# **Atlantic Schools of Business**

Charlottetown, Prince Edward Island University of Prince Edward Island September 30 - October 2

## Program

## 2011 Annual Conference (41st)





#### **President's Welcome**

Welcome to the 41st Atlantic Schools of Business Conference in beautiful Prince Edward Island, the "Birthplace of Confederation" and home to some of the finest seafood in the world!

ASB's mission is to support and encourage the exchange of ideas in higher education. Initially, our members came primarily from the universities in Atlantic Canada, but in recent years we have welcomed national and international scholars to showcase their research. We continue the tradition of bringing post-secondary researchers and educators together to disseminate their research in the administrative sciences and pedagogy. As such, the conference represents an opportunity to publish peer-reviewed research in the proceedings or receive feedback for works-in-progress in a collegial setting. The ASB conference also provides an excellent venue for graduate students to present their work and exchange ideas.

So enjoy the conference but be sure to take some time to sample the wonderful hospitality and cuisine of PEI.

Jean Helms Mills, ASB President

#### Letter from the Conference Chair

It is with great pleasure that we welcome you to the University of Prince Edward Island for the 41<sup>st</sup> Atlantic Schools of Business Conference (ASB). We are pleased to report that we have over 83 paper, case, poster, and symposium submissions to be presented over two conference days. As with past ASB conferences, our submissions continue to grow beyond the Atlantic Canada region to include universities in Ontario, Quebec, the U.S., and France. We are pleased to have our academic key note speaker, Dr. Denise Rousseau, H. J. Heinz II University Professor of Organizational Behavior and Public Policy at the Heinz College of Public Policy, Information and Management, and the Tepper School of Business at Carnegie Mellon University and past president of the Academy of Management, presenting in the Doctoral and Early Career Consortium as well as the Plenary session. In addition, the industry key note speaker, Mr. Duncan Shaw, General Manager of Cogsdale, will be here to discuss the connection of our teaching with industry.

This conference would not be possible without all the help of the many volunteers from universities around the region. I would like to thank all of our track chairs for their diligent efforts to coordinate the review process and provide feedback to authors who submitted papers. I am also grateful for the continued support and guidance from the ASB executive, especially our President, Dr. Jean Helms Mills, who was always willing to lend a hand and provide insights about conference planning, and Mr. Ian Feltmate who was amazing with developing, updating, and maintaining the ASB website. Finally, I would like to thank the conference planning team from UPEI, Dr. Susan Graham, Ms. Amanda Strongman, Mr. Alan Duncan, Dr. Blake Jelley and Mrs. Nicole Higginbotham, and from Saint Mary's University, Mr. Chris Hartt. A special thanks to our EMBA graduates, Ms. Heather Rossiter, Mrs. Jean Kimpton, Mrs. Anne MacAulay, and Mr. Scott Wilson, and EMBA current students, and our EMBA team, Mrs. Grace McCourt and Ms. Angela MacDonald, who stepped in to help us coordinate the event. The support of our outgoing Dean, Dr. Roberta MacDonald, and incoming Dean, Mr. Alan Duncan, have been greatly appreciated to make this conference come together.

Thanks to universities around the region for graciously sponsoring events during the conference. Your commitment to ASB helps to continue the tradition. Thanks to all the authors for choosing ASB as a venue to present your research.

Enjoy the conference, UPEI, and PEI! Please let us know if there is anything we can do while visiting us.

Sincerely,

Wendy R. Carroll Conference Chair, ASB

#### Contents

President's Welcome
Letter from the Conference Chair
Introducing the Atlantic Schools of Business1
The 2011 Conference Team
ASB 2011 Conference Theme
Events at a Glance
Plenary Keynote Speaker7
Industry Keynote Speaker
Schedule of Events
Schedule of Academic Sessions by Day and Time11
Schedule of Sessions by Track
Recent Conferences and Presidents of ASB (2000-2011)
Author Listing
Note from Conference Organizers
Track Chairs
UPEI Information and Supports
My Agenda

#### **Introducing the Atlantic Schools of Business**

First held in 1971, "the Atlantic Schools of Business (ASB) conference is one of the longest-running organizations of its type in North America. Consisting of the schools of business from the four Atlantic Provinces (New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland-Labrador) the schools collaborate on matters of mutual concern. Each autumn, a regional conference is hosted by one of the schools on a rotating basis." (Haddon & Mills, 2008).

According to one history,<sup>1</sup> the seeds of ASB can be traced to a meeting of a small group of deans and directors from the region attending the opening ceremony for the new school of business at the University of Moncton in late 1964:

It was suggested by one and heartily agreed to by others that it would be beneficial to meet again, perhaps regularly, "*to trade advice and stories*". Thus the seed was planted for the collaboration that became known as the Atlantic Schools of Business (ASB). The following year, in 1965, the first meeting took place (Haddon & Mills, 2008, p.4)

The first conference was held in 1971<sup>2</sup> and has been held every year since through an informal arrangement that saw the conference organization rotated across the different business schools. In 2005 the conference moved to a standing committee, involving representatives from at least one business school from each of the four regions. The following year, in 2006, the ASB History Project was established by the Sobey PhD Program and this has generated a series of histories, most of which have been presented at subsequent ASB conferences and can be found on the 2006, 2007, 2008, 2009, and the 2010 ASB Proceedings.

