



Atlantic Schools of Business Conference 2017

"Work and Play in the Tidal Zones"



F.C. Manning School of Business, Acadia University

47th Annual

Atlantic Schools of Business Conference

2017 Conference Program

FC Manning School of Business Acadia University
Wolfville, Nova Scotia
September 29th – October 1st



Acadia University (Wolfville) - We would like to begin by acknowledging that we are in Mi'kma'ki , the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the “Treaties of Peace and Friendship” which Mi'kmaq and Wolastoqiyik (Maliseet) people first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.

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 history¹, 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 l’Université de 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 1971² 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 in the 2006, 2007, 2008, 2009, and the 2010 ASB Proceedings. Some of these ASB papers were subsequently published in the *Canadian Journal of Administrative Sciences* (CJAS), including Genoe McLaren and Mills (2008); Long, Pyper and Rostis (2008); and MacNeil and Mills (2015). Saint Mary’s University MBA student, Darryn Steeves wrote a history of the association for his Masters Research Project (MRP): *The Atlantic School of Business: A Critical History, 1980 to 1990* (available in SMU’s Patrick Power Library).

References

- Genoe McLaren, P. & Mills, A. (2008). “I’d Like to Thank the Academy”: An Analysis of the Awards Discourse at the Atlantic Schools of Business Conference. *Canadian Journal of Administrative Sciences*, 25(4), 307-316.
- Haddon, A. & Mills, A. (2008). Recapturing the lost history of the Atlantic Schools of Business (ASB): Stories from the early years. *Atlantic Schools of Business*, St. John’s, NF.
- Long, B., Pyper, R., & Rostis, A. (2008). Constructing a Legitimate History: Crisis, Legitimacy, and the Atlantic Schools of Business Conferences. *Canadian Journal of Administrative Sciences*, 25(4), 295-306.
- MacNeil, R., & Mills, A. (2015). Organizing a precarious black box: An actor-network account of the Atlantic Schools of Business, 1980-2006. *Canadian Journal of Administrative Sciences*, 32(3), 203-213.

¹ In the spirit of encouraging multiple histories (see Mills & Durepos, 2010), we would stress that this is but one of several possible accounts of ASB.

² 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) albert.mills@smu.ca

ASB Conference Chairs (Presidents) and Locations

Year	Conference Chair	Location
2017	Donna Sears	Acadia University
2016	Jean Helms Mills & Albert Mills	Saint Mary's University
2015	Basu Sharma	University of New Brunswick
2014	William Murray & Anthony Yue	Mount Saint Vincent University
2013	Gabrielle Durepos	St. Francis Xavier University
2012	John Rumsey	Dalhousie University
2011	Wendy Caroll	University of Prince Edward Island
2010	Jean Helms Mills	Saint Mary's University
2009	Gerard Fillion	Université de Moncton
2008	Lawrence Bauer	Memorial University
2007	Ian Hutchinson	Acadia University
2006	Peter Sianchuk	Mount Allison University
2005	Basu Sharma	University of New Brunswick
2004	Ann MacGillvray ¹	Mount Saint Vincent University
2003	Nancy Chesworth	Mount Saint Vincent University
2002	Neil Maltby	St. Francis Xavier University
2001	Paul Dixon	Saint Mary's University
2000	Alex Faseruk	Memorial University

¹ The position of president was not introduced until the year following the 2004 conference, making Ann MacGillvray the Association's first president. Conference Chairs go on to serve a year as President of the Association following the year of the conference and a subsequent year as Past President after that.

Contents

ASB Conference Chairs (Presidents) and Locations	1
Co-President's Welcome	2
Message from the Conference Chair	3
Introducing the Atlantic Schools of Business	4
Conference Team and Track Chairs	5
ASB Executive 2015-2016	6
Conference Awards	7
ASB Award of Excellence Recipients	8
The Doctoral Consortium	10
Plenary Keynote Speaker: Martin Parker	12
Events at a Glance	13
Schedule of Academic Sessions	15
List of Authors	20
List of Reviewers	21
Thanks To Our Sponsors	23

Co-President's Welcome

The 47th Annual Atlantic Schools of Business Conference is being hosted this year by the F.C. Manning School of Business Administration, Acadia University (Wolfville, NS) from Friday, September 29 to Sunday, October 1, 2017.

