



CALL FOR PAPERS

The 44th Annual Atlantic Schools of Business Conference is hosted this year by Mount Saint Vincent University from September 26th to 28th, 2014.

The theme of this year's conference is "*Communities, Context and Communication*".

Communities serve as a fundamental location of how we, as social participants, come to understand and organize our lived world. The practices of organizing are influenced by issues of identity and the acceptance of plausible or 'good enough' accounts. From a resource dependency viewpoint, we typically understand business to be constrained by the context in which it is done. Business acts are bounded within social negotiated routines, habits and accept(able) actions. The enactment of community identity and their related contextual pressures can be found within acts of communication.

What could we learn about acts of organizing and the ideas of 'community' by exploring the contexts in which we are embedded and the acts of communication? How might this expand our understandings of communities' influences on micro-organizational levels or at more macro levels of commerce, politics, and as a society? We look forward to investing time exploring these ideas and many more.

The 2014 Atlantic Schools of Business conference invites academic papers, symposiums and PDWs that consider and expand upon the theme of "*Communities, Context and Communication*".

ASB invites papers from a variety of functional areas as outlined in the call for papers, targeting research at various stages of development. ASB is dedicated to fostering a supportive environment, whether it is by helping scholars polish developed manuscripts or helping to improve ideas in progress.

Encouraged for submission are papers that examine broadly the notion of community and its impact on business as well as organizational, communicative and contextual influences on community. Multiple levels of submission are encouraged, including full papers to be considered for presentation and conference proceedings, papers and concepts in process suitable for presentation, and symposiums that combine various streams of thought to engage and inform. Additionally, we will be actively encouraging student submissions as a gateway into researcher presentations.

CONFERENCE HIGHLIGHTS:

The Business History track has paired up with the UK Management History Research Group and is expecting a showing from management historians from Western Canada as well as an international participation base.

TWO SPECIAL ISSUES

A special Issue in the journal *Management & Organizational History* titled "*Re-visiting the Historic Turn 10 years later: Current Debates in Management and Organizational History*" has been developed to which the Business History division co-conveners will encourage authors to submit their manuscripts. For

more information, contact Gabie Durepos (gdurepos@stfx.ca or gabrielle.durepos@msvu.ca) or Albert Mills (albert.mills@smu.ca)

The April 2015 and October 2015 issues of The Workplace Review invite papers from ASB2014 conference. The Workplace Review publishes five papers per issue. For more information contact Isabella Krysa (isbellakrysa@hotmail.com)

Mark your calendars for September; we look forward to your participation in our ASB community at Mount Saint Vincent University.

For more information, please visit the following website: [ASB 2014 Website](#). See the following sections for information about key dates and paper submissions.

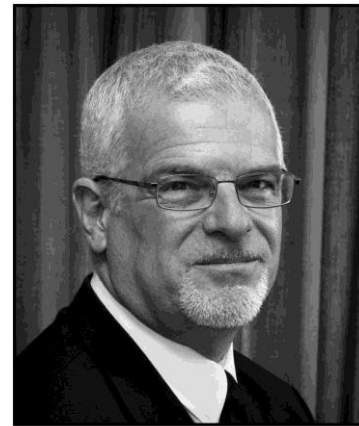
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Keynote Speaker: Roy Jacques, Ph.D.

Dr. Jacques is an independent management theorist, teacher, coach, consultant and former small business owner presently living in Phoenix, Arizona. He has taught at several American and New Zealand universities, most recently as Professor of Management and Business Strategy at Massey University, Auckland, New Zealand. His graduate degrees are from the University of Massachusetts, Amherst.



Roy has devoted his career to studying and teaching the effective management of what he terms 'knowledge-intensive work', meaning work situations where it is not adequate to simply command employees to do the job – situations where employee discretion, judgment and good will are also necessary for achieving an effective organizational result. This has included occupations as diverse as biotechnology researchers, nurses and café staff.