<sup>&</sup>lt;sup>1</sup> In the spirit of encouraging plural histories (see Mills & Durepos, 2010), we would stress that this is but of many possible accounts of ASB. <sup>2</sup> Apart from the year – 1971 -- we do not have any information on where or when this conference was held and would appreciate any clues

that people can send us: contact Albert Mills (ASB History Project) @ <u>albert.mills@smu.ca</u>

## The 2011 Conference Team

The 41<sup>st</sup> Atlantic Schools of Business (ASB) Conference has been coordinated by the following team:

Conference Chair:	Wendy R. Carroll, University of Prince Edward Island
Program and Proceedings Chair:	Susan Graham, University of Prince Edward Island
Program and Proceedings Administrator:	Amanda Strongman, University of Prince Edward Island
Treasurer:	Alan Duncan, University of Prince Edward Island
Conference Web Master:	Ian Feltmate, Acadia University
Doctoral Consortium Organizer:	Christopher M. Hartt, Saint Mary's University
Conference Speaker Organizer:	Blake Jelley, University of Prince Edward Island
Conference Support:	Nicole Higginbotham, University of Prince Edward Island

## ASB 2011 Conference Theme

The 41<sup>st</sup> 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.

## **Events at a Glance**

#### Friday, September 30

12:00 pm:	Registration begins	Louis W. MacEachern Market
		Street, McDougall Hall
1:00 – 4:30 pm:	Doctoral and Early Career Symposium	Room 243, McDougall Hall
	Keynote Speaker: Dr. Denise Rousseau	
(Doctoral and Ear	rly Career Symposium sponsored by Nelson Canad	a and Saint Mary's University Ph.D.
	program)	
4:30 – 5:30 pm:	Dean's Reception hosted by UPEI Dean Alan	Mezzanine, Third Floor,
	Duncan	McDougall Hall
6:00 – 8:00 pm:	Opening Reception	The Old Triangle Irish Alehouse,
0.00 0.00 pm.		89 University Avenue
		by Oniversity Avenue
(Reception sponse	ored by Saint Mary's University Ph.D. for beverage	s and Royal Bank of Canada for hors
	d'oeuvres )	

#### Saturday, October 1

7:30 – 8:30 am:	Breakfast	Schurman Market Square, McDougall Hall
(Breakfast sponsored by	Mount Allison University, Ron Joyce	Centre for Business Studies)
8:30 – 10:15 am:	Paper Sessions	Rooms 242, 246, 328, 329
	Student Case Competition	McDougall Hall
10:15 am:	Break	Mezzanine, Schurman Market Square, McDougall Hall
(Break sponsored	d by Acadia University, F.C. Manning	School of Business)
10:30 – 11:45 am:	Paper Sessions and Student Competition	Rooms 242, 246, 328, 329 McDougall Hall
12:00 – 1:30 pm:	Luncheon and Keynote Address Keynote Speaker: Duncan Shaw, GM, Cogsdale	Schurman Market Square, McDougall Hall

(Lunch sponsored by St. Francis Xavier University, Gerald Schwartz School of Business)				
1:30 – 2:45 pm:	Paper Sessions	Rooms 242, 246, 328, 329		
	Student Case Competition	McDougall Hall		
2:00 – 3:15 pm:	Poster Session	Louis W. MacEachern Market		
		Street, McDougall Hall		
(Poster Session spor	nsored by the University of New Brunswick	- Fredericton and Saint John)		
3:15 pm:	Break	Mezzanine, Schurman Market		
		Square, McDougall Hall		
(Break spo	nsored by Saint Mary's University, Sobey's	s School of Business)		
3:30 – 4:30 pm:	Plenary - Keynote Speaker: Dr.	Room 242		
	Denise Rousseau	McDougall Hall		
4:45 – 5:45 pm:	ASB Executive Meeting	Room 231, McDougall Hall		
6:30 – 9:30 pm:	Banquet and Awards	Culinary Institute of Canada,		
		4 Sydney Street		
(Banquet sponsored by UPEI School of Business, UPEI Executive MBA and the Atlantic School of				
	Chartered Accountancy)			

#### Sunday, October 2

8:00 – 9:00 am:	Breakfast and Annual General Meeting	Schurman Market Square, McDougall Hall	
(Breakfas	t sponsored by MRSB Chartered Ac	countants)	
9:00 – 10:15 am:	Paper Session	Rooms 242, 246, 328, 329	
	Student Case Competition	McDougall Hall	
10:15 am:	Break	Mezzanine, Schurman Market Square, McDougall Hall	
(Break sponsored by Crandall University)			
10:30 – 12:00 pm:	Paper Sessions	Rooms 242, 246, 328, 329	
	Student Case Competition	McDougall Hall	

#### Other sponsors of our overall event include:

Best Paper Awards by:

• Administrative Sciences Association of Canada (ASAC)

The Student Case Competition by:

- Grant Thornton
- Mount Saint Vincent University

Additional Sponsors include:

- Universite de Moncton,
- Eastlink, and
- Pearson Canada

#### **Plenary Keynote Speaker**



Dr. Denise Rousseau

Dr. Denise Rousseau is the H. J. Heinz II University Professor of Organizational Behavior and Public Policy at the Heinz College of Public Policy, Information and Management, and the Tepper School of Business at Carnegie Mellon University. She is a past-president of the Academy of Management and fellow of the Academy of Management, British Academy of Management, American Psychological Association, and Society for Industrial-Organizational Psychology. The Academy of Management recognized Dr. Rousseau with a Lifetime Service Award in 2010 and she earned a Lifetime Achievement Award from its Organizational Behavior division in 2009. She has researched and consulted in more than 100 different applied settings. She is the author of over 170 articles and has twice won the Academy of Management's George Terry Award for best management book. She has earned several best article awards including the 2008 Academy of Management Learning and Education Best Article for, *Educating Managers From an Evidence-Based Perspective* (with Sharon McCarthy). Dr. Rousseau is a world leader of the Evidence-Based Management Collaborative and editor of the forthcoming Oxford *Handbook of Evidence-Based Management: Managers, Educators and Researchers*.