The theme for this year's conference is "Work and Play in the Tidal Zones." The tidal zone is neither sea nor land but is a space combining characteristics of each. With this theme, we hope to encourage scholarly thought representing interdisciplinary work that combines functional areas of business research; business research with other academic fields; or papers whose subject(s) speak to the spaces between what are normatively considered dichotomous concepts (ex. urban-rural, work-family, etc.).

We hope you enjoy this year's conference and would like to extend our thanks for your participation in our 47th year.

Jean Helms-Mills & Albert Mills
2016-2017 ASB Co-Presidents

Message from the Conference Chair

Welcome to the F.C. Manning School of Business at Acadia University. The ASB team is excited to welcome you to the School of Business in Patterson Hall for what promises to be a great weekend of discussion and learning around our conference theme: **Work and Play in the Tidal Zones**.

To that end, we have organized an exciting array of symposia, presentations, and social activities that we hope will foster learning, exploration, collaboration, and fun! ASB2017 sees the inclusion of symposia around five topics that relate to our conference theme. I know that symposium organizers have been hard at work assembling exciting panel discussions that include academics and practitioners. I am sure that those who attend will leave inspired and energized in the pursuit of new – or renewed in the pursuit of current – research topics.

ASB Conferences are always the result of the commitment and dedication of a great team. This year is no exception. The ASB2017 network stretches across International boundaries as we welcome volunteers and delegates from close to home and from around the globe. I thank all of you for your unwavering support.

I must also thank the generous sponsors who provided support for this year's conference. Without you, this event would not be possible. The list of individuals and groups deserving of our appreciation is very long, indeed. I hope to have the opportunity to thank each one of you in person over the course of the weekend's events.

Enjoy the conference, and your time in Wolfville, to the fullest. I am sure we can all agree that it's a great way to spend a fall weekend!

Donna Sears
ASB Conference Chair, 2017

Events at a Glance

Friday	
12:00 – 5:30	Check In – <i>Patterson Lobby</i>
12:00 – 1:30	ASB Executive Meeting – <i>Patterson 320</i>
2:30 – 4:30	Doctoral & Early Career Consortium – <i>Patterson 320</i>
5:30 – 7:30	Check In – <i>Lightfoot & Wolfville Winery</i>
5:30 – 7:30	Opening Reception <i>Lightfoot & Wolfville Winery</i> <i>11143 Evangeline Trail (3kms from Patterson Hall)</i>

Saturday/Sunday

- Patterson 203a Quiet space for meetings/work
- Patterson 203b Aromatherapy/Meditation Room
Sponsored by: The Landing Spa & Studio, Canning NS

Wi-fi information: Username: asb2017
 Password: ASB-2017

Please take lots of photos and post to your favourite social media platform using **#ASB2017**

Saturday						
	Patterson 206	Patterson 207	Patterson 213	Patterson 214	Patterson 215	Patterson 216
6:30 – 7:30	ASB Fun Run/Walk (<i>Athletic Centre</i>)					
7:30 – 9:00	Check In – <i>Patterson Lobby</i>					
8:00	Breakfast – <i>Patterson 80 Common (Main Floor)</i>					
Session 1 9:00 – 10:30	Marijuana Legalization Symposium <i>Patterson 206</i>	The ‘Business’ of Development: Intersections of Higher Education and Economic Development in Atlantic Canada <i>Patterson 207</i>	Undergraduate Student Papers (a) <i>Patterson 213</i>	Finance (a) <i>Patterson 214</i>	Embryo & Case <i>Patterson 215</i>	
Break 10:30 – 11:00						
Session 2 11:00 – 12:15			Undergraduate Student Papers (b) <i>Patterson 213</i>			Gender & Diversity (a) <i>Patterson 216</i>
12:15	Luncheon & Keynote - <i>Patterson 80 Common (Main Floor)</i>					
Session 3 1:30 – 2:45	Understanding the Challenges of Priming for PRME (Principles of Responsible Management Education) <i>Patterson 206</i>	Tidal energy development: Business challenges in a new industry and opportunities for business research <i>Patterson 207</i>	Business & Organizational History (a) <i>Patterson 213</i>	MIS/Operations Management <i>Patterson 214</i>	Communications <i>Patterson 215</i>	Gender & Diversity (b) <i>Patterson 216</i>
Break 2:45 – 3:15						

