



The Atlantic School of Business Conference

invites you to submit a paper to the 41st conference to be held

at the University of Prince Edward Island, School of Business, Charlottetown, PEI.

Call for Papers – ASB 2011

The 41st Atlantic School of Business Conference is being hosted this year by the University of Prince Edward Island, School of Business, from September 30 to October 2, 2011. The theme of this year's conference is "*The Business of Business Schools*".

As knowledge-based industries permeate the regional, national, and global economies, business schools responded by redirecting resources to remain relevant within this changing context. Yet for all the attention paid to these pillars of contemporary business education, questions remain about our ability to achieve the desired impacts. Do current pedagogical practices, curriculum, and institutional structures support student learning in these areas? Are students able, through existing programs, to develop skills needed to succeed in entrepreneurship, ethical management, innovation, or internationalization? Or are these values-laden, rather than skills-based, attributes that cannot be easily taught in even the best classrooms? Where are we succeeding? And where are we falling short? If these are indeed the pillars of modern day business education, how can we best prepare our students, contribute to the academic literature, and connect with the broader business community in ways that embrace these principles?

Come join the UPEI School of Business Administration from Friday, September 30 to Sunday, October 2, 2011 to discuss these important issues, enjoy some famous Island hospitality, and reconnect with colleagues and friends.

See the following sections for information about key dates and paper submissions.

Key Note Speaker:

The keynote speaker for the conference is Professor Denise Rousseau from Carnegie Mellon University, Heinz College and Tepper School of Business. Dr. Rousseau is a leading management scholar who is one of the leaders in developing evidence-based management collaborations and practices among academics and practitioners.

Professor Denise Rousseau:

http://www.heinz.cmu.edu/faculty-and-research/faculty-profiles/faculty-details/index.aspx?faculty_id=81

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Conference Fees

\$200 + GST & PST	Before September 1, 2011
\$240 + GST & PST	After September 1, 2011
\$150 + GST & PST	Retired Faculty Rate
\$125 + GST & PST	Ph.D. or M.B.A. Student
\$ 75 + GST & PST	Spouse/Companion (to attend Friday reception and Saturday dinner only)

Your registration fee includes Friday evening reception, Saturday breakfast and luncheon, Saturday evening dinner, coffee breaks and Sunday breakfast.

Accommodations

We have negotiated special rates for three hotel locations in Charlottetown for the convenience of conference attendees. These rates will be held by the hotels until August 30, 2011. Hotel bookings are not included in conference rates and fees, and are at the expense of participants. You will be asked for your own billing information in order to make a reservation with any of the locations below.

Rodd Royalty Inn
14 Capital Drive
Charlottetown, PE
(902) 894-8566

Rates: Standard Room \$124 per night, plus tax
Suite Room is \$174 per night, plus tax

Extra person charge is \$10 per person, per night plus tax.

Rooms booked up to and including August 30, 2011 for September 30th and October 1.

All rates are subject to 5% GST, 10% PST and a Tourism Accommodation Levy of 2% which is also subject to 5% GST. Each additional person will be charged \$10 per person per night, subject to applicable taxes.

Individuals make their own reservations by calling the Hotel Reservations Department directly at 1-800-565-RODD (7633). Be certain to identify the hotel and the meeting you are attending to ensure you get the quoted rate.

Parking is complimentary. Check out time is 2pm.

The Hotel on Pownal
146 Pownal Street
Charlottetown, PE
(902) 892-1217

Rates: Single Room \$139 per night, plus tax
Double Room \$139 per night, plus tax

Additional Guest charge is \$15 per night.

Rooms booked up to and including August 30, 2011 for September 30th and October 1.

Wireless, high speed internet in guestrooms, meeting space and lobby. Season's Best Breakfast Daily in the lobby is included in the room rate. Complimentary coffee, tea and treats throughout the day.

All rates are subject to 5% GST, 10% PST and a Tourism Accommodation Levy of 2% which is also subject to 5% GST. Each additional person will be charged \$15 per person per night, subject to applicable taxes.

Individuals make their own reservations by calling the Reservations Department at 1-800-268-6261. Callers must identify themselves as being with the Atlantic Schools of Business in order to qualify for the group rate.

Parking is complimentary. Check out time is 3pm.

Best Western Charlottetown
238 Grafton Street
Charlottetown, PE
(902) 892-2461

Rates: Superior Two Double Beds
Superior King
Deluxe Queen with Kitchenette

Single Rate: \$109 per night, plus tax
Double Rate: \$109 per night, plus tax
Triple Rate: \$119 per night, plus tax
Quad Rate: \$129 per night, plus tax

Additional Guest charge is \$10 per night.