#### **Industry Keynote Speaker**



**Duncan Shaw** 

As General Manager, Duncan is responsible for the strategic direction and product strategy of Cogsdale. Duncan was a founder of Cogsdale and partner since 1997 until assuming his current role with Harris' acquisition of Cogsdale. His entrepreneurial management style has positioned Cogsdale as an accomplished provider of utility and local government software solutions. Duncan continues to focus Cogsdale's product agenda on fully leveraging Microsoft technology for the unique needs of Cogsdale's clients. Duncan received his Bachelor of Business Administration prior to completing his MBA and Certified Management Accountant designation. Duncan sits on the UPEI School of Business advisory board and the board of Innovation PEI.

## Schedule of Events

## Friday, September 30, 2011

TIME	EVENT AND LOCATION
12:00 pm:	Registration Begins (Louis W. MacEachern Market Street, McDougall Hall)
1:00 – 4:30 pm:	Doctoral and Early Career Symposium (Room 243, McDougall Hall)
4:30 – 5:30 pm:	Dean's Reception (Mezzanine, Third Floor, McDougall Hall)
6:00 – 8:00 pm:	Conference Reception (The Old Triangle, 89 University Avenue)

#### Saturday, October 1, 2011

TIME	EVENT AND LOCATION			
7:30 – 8:30 am:	Breakfast (Sch	Breakfast (Schurman Market Square, McDougall Hall)		
8:30 – 10:15 am:	Accounting	Case Track	Strategy	Management Education
Paper Sessions	Rm. 242	Rm. 246	Rm. 328	Rm. 329
10:15 am:	Break (Mezzar	nine, Schurman Marl	ket Square, McDouga	ll Hall)
10:30 – 11:45 pm:	Business	Organizational	Entrepreneurship	Information Systems
Paper Sessions &	History	Behaviour	Symposium	Rm. 329
Case Track	Rm. 242	Rm. 246	Rm. 328	
12:00 – 1:30 pm:	Luncheon with Keynote Speaker Duncan Shaw (Schurman Market Square)			
1:30 – 2:45 pm:	Finance	Marketing	HR/IR	Ethics
Paper Sessions	Rm. 242	Rm. 246	Rm. 328	Rm. 329
2:00 to 3:15pm:	Poster Session (Louis W. MacEachern Market Street, McDougall Hall)			
Poster Session				
3:30 – 4:30 pm:	Plenary with Dr. Denise Rousseau (Room 242, McDougall Hall)			
Plenary				

4:45 – 5:45 pm:	ASB Executive Meeting (Room 231, McDougall Hall)
6:30 - 9:30	Dinner and Awards at The Culinary Institute of Canada (4 Sydney Street)

#### Sunday, October 2, 2011

TIME	EVENT AND LOCATION			
8:00 – 9:00 am:	Breakfast and A	Breakfast and Annual General Meeting (Schurman Market Square)		
9:00 – 10:15 am:	Accounting	Ethics	Marketing	Entrepreneurship
Paper Sessions & Case Track	Rm. 242	Rm. 246	Symposium Rm. 328	Rm. 329
10:15 am:	Break (Mezzanine, Schurman Market Square, McDougall Hall)			
10:30 – 12:00 pm:	Finance	Ethics	Business	Organizational Theory
Paper Sessions	Rm. 242	Symposium	Communications	Rm. 329
& Case Track		Rm. 246	Rm. 328	

## **Student Case Competition:**

The Student Case Competition will begin at 8:30 am on Saturday and end at noon on Sunday.

## Schedule of Academic Sessions by Day and Time

Note: Papers denoted with an asterisk (\*) have been accepted into the proceedings.

#### Saturday, October 1, 8:30 – 10:15 am

Track, Chair and Location	Title	Author(s)
Accounting Amy MacFarlane Rm. 242	Does the Market Value the Affiliation of French Firms with the UN Global Compact*   Les Practiques en Matiere de Divulgation Societale des Grande Banques Canadiennes du Point de vue de la Theorie Neo-Institutionnelle   Comment Reconcilier Comptabilite de Gestion et Performance dans les Services Publics Municipaux ?   Vers une Meilleure Comprehension des Determinants Contingents de la Performance des Services Publics Municipaux Camerounais   The Code-Signature Experiment: A Research Design Proposal	Michel Coulmont, Sylvie Berthelot and Johann Vallerand Marjolaine Lapierre, Sylvia Berthelot and Michel Coulmont Donatien Avele Donatien Avele and Gerard Fillion Brent White
Case Track Robert MacDonald Rm. 246	Ad Astra International Inc.   Ducks Unlimited (Atlantic Canada)   Amirix Systems Ltd.   Kings Para-Transit Society   Withering Grass and Fading Flowers: Personal Values   Versus Social Expectations at Petals and Promises   Wedding Flowers   New Dominion Baptist Church: A Rural Church   Struggling in a Changing World	Conor VibertConor VibertConor Vibert and Sandra GreerDeepa Pushkarna, Katherine Wadden and Conor VibertRobert MacDonald and Heather SteevesRobert MacDonald and Justine Poitras