Session 4 3:15 – 4:45	Business Education for Sustainability Across Functional Areas, How Could We Do Better? <i>Patterson 206</i>		Business & Organizational History (b) <i>Patterson 213</i>		Management Education <i>Patterson 215</i>	Strategy (a) <i>Patterson 216</i>
5:00	Reception - <i>Patterson 80 Common (Main Floor)</i>					
7:00	ASB Awards Dinner - <i>Patterson 80 Common (Main Floor)</i>					

Sunday						
	Patterson 206	Patterson 207	Patterson 213	Patterson 214	Patterson 215	Patterson 216
7:30 – 9:00	Check In - <i>Patterson Lobby</i>					
8:00 – 9:00	Breakfast and ASB Annual General Meeting - <i>Patterson 80 Common (Main Floor)</i>					
Session 5 9:00 – 10:30	HR/IR (a) <i>Patterson 206</i>	Strategy (b) <i>Patterson 207</i>	OB/OT <i>Patterson 213</i>	Accounting (a) <i>Patterson 214</i>	Marketing (a) <i>Patterson 215</i>	Entrepreneurship <i>Patterson 216</i>
10:30 – 11:00	Break - <i>Patterson 80 Common (Main Floor)</i>					
Session 6 11:00 – 12:15	HR/IR (b) <i>Patterson 206</i>		Business & Organizational History (c) <i>Patterson 213</i>	Accounting (b) <i>Patterson 214</i>	Marketing (b) <i>Patterson 215</i>	Finance (b) <i>Patterson 216</i>

See you at l'Université de Moncton for ASB next year.
Theme: Diversity & Business
September 28-30, 2018!

Keynote Speaker: Robert Greenwood, PhD

Executive Director, Public Engagement and
The Leslie Harris Centre of Regional Policy and Development
Memorial University of Newfoundland

Rob is Executive Director, Public Engagement for Memorial University and of The Leslie Harris Centre of Regional Policy and Development. He is lead on the Public Engagement Framework for the University, which coordinates and supports the University's collaboration with partners and stakeholders. The Harris Centre's mandate is to coordinate and facilitate Memorial University's educational, research and public engagement activities in the areas of regional policy and development. Rob's Public Engagement responsibilities also include Alumni Affairs, Strategic External Relations, The Battery Facility, the Botanical Gardens and the Newfoundland Quarterly.

Rob has operated his own consulting business and has served as a Director and Assistant Deputy Minister of Policy in Economic Development departments in Newfoundland and Labrador and in Saskatchewan. He was Vice President, Corporate Development, Information Services Corporation of Saskatchewan, and was founding Director of the Sustainable Communities Initiative, a partnership of the University of Regina, the City of Regina, and the National Research Council of Canada.



In Saskatchewan, he led the development of the provincial economic strategy. In Newfoundland and Labrador, he was Director of Research and Principal Author of the 1995 Report of the Newfoundland Task Force on Community Economic Development, entitled Community Matters: The New Regional Economic Development. He then led the process to establish Regional Economic Development Boards in 20 Economic Zones, based upon the recommendations of the Task Force. Rob also led the development and co-authored A Strategy for Small-Scale Manufacturing in Newfoundland and Labrador, which was launched in 1999.

