banting and Charles Best Canada Graduate Scholarship*

**Heather Smith** (MSc, Health Systems)

##### *Queen Elizabeth II Graduate Scholarship in Science and Technology & University of Ottawa Excellence Scholarship*

**Victoria Hunniford** (MSc, Health Systems)

##### *Ontario Council Graduate Scholarship*

**Caroline Chamberland** (PhD, Management)  
**Alexander Chung** (PhD, Management)  
**Andrea Ghazzawi** (PhD, Management)

#### OTHER ACCOMPLISHMENTS

##### *2017 Management Theses Competition*

*Thesis competition*  
**3rd place: Alexander Chung** (PhD, Management)

##### *Poster competition*

**1st place: Monika Jasinska** (MSc, Health Systems)

##### *11th Engineering and Computer Science Graduate Research Poster Competition*

*Institute of Electrical and Electronic Engineers:*  
**3rd place: Waeal Obidallah** (PhD, Electronic Business Technology)

##### *Electronic Business Technologies and Systems Science:*

**1st place: Mohammad Hossein Tekieh** (PhD, Electronic Business Technology)  
**2nd place: Ahmad Teymouri** (PhD, Electronic Business Technology)

# SHARING KNOWLEDGE

## SELECTED PUBLICATIONS IN HIGH-IMPACT JOURNALS

Labelle, R., Hafsi, T., Francoeur, C., **Ben Amar, W.** (2018). Family firms' corporate social performance: A calculated quest for socioemotional wealth. *Journal of Business Ethics*, 148 (3): 511-525.

Hedden, L., Barer, M., McGrail, K., Law, M., **Bourgeault, I.** (2017). In British Columbia, the supply of primary care physicians grew, but their rate of clinical activity declined. *Health Affairs*, 36 (11): 1904-1911.

Ly, B., **Bourgeault, I.**, Labonté, R., Niang, M. (2017). Physicians' perceptions on the impact of telemedicine on recruitment and retention in underserved areas: A descriptive study in Senegal. *Human Resources for Health*, 15 (67).

Ly, B., Labonté, R., **Bourgeault, I.**, Niang, M. (2017). The individual and contextual determinants of the use of telemedicine: A descriptive study of the perceptions of Senegal's physicians and telemedicine projects managers. *PLoS ONE*, 12 (7).

Berta, W., Laporte, A., Perreira, T., Ginsburg, L., Rohit Dass, A., Deber, R., Baumann, A., Cranley, L., **Bourgeault, I.**, Lum, J., Gamble, B., Pilkinson, K., Haroun, V., Neves, P., (2018). Relationships between work outcomes, work attitudes and work environments of health support workers in Ontario long-term care and home and community care settings. *Human Resources for Health*, 16 (15).

Lundine, J., **Bourgeault, I.**, et al. (2018). The gendered system of academic publishing. *The Lancet*, 391 (10132): 1754-1756.

**Chelli, M., Durocher, S.**, Fortin, A. (2018). Normativity in environmental reporting: A comparison of three regimes. *Journal of Business Ethics*, 149 (2): 285-311.

Hewitt, T., **Chreim, S.**, Forster, A. (2017). Sociocultural factors influencing incident reporting among physicians and nurses: Understanding frames underlying self-and peer-reporting practices. *Journal of Patient Safety*, 13 (3): 129-137.

**Chreim, S., Spence, M., Crick, D.**, Liao, X. (2018). Review of female immigrant entrepreneurship research: Past findings, gaps and ways forward. *European Management Journal*, 36 (2): 210-222



Huyer, G., **Chreim, S.**, Michalowski, W., Farion, K. (2018). Barriers and enablers to a physician-delivered educational initiative to reduce low-acuity visits to the pediatric emergency department. *PLoS ONE*, 13 (5).

Sharma, R., Sraha, G., **Crick, D.** (2018) Export promotion programmes and the export performance of Ghanaian firms: The mediating role of foreign market attractiveness. *International Marketing Review*, 35(4): 661-682.

**Donia, M.**, Johns, G., Raja, U., Khalil Ben Ayed, A. (2018). Getting credit for OCBs: potential costs of being a good actor vs. a good soldier. *European Journal of Work and Organizational Psychology*, 27 (2): 188-203.

**Donia, M.**, O'Neill, T., Brutus, S. (2018). The longitudinal effects of peer feedback in the development and transfer of student teamwork skills. *Learning and Individual Differences*, 61: 87-98.

Dutta, I., **Dutta, S.**, Raahemi, B. (2017). Detecting financial restatements using data mining techniques. *Expert Systems with Applications*, 90: 374-393

Bowen, R., **Dutta, S.**, Tang, S., Zhu, P. (2018). Inside the "black box" of private in-house meetings. *Review of Accounting Studies*, 23 (2): 487-527.

**Freel, M.**, Paul, J. Robson. (2017). Appropriation strategies and open innovation in SMEs. *International Small Business Journal: Researching Entrepreneurship*, 35 (5): 578-596.