	On the Quantification of Strategic Management: An	Mark Fuller
	¢ 0	Wark Fuller
	Algebraic Approach to the Referencing, Comparison and	
	Evaluation of Business Strategies*	
	Bay of Fundy Tidal Energy	Shelley MacDougall
Strategy		
	The Prestigious CEO and Strategic Risk*	Russell Fralich and Chenchen
Alidou		Qi
Ouedraogo		
	Sustainability Challenges for Small and Mid-Sized	Hannah Bell
<b>Rm. 328</b>	Municipal Governments: A Case Study Using an Adapted	
	Methodology	
	Comportements Strategiques et Performance	Alidou Ouedraogo and Michel
	Organisationnelle: Resultats d'une Etude Exploratoire sur	Boyer
		Boyer
	les Entreprises Reunionnaises	
	Simulation en Comptabilite de Gestion: Impacts sur le	Jocelyn Huot, Michel
	Developpement des Competences et sur le Travail en	Coulmont and Yves Levant
	Equipe	
Management	Product Development Simulation as a Tool for	Andrew Jardine
Education	-	Andrew Jardine
	Management Information Systems Instruction	
Susan	The Business Realities of Business Schools are	Michael Skipton and Mary
Graham	Resources, Research, Student Numbers and Marketing the	Furey
		Turey
Rm. 329	Brand: So Where is Teaching and What are Students	
	Really Learning?	
	(Re)Constructing Business Knowledge: Exploring Actor-	Randy Delorey
	Networks of an Introductory Business Textbook	

#### Saturday, October 1, 10:30 – 11:45 am

Track, Chair and Location	Title	Author(s)
	Conflicting Identities and the Struggle for	Patricia McLaren and Albert
	Organizational Legitimacy: Administrative Sciences	J. Mills
<b>Business History</b>	Association of Canada*	
Gabie Durepos Rm. 242	A History of Air Canada? Framing the Non-Corporeal Actant	Christopher Hartt
	Caution, this History Makes a Wide Turn: The Historic Break in MOS* [BEST PAPER]	Terrance Weatherbee

	Examining Racial Discourse in The Chronicle Herald`s Series Nova Scotia Burning* [BEST STUDENT	Jolene Titus
	PAPER]	
	Building Self-Efficacy in Underserved Youth Through	Heidi Weigand and Johanna
	Learning Goal Development	Weststar
	Examining Innovative Climates in Public Sector	Denise Spenceley
Organizational	Organizations: Employee Perceptions of Obstacles of	
Behaviour	Creativity	
Connie Bean	Exploring How Multiple Meanings are Crafted from the	William Murray
Rm. 246	Contextual Language Choices Made Within Enunciations	
	Leadership as a Moderator of the Relationship Between	Elizabeth Kelley, Margaret
	Work-Family Conflict and Well-Being	McKee and Kevin Kelloway
Entrepreneurship	Symposium on Experiential Activities for	Monica Diochon, Reuben
Symposium	Entrepreneurship University Learning	Domike, Roberta MacDonald,
		Lisa Lowthers, Michael
Rm. 328		Sheppard and Roger Wehrell
	Regional Differences in Innovation and Economic	Ryan MacNeil
	Performance in Canada's Information Technology Industries	
Information	Integrating ICT into Higher Education at the University	Gerard Fillion and Jean-Pierre
Systems	of Moncton: What Onsite and Online Students are	Booto Ekionea
JP Ekionea	Thinking about it*	Dooto Extoned
D	Improving Municipal Information and Knowledge	Jean-Pierre Booto Ekionea,
Rm. 329	Management Capabilities: Case Study*	Gerard Fillion and Vivi Koffi
	User Expectations of Privacy and Concerns in Network	Elizabeth McLeod and Ron
	Traffic*	McLeod

## Saturday, October 1, 1:30 – 2:45 pm

Track, Chair	Title	Author(s)
and Location		
	Investing in Working Capital: A Comparison of Canadian and US Firms*	Rahman Khokar and Sudipto Sarkar
Finance Ian Glew	La Reaction du Marche Boursier Canadien Suite a la Declaration des Transactions d'Actions des Inities dans le Sedi*	Tania Morris and Hamadou Boubacar
Rm. 242	Forecasting Stock Exchange Opening with Foreign Stock Markets: Evidence from the NYSE and the SSE*	George Ye
	Integration Interrupted: Value Loss from Sift Taxation*	Ian Glew
	Trading Paint: The Transfer of Brand Meaning in NASCAR Racing*	Gordon Fullerton
Marketing Donna Sears	Revenue Enhancement Strategies and Their Impact on Hotel Performance During Stressful Economic Times*	Candace Blayney and Karen Blotnicky
Rm. 246	Empirical Research in Consumer Information Privacy Concern Online: A Review and Critical Assessment*	Bobbi Morrison
	An Empirical Model for Testing Factors Affecting Business-to-Consumer E-Commerce in Saudi Arabia*	Amal Melibari and Abdul- Rahim Ahmad
	An Examination of the Continued Applicability of Commitment Models in a Unionized Professional Workplace*	Shelagh Campbell
	Examining Bullying in Canadian Workplaces: Preliminary Findings from a Content Analysis Study Using Arbitration Case Decisions*	Kristie Arsenault, Wendy R. Carroll and Terry H. Wagar
HR/IR Rahim Abdul Rm. 328	The Role of Senior Leaders in the Development of Healthy Workplace Programs: A Case Study in Call Centres*	Jacqueline Baird and Wendy R. Carroll
	Systeme de Remuneration et Satisfaction des Employes : Composantes Cles dans l'Industrie des Centres d'Appel*	Abdelhadi Naji and Rami El Houmeissi
	Can You Hear Me Now? A Preliminary Look at the Gap Between Immigrant Voices and Government Programs Designed to Facilitate Economic Integration in Nova Scotia	Kelly Dye, Bruce Dye and Wendy R. Carroll