Rob holds a Ph.D. in Industrial and Business Studies from the University of Warwick, England, which he attended as a Commonwealth Scholar and an Institute of Social and Economic Research Doctoral Fellow. He was Newfoundland's representative on the International Advisory Board of the North Atlantic Islands Program and co-edited Competing Strategies of Socio-Economic Development for Small Islands, published in 1998. He was also co-editor of Remote Control: Lessons in Governance for and from Small, Insular and Remote Regions, published in 2009. He has taught, consulted, published and presented extensively on community economic and regional development, strategic economic planning, sectoral and cluster development, public engagement and knowledge mobilization.

ASB 2017 Award of Excellence

Cathy Driscoll, PhD

Cathy Driscoll received her Ph.D. in organizational behavior and marketing from Queen's University in 1994. She is professor in the Department of Management in the Sobey School of Business at Saint Mary's University in Halifax, Nova Scotia. Her research interests include business ethics, ethical leadership, management education, stakeholder management, and spiritual and religious values in ethical decision making. She has published articles in *The Journal of Business Ethics*, *Business and Society*, and *The Journal of Management, Spirituality, and Religion*. She is the current scholar-in-residence at the Canadian Centre for Ethics in Public Affairs and serves on the Regional Council for Development and Peace – Caritas Canada.

As with past recipients, this year's awardee has a long history with ASB. Her earliest memory of the conference dates back to 1991, when she attended the ASB for the first time. As a PhD student at Queens University, she was encouraged to attend by someone who described ASB as a 'nice and friendly outlet'. Her first ASB presentation was to an audience of about 40 people where she received very positive feedback. This boosted her self-confidence and reassured her that she had made the right career choice. As she progressed through her academic career, she played numerous and varied roles at the conference. In 1993, she began regularly chairing sessions. Since 2000, she's acted as a track chair, a reviewer for various tracks, and she has continued to submit and present authored and co-authored papers. As faculty member at Saint Mary's University, she has consistently encouraged her MBA and doctoral students to attend the conference describing the ASB as a welcoming conference that makes everyone, junior and senior alike, feel like they're part of a broader and supportive community. She enjoys the conference because it allows her to connect with colleagues and friends from the Atlantic region, while also acting as a venue at which she can introduce her graduate students to a broader network of academics.



Doctoral & Early Career Consortium: Congratulations on a successful dissertation defence! But now what?

2:30 – 4:30 Friday, September 29
Patterson 320

This year's Doctoral Consortium is focused on the joys and hazards of transitioning into fulltime employment in academia. The topics and discussions presented are designed to get you thinking about the choices you will need to make in the crucial first five years. Topics by those who have recently experienced their first five years include research, thoughts and reflections on:

- how to (and how not to) negotiate your first position's salary, teaching load, and service expectations;
- how to set up a research program; and
- how to 'market' yourself and your research.

Presenters and Discussants:

John Fiset is an Assistant Professor in Organizational Behaviour and Human Resource Management at the Faculty of Business Administration at Memorial University of Newfoundland. Dr. Fiset received his Doctor of Philosophy (PhD) in management from the John Molson School of Business at Concordia University in 2014. His research focuses on the impact of various leadership behaviours on workplace health and safety outcomes, language issues at work, and inter-group cohesion dynamics. His research has been published in the *Journal of Management* and *Team Performance Management* in addition to book chapters and academic conferences.

Gabrielle (Gabie) Durepos is an Associate Professor in the Department of Business and Tourism, at Mount Saint Vincent University in Halifax, where in her teaching she specializes in management and her research focuses on management and organizational history. Gabrielle's co-authored book: *ANTI-History: Theorizing the Past, History, and Historiography in Management and Organization Studies*, develops a critical organizational history to reveal the role of history in liberatory politics. She is a coeditor of both the Sage Encyclopedia of Case Study Research as well as the SAGE Major Work on Case Study Methods in Business Research. Gabrielle's most recent publications appear in *Management & Organizational History*, *Journal of Management History*, *Critical Perspectives on International Business*, and *Organization*.