Since 'knowledge work' (a most inadequately theorized construct) has been trumpeted as marking a revolution in the meanings of work and managing, the central theoretical object of Dr. Jacques' research has been the social construction of subjectivity over time. This foregrounds two phenomena, history and identity. Due to the centrality of identity, much of Dr. Jacques' work has focused on gender and diversity, including a chapter in the forthcoming Prasad & Prasad *Routledge Companion to Critical Management Studies* which traces the neutering of radical potential in the signifier 'diversity' within mainstream US academic discourse. Roy was the first chair of the Gender & Diversity division of the Academy of Management after it broadened its mission from Women in Management.

This same interest in the construction of subjectivity led Dr. Jacques to research the history of the 'management' as a temporally and culturally bounded way of producing and controlling a work subject - the 'employee'. This research was published in 1996 by Sage, London, as *Manufacturing the Employee: Management knowledge from the 19th to 21st centuries*. That this low-circulation academic tome remains in print eighteen years later speaks to the enduring interest the work has stimulated. Gary Hamel has praised this book as, "one of the most thoughtful business books I have ever read."

Dr. Jacques was a founding co-editor of the journal *Management & Organizational History*. His contribution to the inaugural issue ("History, historiography and organizational studies: The challenge and the potential") is a critical reflection on historical research, methodology and its relevance (or not) to organizational studies. Roy's present primary interest is mentoring and developing new 1st and 2nd line managers, based on principles presented in the book *The Sergeant Major Syndrome*, which he co-authored.

Keynote Topic:

`AND YE SHALL BE AS CODS': COMMUNITY, CAPITAL, GRAND BANKS ECOCIDE – AND OUR FUTURES...

It is fitting that we come to Halifax to discuss community; Halifax, the heart of the North American Maritimes, where the fish were inexhaustible for millennia; but also where our faith in `management', `science' and a narrowly-conceived version of rationality, combined with our innocence about the sociopathic cruelties of absentee ownership in a capitalist society have resulted in the destruction of the most inexhaustible fishery on the planet and the devastation of the foundations of communities from Rhode Island to Cape Breton to the West of England. In the cod we see our own future. We value community or we would not be here. How do we give the field mouse of community a fair chance against the plunging hawk of absentee capitalism? We have hard questions to face. That we do not have easy answers should not deter us from accepting that we are not facing questions of convenience, or mere profit, but of survival -- and we shall be as cods.

Conference Fees

\$200 + HST
\$240 + HST
\$125 + HST
\$ 75 + HST

By August 31, 2014
September 1, 2014 and beyond
Graduate / Undergraduate Student
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 at the **Atlantica Hotel** for the convenience of conference attendees. These rates will be held by the hotels until August 26, 2014. 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.

Atlantica Hotel

1980 Robie Street

Halifax, NS B3H 3G5

902.423.1161

www.atlantichotelhalifax.com

Details

- All rooms in this block are on the Atlantica Gold Floor at the rate of \$129 for single or double occupancy. Each additional person will be charged \$15.00 per room / per night to a maximum of four people per room.
- **These rooms are newly-renovated, located on higher floors and feature additional amenities such as complimentary bottled water, in room fridges, use of robes and premium bath products.**
- **Atlantica Executive Floor rooms are available at an additional \$45.00 single and double occupancy.** Executive Floor rooms include upgraded amenities; turn down service, full hot breakfast daily in Seasons by Atlantica, free Canada-wide long distance service and coupon for daily complimentary appetizer in the Seasons by Atlantica Lounge.
- All rates are subject to Taxes consisting of 2% Hotel Marketing Levy and HST.
- For out of town travellers wishing to stay longer in Halifax, the Atlantica will guarantee this contract rate for 2 days prior to and following the conference dates.
- Guestrooms are not guaranteed for check-in prior to 3:00 PM and check-out time is 12:00 Noon.
- The hotel is pleased to offer all conference attendees free parking for the duration of the conference along with free Wi-Fi and local phone calls

Fun Run

ASB 2014 will once again host a 5 km Fun Run/Walk on Saturday morning. This route will leave from and return to the Atlantica hotel as you take in sights that include the Halifax Common, Citadel Hill, the Public Gardens and the beautiful Waterfront boardwalk. Join your colleagues in getting those creative juices flowing early in the day by being part of this annual event. While participation is free of charge, we do ask that you let us know on the registration form if you intend to participate as you won't want to miss out on the opportunity to sport the event's exclusively designed shirt.