Rooms booked up to and including August 30, 2011 for September 30th and October 1.

During your stay you will enjoy, complimentary continental breakfast, high-speed internet and local phone calls and parking. The hotel has an on-site Business Centre.

All rates are subject to 5% GST, 10% PST and a Tourism Accommodation Levy of 2% which is also subject to 5% GST. Each additional person will be charged \$10 per person per night, subject to applicable taxes.

Individuals make their own reservations by calling the Hotel's Reservation agents at (902) 892-2461 or by calling 1-888-422-6232. Callers must identify themselves as being with the Atlantic Schools of Business in order to qualify for the group rate.

Check out time is 3pm.

The registration process is posted on the Atlantic School of Business Conference 2011 website. Please visit <http://asb.acadiau.ca/conference2011.html> and select the registration tab for further information.

Call Submission Dates

We are pleased to put out a call for paper submissions for the 2011 Atlantic School of Business Conference. The following are the key dates for paper submission and review:

August 5	– Deadline for receipt for paper and symposium submissions
August 26	- Notification of acceptance status
September 1	- Last day to register at lower rate
September 9	- Indication of award winners
September 16	- Deadline for receipt of amended papers
September 30	- Start of 41 st ASB Conference
October 2	- Close of the conference

Papers can be submitted using EasyChair conference system. If you have not used EasyChair before, please follow the instructions below.

The submission process involves two steps:

1. Sign up for an EasyChair account
2. Submit your paper

Signing Up and Submitting Papers

You can only submit a paper if you have an EasyChair account. Refer to the steps below to set up an account.

1. Go to the ASB 2011 submission page:
<https://www.easychair.org/conferences/?conf=asb20110>
2. Creating an account in EasyChair

If you already have an EasyChair account, you can skip to **Submitting Your Paper**, below.

- a. Go to the EasyChair website: www.easychair.org
 - b. On the top of the page, click on “Click here to log in”.
 - c. The EasyChair login page opens. Under the login box, click on “sign up for an account”.
 - d. Type in the two word sequence you see on the screen and click on “Continue”.
 - e. Enter your name and e-mail address and click “Continue”.
 - f. Check your e-mail: You will receive a message from EasyChair.
 - g. Click on the link in the message you get from EasyChair.
 - h. Enter your personal information; all starred (*) fields are required. Note your password must be at least 8 characters.
 - i. Click “Create my account” at the bottom of the page.
 - j. Your account is created! Make a note of your username and password for future reference.
3. Log in using your EasyChair username and password.
 4. Click “New Submission”. Select the appropriate track for your paper and then click “Continue”.

5. On the page that appears, you will need to provide correspondence information, identify the author(s), title and category, and upload an abstract and paper. See below for more details about completing the requested information.

Address for Correspondence:

Provide your postal address, in case we cannot reach you electronically.

Authors:

Enter the information requested about the author(s):

- ✓ For yourself, you can click the link at the top of the author box to enter the information from your account profile into the form.
- ✓ For co-authors, type in their information.
- ✓ If there are more than three authors, you can add more authors by clicking on “Click here to add more authors”.

Use the “Corresponding author” checkboxes to select which author(s) will get e-mail from the EasyChair system and the Program Committee.

Title, Abstract and Other Information

- ✓ Enter the Title of the paper; this must be not more than one 7-inch typed line.
- ✓ Enter the pre-publication (short) Abstract. If your paper is accepted, this short abstract will appear in the Meeting Handbook. Cut and paste the abstract into the text box provided. Maximum length is 100 words.
- ✓ Enter the keywords (at least 3, up to 5) that apply to your paper. Please include the sub-areas to which your paper belongs.

Upload paper:

- ✓ Your paper, written according to the guidelines described in the Call for Papers, must be uploaded here.
- ✓ Use PDF format
- ✓ Use the “Browse” button to select your document
- ✓ Click **Submit Paper**

Logout by selecting “Sign out” in the top menu bar.

See below for detailed ASB paper submission style guidelines.

Submitting a Proposal for a Symposium

You must have an account in EasyChair to submit a proposal for a symposium. If you do not have an account with EasyChair, refer to the steps above to make one. If you already have an account, proceed with the steps below.