Ethics	Communicating CSR: The Case of Atlantic Canadian SMEs	Kristen Hawker, Cathy Driscoll and Margaret McKee
Anne MacAulay	The Question of Theoretical Foundations for the Spirituality at Work Movement	Richard Hudson
Rm. 329	Strategic Risk Management in the Municipal and Public Sector	Tom Cooper, Mary Furey and Michael Skipton

## Saturday, October 1, 2:00 – 3:15 pm

Track, Chair and Location	Title	Author(s)
	Developing a framework for reflective executive education: Integrating evidence-based management and levels of reflective judgement	Wendy R. Carroll and R. Blake Jelley
	Dispute Resolution in Municipal Government: Some Initial Findings	Terry H. Wagar and Sharon Webb
Poster Session	Financing the Social Economy of Atlantic Canada	George Karaphillis
Heather Rossiter	Stigma about mental illness in Canadian workplaces: Preliminary findings from an analysis of arbitrations cases	Anne MacAulay and Wendy R. Carroll
Louis W. MacEachern Market Street	Paradox of Professional Bureaucracy and Strategic Human Resources Management	David Iremadze
	An exploratory comparison of alternative and traditional expatriate assignments using the career capital framework	J. Scott Wilson and Wendy R. Carroll
	Multi-perspective Review of the Contemporary Issues, Trends and Considerations in Designing Undergraduate Commerce Curricula	David Iremadze

## Saturday, October 1, 3:30 – 4:30 pm

Track, Chair and Location	Title	Author(s)
Plenary Session	Evidence-based Management	Dr. Denise Rousseau
Rm. 242		

## Sunday, October 2, 9:00 – 10:15 am

Track, Chair and Location	Title	Author(s)
	Portrait de l'Evolution des Rapports de Developpement Durable de Societes Canadiennes	Karine Robinette, Michel Coulmont and Sylvie Berthelot
Accounting Amy MacFarlane	La Normalisation Comptable Internationale : Convergences ou Divergences Entre les Referentiels IFRS et Ohada?	Donatien Avele
Rm. 242	La Formation Professionnelle Selon une Approche Par Competences : Le Concept et une Application en Comptabilite au Canada	Monique Levesque
	Learning to be Ethical: An Initial Comparison of the Cognitive Moral Development of Accounting Students and Professional Auditors	Jeffrey Taylor and Todd Boyle
	Time to Get Hard Core about Supposedly 'Soft' Values: Exploring why Corporate Leaders Often Keep Kindness in the Closet	Sara Napier and Cathy Driscoll
Ethics Margaret McKee	Does a Common Public Formulary Exist for Cancer Drugs in Canada?	Katherine Ballem and Juergen Krause
Rm. 246	Hegemonic Power and Executive Compensation	Basu Sharma, Muhammad Rashid and Mohamed Drira
	Management Egoism, Control and Intrinsic Ethical Risks of Practice: Some of the Gaps in Business Programmes	Michael Skipton and Tom Cooper

Social Media	Social Media Success Strategies for the Classroom and	Donna Sears, Bill Murray,
Symposium	Business: Understanding, Applying and Making Social Media Relevant to Students in Marketing and Other	Greg Fleet, Steve Webster
Rm. 328	Business Courses	
	Influence des Motivations Entrepreneuriales sur la	Yves Robichaud, Egbert
	Performance des PME	McGraw, Jean-Charles
Entrepreneurship		Cachon and Rana Haq
Jean Kimpton	Doing Good Better: Applying Principles of Adult Learning and Entrepreneurship Education to Business	Oksana Kovalenko
Rm. 329	Development Services	
	Increasing the Impact of Social Enterprise: The Search	Haley Beer and Edward
	for a Performance Measurement Tool	Gamble

## Sunday, October 2, 10:30 – 12:00 pm

Track, Chair	Title	Author(s)
and Location		
	Empirical Evaluation of a Heuristic Approach to Value Investing: An Examination of S&P/TSX 60 from 2006- 2010*	Eben Otuteye and Mohammad Siddiquee
Finance	Managerial Risk Taking Incentives, Relationship	Liqiang Chen
Ian Glew	Lending and Cost of Debt*	
Rm. 242	Too Big to Fail, TBTF: A Better Solution is a Mixture of Solutions*	Muhammed Rashid, Mohamed Drira and Basu Sharma
	Too Big to Fail, TBTF: A Critical Evaluation of a Limit on Size as a Solution	Asiyeh Norouzpour, Mohamed Drira and Muhammad Rashi
Ethics Symposium Rm. 246	The University Budget as an Instrument for Ethical Conduct in Operations, Strategy and Culture	Larry Corrigan, Heidi Weigand, Kevin Kelloway and Russell Fralich

	Social Media in the Workplace: Traditional Communication Lines get Blurred*	Heather-Anne MacLean and Judy Ann Roy
Business Communications Karen Grandy	Students Understanding of Assessment and their Resultant Motivation to Engage with the Material*	Binod Sundararajan, Jill Manderson and Malavika Sundararajan
Rm. 328	The `Comm` in Commerce: Business Communications at Atlantic Schools of Business	Karen Grandy
	Students' School Related Reading Practices: Confirming what we all Suspect*	Susan Graham and Amanda Jenkins Adams
	Finding Meaning Through Work: Untangling the Braided Discourses*	Scott MacMillan and Anthony R. Yue
Organizational Theory William Murray	Peering into the Social Media Mirror I Made Myself: Authenticity, Existential Ethics and One Way Symmetrical Communication*	Anthony R. Yue and Amy Thurlow
Rm. 329	Conflicting Discourse: Enrolment of NCA's in the Network and Counter-Network – Bullfrog Power – Environmentalism of Greenwashing	Christopher Hartt

## Schedule of Sessions by Track

Note: Papers denoted with an asterisk (\*) have been accepted into the proceedings.