Call Submission Dates

We are pleased to put out a call for paper submissions for the 2014 Atlantic School of Business Conference. The following are the key dates for paper submission and review:

- August 8 - Deadline for receipt of paper, symposium and PDW submissions
- September 9 - Notification of acceptance status**
- August 31 - Last day to register at reduced rate
- September 12 - Indication of award winners
- September 12 - Deadline for receipt of amended papers
- September 26 - Start of 44th ASB Conference
- September 28 - Close of the conference

Submitting Symposium and PDW Proposals

Symposium and PDW proposals should be submitted to the track chair of the stream you are interested in OR to the Conference Chairs.

Signing Up and Submitting Papers

Papers are to be submitted through the 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

You can only submit a paper if you have an EasyChair account. Refer to the steps below to set up an account. If you already have an EasyChair account, you can skip to **Submitting Your Paper**, below.

Creating an Account in EasyChair

- 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.

Submitting Your Paper

- 1) Log in using your EasyChair username and password.
- 2) Click “New Submission”. Select the appropriate track for your paper and then click “Continue”.
- 3) 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.
- Submit your paper in MS WORD format (not PDF)
- 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 or [ASB 2014 Website](#)

Track Chairs

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 Communication
Elsie Henderson, Mount Saint Vincent University elsie.henderson@msvu.ca	Alla Kushniryk, Mount Saint Vincent University alla.kushniryk@msvu.ca
Business History	Case Track
Gabrielle Durepos, Mount Saint Vincent University gabrielle.durepos@msvu.ca Terry Weatherbee, Acadia University terrance.weatherbee@acadiau.ca	Robert MacDonald, Crandall University robert.macdonald@crandallu.ca
Co-operative Management	Entrepreneurship
Daphne Rixon, Saint Mary's University daphne.rixon@smu.ca	Claudia De Fuentes, St. Mary's University claudia.defuentes@smu.ca
Ethics & Social Issues	Finance
Heidi Weigand, Saint Mary's University heidi.weigand@smu.ca	John Rumsey, Dalhousie University john.rumsey@dal.ca
Gender & Diversity	HR/IR
David Wicks, Saint Mary's University David.Wicks@smu.ca	Shelagh Campbell, University of Regina shelagh.campbell@uregina.ca
Management Education	Marketing
Scott MacMillan, Mount Saint Vincent University scott.macmillan@msvu.ca	Karen Blotnicky, Mount Saint Vincent University karen.blotnicky@msvu.ca
Organizational Behaviour / Organizational Theory	Open / General Track
Wendy Carroll, Saint Mary's University wendy.carroll@smu.ca	Sudhir Saha, Memorial University sksaha@mun.ca
Strategy	Student Case Competition
Alidou Ouedraogo, Universite de Moncton alidou.ouedraogo@umoncton.ca	Karen Lightstone, Saint Mary's University karen.lightstone@smu.ca
Doctoral Consortium	Conference co-chairs
Marianna Paludi, Saint Mary's University mariana.paludi@smu.ca	Anthony Yue, Mount Saint Vincent University Anthony.Yue@msvu.ca William Murray, Mount Saint Vincent University William.Murray@msvu.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 letter 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)

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

Peter Jones
Robert P. Smith (student)
Faculty of Administration
University of New Brunswick

Susan E. French
Sobey School of Business
Saint Mary's University

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