- 1) Go to the ASB 2011 submissions page:
<https://www.easychair.org/conferences/?conf=asb20110>

- 2) Log in using your EasyChair username and password.
- 3) Click “New Submission”. Select “Symposium” from the list of tracks available and click “Continue”.
- 4) On this page, you will need to fill in your organizer/primary contact information, type of session (symposium), session title, session abstract, and the participants/chair.
- 5) For each paper in the symposium, you will need to provide author(s), the paper title, the paper abstract and references. You will not need to upload actual copies of each paper. See above in “Submitting Papers” for guidelines about filling in the requested information.
- 6) Press “Submit” and you may then log out.

Track Chairs

The program coordinator for the conference this year is Susan Graham. She may be reached at scgraham@upei.ca.

The following is a list of track chairs for each of the divisions. You may email questions to the track chairs, but your submissions must be made using easychair (see the instructions above).

Accounting	Business History
Amy MacFarlane, University of Prince Edward Island ajmacfarlane@upei.ca	Gabie Durepos, St Francis Xavier University gabie1@hotmail.com
Case Track	Entrepreneurship
Robert MacDonald, Crandall University robert.macdonald@crandallu.ca	Vivi Koffi, Université de Moncton vivi.koffi@umoncton.ca
Ethics & Social Issues	Finance
Margaret McKee, Saint Mary’s University margaret.mckee@smu.ca Cathy Driscoll, Saint Mary’s University	Andre Leclerc, Université de Moncton andre.leclerc@umce.ca Hamadou Boubacar, Université de Moncton hamadou.boubacar@umoncton.ca
Gender & Diversity	HR/IR
David Wicks, Saint Mary’s University david.wicks@smu.ca	Basu Sharma, UNB Fredericton bsharma@unb.ca
Information Systems	Management Education
JP Ekionea, Université de Moncton jean-pierre.booto.ekionea@umoncton.ca	Shripad Pendse, Saint Mary's University shripen@yahoo.ca

Marketing	Organizational Behaviour
Donna Sears, Acadia University donna.sears@acadiau.ca	Connie Bygrave, Dalhousie University conniebean@eastlink.ca
Organizational Theory	Strategy
Bill Murray, Mount Saint Vincent University william.murray@msvu.ca	Alidou Ouedraogo, Université de Moncton alidou.ouedraogo@umoncton.ca
Student Case Competition	Business Communications
Edward Gamble, University of Prince Edward Island egamble@upei.ca	Karen Grandy, Saint Mary's University karen.grandy@smu.ca
Symposium	
Susan Graham, University of Prince Edward Island scgraham@upei.ca	

ASB Style Guide

This sheet provides instructions concerning the format and style of papers appearing in the ASB proceedings. It is therefore important for authors to follow these instructions very carefully.

Page Limit:

The manuscript must not exceed 15 pages, single-spaced, including all author information, the title of the paper and the abstract, footnotes and endnotes, tables, figures, and appendices, but excluding references.

Type:

If you are working in Word or WordPerfect, please use CG Times or Times New Roma font size 11. Please make sure to spell and grammar check your paper before submitting it. Do not use page numbers – they will be inserted by the proceedings editor should your paper be included in the proceedings.

Margins:

Left and right margins, except for the abstract (see below), should be 1.25 inches with 1.5 inch margins for the top and bottom. All paragraphs, except the abstract, should be indented 1.5 inches. Text should be fully (right and left) justified. Hyphenating is encouraged to obtain more even work-spacing.

Spacing:

Spacing should adhere to the following format:

- Single space the body of the paper
- Triple space before and double space after first level headings
- Double space before and after second level headings
- Double space between paragraphs

- Triple space between the text and word “Table” or “Figure”
- Triple space before and double space after the words “Appendix” and “References”
- Double space between the last line of the text and the first line of the footnotes: double space between the footnotes if more than one

First Page

Do not use a separate title page. Begin the first page with the following format. On the third and fourth lines, at the left margin, type the location of the Conference and dates, and at the right margin, type the author's name (one line) and affiliation (two lines maximum). If your affiliation title is long, then adjust the format to provide more typing space or abbreviate. If two authors are from the same school, do not repeat each author's affiliation. The authors' names should be given followed by the affiliation. The example following these instructions shows the correct format.

Note: To be considered for the Best Student Paper Award, students must be identified as such and their status must be indicated on the first page of the paper.

Page Numbers

Do not type in page numbers as they will be inserted by the editor prior to printing.

Title

The title should be all capital letters and centered at the top of the first page. If more than one line is required, single space between the lines. If an acknowledgement is given, then footnote the title accordingly.

Acknowledgements

These should be footnoted at the bottom of the first page (see section on footnotes), and should be labelled in the usual manner. The acknowledgements would be footnote 1.