- Gagnon F., Aubry T., Cousins J., **Goh S., Elliott, C.** (2018). Validation of the evaluation capacity in organizations questionnaire. *Evaluation and Program Planning*, 68: 166-175.
- Grudniewicz, A.**, Tenbensel, T., Evans, J., Steele Gray, C., Baker, G., Wodchis, W. (2018). 'Complexity-compatible' policy for integrated care? Lessons from the implementation of Ontario's Health Links. *Social Science and Medicine*, 198: 95-102.
- Himick, D.**, Brivot M. (2018). Carriers of ideas in accounting standard-setting and financialization: The role of epistemic communities. *Accounting, Organizations and Society*, 66: 29-44
- Ika, L.** (2018). Beneficial or detrimental ignorance: The straw man fallacy of Flyvbjerg's test of Hirschman's hiding hand. *World Development*, 103: 369-382.
- Neubaum, D., **Jaskiewicz, P.** (2018). Agents, Stewards, and Capabilities: A Review. *Family Business Review*, 31 (2): 227-228.
- Kouamé, S.**, Langley, A. (2018). Relating microprocesses to macro-outcomes in qualitative strategy process and practice research. *Strategic Management Journal*, 39 (3): 559-581.
- Lapierre, L.**, Li, Y., Kwan H., Greenhaus, J., DiRenzo, M., Shao, P. (2018). A meta-analysis of the antecedents of work-family enrichment. *Journal of Organizational Behavior*, 39 (4): 385-401.
- Delage, E., **Li, J.** (2018). Minimizing risk exposure when the choice of a risk measure is ambiguous. *Management Science*, 64 (1): 327-344.
- Buchanan, S., **Marques, J.** (2018). How home country industry associations influence MNE international CSR practices: Evidence from the Canadian mining industry. *Journal of World Business*, 53 (1): 63-74.
- Marques, J.** (2017). Industry business associations: Self-Interested or socially conscious? *Journal of Business Ethics*, 143 (4): 733-751.
- Ozturk, O., Patrick, J.** (2018). An optimization model for freight transport using urban rail transit. *European Journal of Operational Research*, 267 (3): 1110-1121.
- Ozturk, O.**, Chu, C. (2018). Exact and metaheuristic algorithms to minimize the total tardiness of cutting tool sharpening operations. *Expert Systems with Applications*, 95: 224-235.
- Ozer, R., **Richards, G.** (2018). Optimizing surgical capacity for a rural hospital through Monte Carlo simulation. *Journal for Healthcare Quality*, 40 (1): e1-e8.
- Neville, F., Forrester, J., O'Toole, J., **Riding, A.** (2018). 'Why even bother trying?' Examining discouragement among racial-minority entrepreneurs. *Journal of Management Studies*, 55 (3): 424-456.
- Cataldo, A., Ferrer, J., Miranda, J., Rey, P., **Sauré, A.** (2017). An integer programming approach to curriculum-based examination timetabling. *Annals of Operations Research*, 258 (2): 369-393.
- Bredillet, C., **Tywoniak, S.**, Tootoonchy, M. (2018). Exploring the dynamics of project management office and portfolio management co-evolution: A routine lens. *International Journal of Project Management*, 36 (1): 27-42.

# EXCHANGING KNOWLEDGE



## RESEARCH SEMINARS

### CPA-ACCOUNTING AND GOVERNANCE RESEARCH CENTRE SEMINAR SERIES

The seven seminars organized in 2017-18 hosted scholars from Boston College, University of Toronto, University of Portsmouth, Clarkson University, Concordia University, York University, and Wilfred Laurier University

### HEALTH SYSTEMS RESEARCH SEMINAR SERIES

The five seminars organized in 2017-18 hosted scholars from HEC Montréal, Polytechnique Montréal, Western University, University of Ontario, and Institute of Technology

### MANAGEMENT RESEARCH SEMINAR SERIES

The Telfer School received nine scholars from University of Melbourne, University of Pittsburgh, Loughborough University, Clarkson University, Université Laval, Université du Québec à Trois-Rivières, York University, Telfer School of Management, and the Canadian Food Inspection Agency.

### NEW FACULTY SEMINAR SERIES

New Professors Saouré Kaoumé and Onur Ozturk shared their novel and impactful research ideas with the Telfer School's community.

## PUBLIC EVENTS

### JOHN DE LA MOTHE MEMORIAL LECTURE 2018

Colin Mason (University of Glasgow Professor) was the invited speaker of the 2018 John de la Mothe Memorial Lecture.

### TELFER HEALTH TRANSFORMATION EXCHANGE EVENTS

#### *Mayday: Canada's Healthcare System in Crisis*

Kelvin Ogilvie (Senator) discussed why Canada's healthcare system faces various challenges and how the system could be transformed.

#### *Communities of Practice in Action Workshop*

After a brief introduction by Wojtek Michalowski (Telfer School Professor) and Michael Fung-Kee-Fung (Telfer School Professor and Head of Surgical Oncology), several Community of Practice champions based on the Ottawa Hospital talked about the successes and gaps within their communities of practices.