#### Accounting

Day, Room, Time	Title	Author(s)
	Does the Market Value the Affiliation of French Firms with the UN Global Compact*	Michel Coulmont, Sylvie Berthelot and Johann Vallerand
Saturday 8:30 to 10:15 am	Les Practiques en Matiere de Divulgation Societale des Grande Banques Canadiennes du Point de vue de la Theorie Neo-Institutionnelle	Marjolaine Lapierre, Sylvia Berthelot and Michel Coulmont
Rm. 242	Comment Reconcilier Comptabilite de Gestion et Performance dans les Services Publics Municipaux ?	Donatien Avele
Amy MacFarlane	Vers une Meilleure Comprehension des Determinants Contingents de la Performance des Services Publics Municipaux Camerounais	Donatien Avele and Gerard Fillion
	The Code-Signature Experiment: A Research Design Proposal	Brent White
	Portrait de l'Evolution des Rapports de Developpement Durable de Societes Canadiennes	Karine Robinette, Michel Coulmont and Sylvie Berthelot
Sunday	La Normalisation Comptable Internationale : Convergences ou Divergences Entre les Referentiels IFRS et Ohada?	Donatien Avele
9:00 to 10:15 am Rm. 242	La Formation Professionnelle Selon une Approche Par Competences : Le Concept et une Application en Comptabilite au Canada	Monique Levesque
Amy MacFarlane	Learning to be Ethical: An Initial Comparison of the Cognitive Moral Development of Accounting Students and Professional Auditors	Jeffrey Taylor and Todd Boyle

#### **Business Communications**

Day, Room, Time	Title	Author(s)
	Social Media in the Workplace: Traditional	Heather-Anne MacLean and
Sunday	Communication Lines get Blurred*	Judy Ann Roy
10:30 am to 12:00	Students Understanding of Assessment and their Resultant Motivation to Engage with the Material*	Binod Sundararajan, Jill Manderson and Malavika
pm	Resultant Motivation to Engage with the Material	Sundararajan
Rm. 328	The `Comm` in Commerce: Business Communications at Atlantic Schools of Business	Karen Grandy
Karen Grandy	Communications at Atlantic Schools of Dusiness	
	Students' School Related Reading Practices: Confirming what we all Suspect*	Susan Graham and Amanda Jenkins Adams

#### **Business History**

Day, Room, Time	Title	Author(s)
	Conflicting Identities and the Struggle for Organizational Legitimacy: Administrative Sciences	Patricia McLaren and Albert J. Mills
	Association of Canada*	141115
Saturday	A History of Air Canada? Framing the Non-Corporeal	Christopher Hartt
10:30 to 11:45 am	Actant	
Rm. 242	Caution, this History Makes a Wide Turn: The	Terrance Weatherbee
Gabie Durepos	Historic Break in MOS* [BEST PAPER]	
	Examining Racial Discourse in The Chronicle Herald`s Series Nova Scotia Burning* [BEST	Jolene Titus
	STUDENT PAPER]	

#### **Case Track**

Day, Room, Time	Title	Author(s)
Saturday	Ad Astra International Inc.	Conor Vibert
8:30 to 10:15 am	Ducks Unlimited (Atlantic Canada)	Conor Vibert
Rm. 246	Amirix Systems Ltd.	Conor Vibert and Sandra Greer

	Kings Para-Transit Society	Deepa Pushkarna, Katherine
Dahard MaaDarah		Wadden and Conor Vibert
Robert MacDonald		
	Withering Grass and Fading Flowers: Personal Values	Robert MacDonald and
	Versus Social Expectations at Petals and Promises	Heather Steeves
	Wedding Flowers	
	New Dominion Baptist Church: A Rural Church	Robert MacDonald and Justine
	Struggling in a Changing World	Poitras

#### Entrepreneurship

Day, Room, Time	Title	Author(s)
Saturday 10:30 to 11:45 am Rm. 328	Symposium Experiential Activities for Entrepreneurship University Learning	Monica Diochon, Reuben Domike, Roberta MacDonald, Lisa Lowthers, Michael Sheppard and Roger Wehrell
Kili. 528		
Sunday	Influence des Motivations Entrepreneuriales sur la Performance des PME	Yves Robichaud, Egbert McGraw, Jean-Charles Cachon and Rana Haq
9:00 to 10:15 am Rm. 329	Doing Good Better: Applying Principles of Adult Learning and Entrepreneurship Education to Business Development Services	Oksana Kovalenko
Jean Kimpton	Increasing the Impact of Social Enterprise: The Search for a Performance Measurement Tool	Haley Beer and Edward Gamble