Abstract

An abstract of approximately 50 words should be placed after the title and immediately before the body of the text. Do not type "Abstract" after the title. The abstract should have 1.5 inch left and right margins to set it off from the main text (see example below).

Headings

First level (or main) headings should be centered and bold-typed in upper and lower case, with only major words beginning with capitals. No period is used after the heading. *Second level* headings should be bold-typed flush to the left margin with main words capitalized. *Third level* headings are bold-typed in the paragraph following normal paragraph indentation. Only the initial e-mail of the first word is capitalized and the heading is ended with a period. The text follows on the same line without extra

spacing. Do not place headings at the bottom of a page if there is not room enough to begin the relevant text.

Figures and Tables

Figures and tables should appear soon after their first citation in the text. Each table or figure should have a bold-faced title describing its content. The label and the title should be centered and typed in upper/lower case. There should be no period after the title. Tables and figures may be produced either in the body of the text or on a separate page, depending on their size. Please avoid photo-reduced figures and tables because this will make them illegible in the Proceedings.

Quotations

If quotations contain four or more lines, they should be set off from the body of the text by using 1.5 inch left and right margins.

Citations (or Calling References)

Books, journals and other references should be cited in the text by enclosing in parentheses the author's surname and the year of publication. Examples: (Roy, 1980; Wong, 1988). If a reference contains no author, use first two or three words of the title and the year. Example: (Government Turmoil, 1987). Exercise discretion when citing your own work – remember the refereeing process is double-blind.

Footnotes

Footnotes are generally discouraged, but may be used when necessary. They should be numbered consecutively and placed at the bottom of the page on which they appear, separated from the body of the text by a line one inch long (or 10 spaces). Two footnotes on the same page should be separated by a double space. Be sure to observe the margin requirement at the bottom of the page. Footnotes should not be attached to equations.

Equations

All equations should be placed on separate lines, centered, and numbered consecutively. Be certain that all symbols are adequately defined. Identification numbers should be placed in parentheses along the right margin as shown below.

$$A = f(X_1, X_2, X_3, \dots X_n) \quad (1)$$

Appendices

Appendices, if needed, should immediately follow the body of the paper and precede the references. The title should be centered and bold-faced.

References (Bibliography)*

The bibliography of cited sources should be entitled "References" and should appear at the end of the paper. This section should immediately follow the main body of the paper, after any Appendices.

Below are examples of book, journal, proceedings, and website references. Additional documentation problems may be resolved by consulting Kate Turabian A Manual for Writers, 4th ed., University of Chicago Press, 1973, Section 6.

For books:

Becker, Brian E., Huselid, Mark A. & Ulrich, Dave, *The HR Scorecard: Linking People, Strategy, and Performance*, Boston MA: Harvard Business School Press, 2001.

For journals:

McGuire, Jean & Matta, Elie, "CEO Stock Options: The Silent Dimension of Ownership," *Academy of Management Journal*, 46(2), (April 2003), 255-265.

For conference proceedings:

Long, Richard, "High Involvement Management and Performance Pay in Canada: An Empirical Study," *Proceedings of the 2001 Annual Conference of the Administrative Sciences Association of Canada, Human Resources Division*, Vol. 22, No. 9, Trevor C. Brown (ed.), 77-86.

For Websites:

Phillips, Robert, "Some Key Questions about Stakeholder Theory," http://www.iveybusinessjournal.com/view_article.asp?intArticle_ID=471. [Accessed 11 May 2004].

If no author is given, reference like unsigned newspaper/journal article:

"Canada's Venture Capital and Private Equity Association - 2003 Annual Statistical Review," http://www.cvca.ca/statistical_review/table_3x2003.html. [Accessed 11 May 2004]; in-text citation ("Canada's Venture Capital," 2004)

Web page

Stoddard M. *AHSL Educational Services--draft* [web page] Feb 1995; <http://amber.medlib.arizona.edu/homepage.html>. [Accessed 16 Mar 1995].

If no author is given, reference like unsigned newspaper/journal article:

"Sexual harassment: Myths and realities." [web page] n.a.; <http://www.apa.org/pubinfo/harass.html>. [Accessed 12 June 1996].

In-text citation:

("Sexual harassment," 1996)

ASB 2010
Halifax, Nova Scotia

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THE APPLICATION OF THE MARKETING CONCEPT IN CANADA¹

The marketing concept has been around a long time. This study reports how top Canadian marketing executives have adopted the concept in their organizations.

The Canadian Experience

The marketing concept is generally well known and respected by Canadian business people, but there was a time

¹ Acknowledgements