## TELFER FORUMS

### *The Role of University in Entrepreneurship*

Steven Daze (Telfer School Entrepreneur in Residence), Peter Jaskiewicz (Telfer School Professor), Samantha Fulton (Profunda Analytics CEO), and Sue Abu-Hakima (Amika Mobile Corporation CEO) concluded that building a network is essential when starting or growing a business.

### *AI and Analytics in Canada's Healthcare: A Revolution with Opportunities and Challenges*

Peter Liu (Ottawa Heart Institute Vice-President Research), Doug Manuel (Ottawa Hospital Research Institute Chief Scientist), Wojtek Michalowski (Telfer School Professor), Jonathan Patrick (Telfer School Professor), and Herna Viktor (School of Electrical Engineering and Computer Science Professor) discussed the transformative impact of analytical models in the healthcare sector in Canada.

## CONFERENCES

### **2018 ANNUAL CONFERENCE ON ACCOUNTING AND FINANCE**

Every year academics and professionals from around the globe gather at the prestigious Annual Conference on Accounting and Finance. The 2018 edition invited as keynote speakers Jerold Zimmerman (University of Rochester Professor) and Andrew Karolyi (Cornell University Professor).

### **24TH INTERNATIONAL CONFERENCE ON MULTIPLE CRITERIA DECISION MAKING**

Researchers and practitioners discussed the latest application of multiple criteria decision-making tools and explored optimal decision-making around social, environmental, health, safety, and performance objectives. Tuure Tuunanan (University of Jyväskylä Professor), Blair Feltmate (Head of Intact Centre on Climate Adaptation, University of Waterloo), and Jack Kitts (Ottawa Hospital CEO and President) were the keynote speakers.

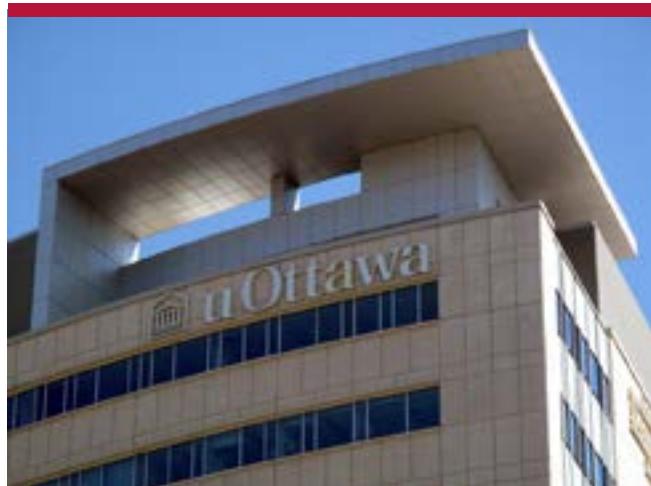
### **2018 QUANTITATIVE RISK MANAGEMENT AND FINANCIAL ANALYTICS WORKSHOP**

This event connected academics who work to improve analytical solutions and practitioners in finance and risk-management who gained insights from presentations by Professors Thomas F. Coleman (University of Waterloo), Matt Davison (Western University), Henry Lam (Columbia University), and Luis Secco (University of Toronto).



# RESEARCH CENTRES AND LABORATORIES

## CENTERS



### CPA-CANADA ACCOUNTING AND GOVERNANCE

#### RESEARCH CENTRE (CPA-AGRC)

CPA-AGRC makes a significant contribution to the academic accounting field and helps shape the development of professional accounting standards and practices. The Centre is led by Professor Walid Ben Amar with support from CPA-Canada, the Telfer School 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. The Center is led by Professor Greg Richards.

## LABORATORIES



### KNOWLEDGE DISCOVERY AND DATA MINING (KDD) LABORATORY

The KDD Laboratory focuses on the use of large datasets to extract novel information and insights, with applications in engineering, business, medicine and population health. 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 program investigate the design, development, and usability of electronic marketplaces (e-marketplaces) as the main trade infrastructures of the digital age. This initiative is led by Professor Morad Benyoucef.

### MOBILE EMERGENCY TRIAGE (MET) RESEARCH LABORATORY

Researchers in the MET Research Laboratory aim to provide computer-based support for a number of decision problems that occur at the point of care in a healthcare institution. Researchers in health informatics and computing science work with practicing physicians under the direction of Professor Wojtek Michalowski.

# THE RESEARCH OFFICE

## OUR MANDATE

The Research Office is committed to fostering a world-class research-intensive environment and supporting the development of knowledge that will have an impact.

## OUR GOALS

1

DEVELOPING  
THE RESEARCH  
ENTERPRISE  
AT THE TELFER  
SCHOOL

2

SUPPORTING  
TELFER  
SCHOOL'S  
RESEARCHERS

3

SUPPORTING  
GRADUATE  
STUDENT  
EXPERIENCE  
(MSC AND PHD  
PROGRAMS)

4

PROMOTING  
RESEARCH AND  
FACILITATING  
KNOWLEDGE  
MOBILIZATION  
PRACTICES

## OUR TEAM



From left to right: Lidiane Cunha, Wojtek Michalowski, Anne-Julie Houle, Kathy Cunningham

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**LEARN MORE**

To learn more about research at Telfer, visit [telfer.uOttawa.ca/research](http://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.

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