## Ethics and Social Responsibility

Day, Room, Time	Title	Author(s)
Saturday	Communicating CSR: The Case of Atlantic Canadian SMEs	Kristen Hawker, Cathy Driscoll and Margaret McKee
1:30 to 2:45 pm Rm. 329	The Question of Theoretical Foundations for the Spirituality at Work Movement	Richard Hudson
Anne MacAulay	Strategic Risk Management in the Municipal and Public Sector	Tom Cooper, Mary Furey and Michael Skipton

	Time to Get Hard Core about Supposedly 'Soft'	Sara Napier and Cathy
	Values: Exploring why Corporate Leaders Often	Driscoll
	Keep Kindness in the Closet	
Sunday		
	Does a Common Public Formulary Exist for Cancer	Katherine Ballem and Juergen
9:00 to 10:15 am	Drugs in Canada?	Krause
Rm. 246	Hegemonic Power and Executive Compensation	Basu Sharma, Muhammad
		Rashid and Mohamed Drira
Margaret McKee		
	Management Egoism, Control and Intrinsic Ethical	Michael Skipton and Tom
	Risks of Practice: Some of the Gaps in Business	Cooper
	Programmes	
Sunday	Symposium	Larry Corrigan, Heidi
		Weigand, Kevin Kelloway and
10:30 am to 12:00	The University Budget as an Instrument for Ethical	Russell Fralich
pm	Conduct in Operations, Strategy and Culture	
Rm. 246		

#### Finance

Day, Room, Time	Title	Author(s)
	Investing in Working Capital: A Comparison of Canadian and US Firms*	Rahman Khokar and Sudipto Sarkar
Saturday 1:30 to 2:45 pm	La Reaction du Marche Boursier Canadien Suite a la Declaration des Transactions d'Actions des Inities dans le Sedi*	Tania Morris and Hamadou Boubacar
Rm. 242 Ian Glew	Forecasting Stock Exchange Opening with Foreign Stock Markets: Evidence from the NYSE and the SSE*	George Ye
	Integration Interrupted: Value Loss from Sift Taxation*	Ian Glew
Sunday 10:30 am to 12:00	Empirical Evaluation of a Heuristic Approach to Value Investing: An Examination of S&P/TSX 60 from 2006-2010*	Eben Otuteye and Mohammad Siddiquee
pm Rm. 242	Managerial Risk Taking Incentives, Relationship Lending and Cost of Debt*	Liqiang Chen
	Too Big to Fail, TBTF: A Better Solution is a Mixture	Muhammed Rashid, Mohamed

Ian Glew	of Solutions*	Drira and Basu Sharma
	Too Big to Fail, TBTF: A Critical Evaluation of a	Asiyeh Norouzpour, Mohamed
	Limit on Size as a Solution	Drira and Muhammad Rashi

#### Human Resources and Industrial Relations

Day, Room, Time	Title	Author(s)
	An Examination of the Continued Applicability of Commitment Models in a Unionized Professional Workplace*	Shelagh Campbell
Saturday	Examining Bullying in Canadian Workplaces: Preliminary Findings from a Content Analysis Study Using Arbitration Case Decisions*	Kristie Arsenault, Wendy R. Carroll and Terry H. Wagar
1:30 to 2:45 pm Rm. 328	The Role of Senior Leaders in the Development of Healthy Workplace Programs: A Case Study in Call Centres*	Jacqueline Baird and Wendy R. Carroll
Rahim Abdul	Systeme de Remuneration et Satisfaction des Employes : Composantes Cles dans l'Industrie des Centres d'Appel*	Abdelhadi Naji and Rami El Houmeissi
	Can You Hear Me Now? A Preliminary Look at the Gap Between Immigrant Voices and Government Programs Designed to Facilitate Economic Integration in Nova Scotia	Kelly Dye, Bruce Dye and Wendy R. Carroll

#### **Information Systems**

Day, Room, Time	Title	Author(s)
	Regional Differences in Innovation and Economic Performance in Canada's Information Technology	Ryan MacNeil
Saturday	Industries	
10:30 to 11:45 am	Integrating ICT into Higher Education at the University of Moncton: What Onsite and Online	Gerard Fillion and Jean-Pierre Booto Ekionea
Rm. 329	Students are Thinking about it*	
JP Ekionea	Improving Municipal Information and Knowledge Management Capabilities: Case Study*	Jean-Pierre Booto Ekionea, Gerard Fillion and Vivi Koffi
	User Expectations of Privacy and Concerns in	Elizabeth McLeod and Ron

Network Traffic*	McLeod

#### **Management Education**

Day, Room, Time	Title	Author(s)
	Simulation en Comptabilite de Gestion: Impacts sur le	Jocelyn Huot, Michel
	Developpement des Competences et sur le Travail en Equipe	Coulmont and Yves Levant
Saturday	Product Development Simulation as a Tool for Management Information Systems Instruction	Andrew Jardine
8:30 to 10:30 am	The Business Realities of Business Schools are	Michael Skipton and Mary
Rm. 329	Resources, Research, Student Numbers and	Furey
Susan Graham	Marketing the Brand: So Where is Teaching and What are Students Really Learning?	
	(Re)Constructing Business Knowledge: Exploring Actor-Networks of an Introductory Business Textbook	Randy Delorey

## Marketing

Day, Room, Time	Title	Author(s)
	Trading Paint: The Transfer of Brand Meaning in NASCAR Racing	Gordon Fullerton
Saturday		Can da sa Diaun ay an d Karan
1:30 to 2:45 pm	Revenue Enhancement Strategies and Their Impact on Hotel Performance During Stressful Economic Times	Candace Blayney and Karen Blotnicky
Rm. 246	Empirical Research in Consumer Information Privacy	Bobbi Morrison
Donna Sears	Concern Online: A Review and Critical Assessment	
	An Empirical Model for Testing Factors Affecting	Amal Melibari and Abdul-
	Business-to-Consumer E-Commerce in Saudi Arabia*	Rahim Ahmad
Sunday	Symposium – Social Media	Donna Sears, Bill Murray,
9:00 to 10:15 am	Success Strategies for the Classroom and Business	Greg Fleet, Steve Webster
Rm. 328		