Amy Thurlow's research interests focus on the areas of identity construction, critical historiography and organizational communication. Grounded in critical theory, Amy's work has looked at the impact of communication on organizational change strategies, the role of power and legitimation in the construction of organizational and individual identities, and the relationship between history and theory in understandings of knowledge production. Amy is the principal investigator in a research partnership with the Canadian Public Relations Society titled the [GAP \(Generally Accepted Practices\) VIII Canadian study](#). This research will contribute to an international study of generally accepted practices of public relations in Canada, the United States and five international partner nations.

Terrance Weatherbee is a Professor of Management at the F.C. Manning School of Business at Acadia University in Wolfville. Currently, he holds the Manning Chair in Business and his teaching is primarily in organizational theory and research methods. His research is critical in focus on centered on the historiography and sociology of management thought. He regularly presents at conferences and his research has been published in numerous articles, chapters and texts.

Symposia

Marijuana Legalization Symposium

Sessions 1 & 2 9:00 – 12:15 Patterson 206

Legalized marijuana and its implications/opportunities for business schools and academics

The Trudeau government's plan to legalize marijuana (cannabis) for recreational use starting in July 2018 represents a dramatic departure from past government policy and a unique change to the Canadian economic and business landscape. Although a number of individual U.S. states have already legalized medical and recreational marijuana use, in 2018 Canada will leapfrog the U.S. with the first nationwide legalization in North America and one of the first in the world.

Legalization will provide entrepreneurial opportunities for entrants into this new industry, while also impacting the existing Canadian medical marijuana system and a variety of other industries. At the national, provincial and local levels, many policy decisions regarding Canada's legalized industry have yet to be made and each of those decisions will have long-lasting impacts on the nature of the Canadian marijuana industry. This symposium will examine the current and future implications of this historic change and the opportunities and challenges it presents for business schools and for research. In particular, the session will focus on three specific topics:

1. Lessons learned from legalization in Colorado and other jurisdictions
2. The current state and future direction of legalization in Canada
3. Opportunities and challenges for business schools and professors

The symposium will be led by Paul Seaborn, Assistant Professor at the Daniels College of Business, University of Denver. Dr. Seaborn's research interests focus on business-government issues and he has developed extensive expertise in Colorado's emerging marijuana industry. In 2014, he published one of the first academic teaching cases on the marijuana industry in *Case Research Journal*, "Medical Marijuana Industry Group: Outdoor Advertising in Denver" and in Spring 2017, he taught the first ever "Business of Marijuana" course at Daniels and at any AACSB-accredited business school. Prior to joining Daniels in 2011, Prof. Seaborn completed his doctoral studies in Strategic Management at the Rotman School of Management, University of Toronto. He worked eight years as a consultant for Mercer Management Consulting (now known as Oliver Wyman) and IBM Global Services. He holds an MBA from the Richard Ivey School of Business, University of Western Ontario and a Bachelor's Degree in Mathematics with Business from Acadia University.

Dr. Seaborn will be joined by Prof. Andrew Davis, Assistant Professor of Economics at Acadia University who is currently involved in research projects in the medical marijuana industry, as well as a participant from a company currently operating in Nova Scotia's medical marijuana industry. In addition to remarks from these three panelists, considerable time will be allocated to an open discussion with symposium attendees.

The Business of Development: Intersections of Higher Education and Economic Development in Atlantic Canada

Sessions 1 & 2 9:00 – 12:15 *Patterson 207*

Universities are increasingly called upon to contribute toward economic development, and yet universities are relative newcomers to this business. This symposium will consider the ways that Atlantic Canadian business schools, and universities in general, can engage with the on-going business of regional/community economic development. The session will begin with a brief arm-chair discussion about the current state of economic development organizing in Atlantic Canada. Panelists will share their perspectives on economic development as policy, practice, profession, and as an organizational field in Atlantic Canada. They will discuss the ways that universities across the region have been engaged in teaching, research, and service, related to economic development. Following an open discussion with the panelists, attendees will have an opportunity to engage in small group discussions to consider the ways that universities and communities might collaborate to advance the business of development in Atlantic Canada.