#### **Organizational Behaviour**

Day, Room, Time	Title	Author(s)
	Building Self-Efficacy in Underserved Youth	Heidi Weigand and Johanna
	Through Learning Goal Development	Weststar
Saturday	Examining Innovative Climates in Public Sector Organizations: Employee Perceptions of Obstacles of	Denise Spenceley
10:30 to 11:45 am	Creativity	
Rm. 246	Exploring How Multiple Meanings are Crafted from	William Murray
Connie Bean	the Contextual Language Choices Made Within Enunciations	
	Leadership as a Moderator of the Relationship	Elizabeth Kelley, Margaret
	Between Work-Family Conflict and Well-Being	McKee and Kevin Kelloway

#### **Organizational Theory**

Day, Room, Time	Title	Author(s)
	Finding Meaning Through Work: Untangling the	Scott MacMillan and Anthony
Sunday	Braided Discourses*	R. Yue
10:30 am to 12:00	Peering into the Social Media Mirror I Made Myself:	Anthony R. Yue and Amy
pm	Authenticity, Existential Ethics and One Way	Thurlow
	Symmetrical Communication*	
Rm. 329		
	Conflicting Discourse: Enrolment of NCA's in the	Christopher Hartt
William Murray	Network and Counter-Network – Bullfrog Power –	
	Environmentalism of Greenwashing	

#### **Poster Session**

Day, Room, Time	Title	Author(s)
Saturday 2:00 to 3:15 pm	Developing a framework for reflective executive education: Integrating evidence-based management and levels of reflective judgement	Wendy R. Carroll and R. Blake Jelley
Louis W. MacEachern Market Street	Dispute Resolution in Municipal Government: Some Initial Findings Financing the Social Economy of Atlantic Canada	Terry H. Wagar and Sharon Webb George Karaphillis

Heather Rossiter	Stigma about mental illness in Canadian workplaces: Preliminary findings from an analysis of arbitrations cases	Anne MacAulay and Wendy R. Carroll
	Paradox of Professional Bureaucracy and Strategic Human Resources Management	David Iremadze
	An exploratory comparison of alternative and traditional expatriate assignments using the career capital framework	J. Scott Wilson and Wendy R. Carroll
	Multi-perspective Review of the Contemporary Issues, Trends and Considerations in Designing Undergraduate Commerce Curricula	David Iremadze

#### Strategy

Day, Room, Time	Title	Author(s)
	On the Quantification of Strategic Management: An Algebraic Approach to the Referencing, Comparison and Evaluation of Business Strategies*	Mark Fuller
Saturday	Bay of Fundy Tidal Energy	Shelley MacDougall
8:30 to 10:15 am Rm. 328	The Prestigious CEO and Strategic Risk*	Russell Fralich and Chenchen Qi
Alidou Ouedraogo	Sustainability Challenges for Small and Mid-Sized Municipal Governments: A Case Study Using an Adapted Methodology	Hannah Bell
	Comportements Strategiques et Performance Organisationnelle: Resultats d'une Etude Exploratoire sur les Entreprises Reunionnaises	Alidou Ouedraogo and Michel Boyer

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#### Note from Conference Organizers

There is a great deal of work to coordinate and administer all of the activities of the Atlantic Schools of Business Conference. In particular, the coordination of activities from the call for papers to the acceptance process is very extensive. We would like to thank the many people involved to help us with this central aspect of the conference. Thanks to Ms. Amanda Strongman who took on the initiative and perseverance to automate the paper submission process using Easy Chair this year. The use of this tool provided many insights from an organizing perspective that were invaluable. We would also like to thank the track chairs (see next section for a track chair list) who provided timely and helpful feedback about how to improve the process and managed the review process for the papers submitted to their tracks. Their commitment to getting reviews for all papers and providing feedback to authors involved an immense amount of work which we are thankful they took on. Finally, we would like to thank all the reviewers who took the time to review papers in their area of expertise and offer constructive feedback to authors to help improve their work. This process relies on volunteers from across the region. We are grateful that the spirit of academic development and achievement is alive and well! Your contributions in this area make the ASB conference possible!

Sincerely,

Wendy R. Carroll Conference Chair

Susan Graham Conference Program and Proceedings Chair

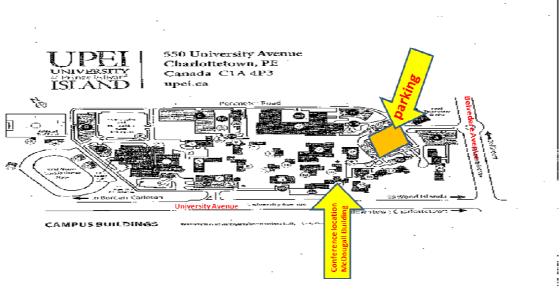
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## My Agenda

Friday, Septem	ber 30, 2011	
Time	Session	Location
Saturday, Octo	ber 1, 2011	
Time	Session	Location
3:30	Plenary with Dr. Denise Rousseau	Rm. 242
Sunday, Octobe	er 2, 2011	
Time	Session	Location

Notes:

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