Moderator

The symposium will be moderated by Ryan MacNeil, a tenure-track lecturer in Entrepreneurship and Innovation at Acadia University and former economic development professional and consultant. Prof. MacNeil holds a Masters degree in Local Economic Development from the University of Waterloo, a professional designation (EcD) from the Economic Developers Association of Canada, and is currently completing his PhD at the Sobey School of Business, Saint Mary's University.

Panelists

David Emerson is President of the Economic Developers' Association of Canada and Senior Director of Government Relations for the University of New Brunswick. David is a graduate of Ryerson University's Urban and Regional Planning program and holds a professional designation—at the fellowship level—with the Economic Developers Association of Canada.

Dr. Rob Greenwood is Executive Director, Public Engagement for Memorial University and of The Leslie Harris Centre of Regional Policy and Development. He has previously served as a Director and Assistant Deputy Minister of Policy in Economic Development departments in Newfoundland and Labrador and in Saskatchewan. Rob holds a Ph.D. in Industrial and Business Studies from the University of Warwick, England and has taught, consulted, published, and presented extensively on community and regional economic development.

George Karaphillis is Dean of the Shannon School of Business, Cape Breton University. Prior to his appointment as Dean, George spend over 10 years as the Director of the Shannon School's MBA program in Community Economic Development. This unique MBA program is delivered on-campus at CBU and across Canada, including in the North. George's current research is focused on the social economy, sustainability, and social economy finance.

Tidal energy development and opportunities for business research

Sessions 3 & 4 1:30 – 4:45 *Patterson 207*

The ocean is a large source of yet-untapped renewable energy that includes tidal, wave, thermal, salinity gradient, and offshore wind. The technical, environmental, social, operational, financial, governance and economic challenges are considerable. However, the prospects of marine renewable energy development are compelling; it provides communities around the world – from large cities to remote rural and coastal regions – the opportunity for economic development and a way to reduce reliance on fossil fuels. For businesses, it provides the opportunity to innovate, diversify, export, partner, form industry clusters, and build entirely new businesses for a geographically scattered but global market. The economic potential is vast: the tidal and wave energy industry is forecast to grow from \$500 million in 2014 to approximately \$11 billion by the mid-2020s.

There is already a considerable amount of research underway, mostly in the natural and applied sciences. Social science researchers have begun to investigate the socioeconomic challenges. There is considerable opportunity for research within and across the functional areas of business and for interdisciplinary work with the natural and applied sciences.

This session will introduce curious business researchers to the state of the global marine renewable energy industry generally and, closer to home, the nascent tidal energy industry. The challenges faced by the businesses striving to develop marine renewable energy will be presented, followed by an open discussion to explore possible avenues for business research, collaborative or otherwise.

Business education for sustainability across functional areas, how could we do better?

Session 4 3:15 – 4:45 *Patterson 206*

This workshop will begin with a short framing of the problem, then move into a highly participatory workshop. The goal of the workshop is for participants of any (and hopefully multiple) disciplines to leave with a clear idea of what the challenges for teaching/learning about sustainability are within a business program, and what individual professors can do to integrate sustainability thinking and practice more fully into their curriculum.

Understanding the Challenges of Priming for PRME (Principles of Responsible Management Education)

Session 3 1:30 – 2:45 *Patterson 206*

Dr. Edith Callaghan, M.C. Manning School of Business, Acadia University

Dr. Peggy Cunningham, Rowe School of Business, Dalhousie University

Dr. Cathy Driscoll, Sobey School of Business, Saint Mary's University

Dr. Kent Williams, Sobey School of Business, Saint Mary's University

In response to increasing interconnectedness in our world today, reported crises in civic and ecological responsibility, and renewed critique of business education, international educational networks and associations such as the United Nations Global Compact's PRME have called for increased focus on responsible management education (Muff et al., 2013; www.unprme.org; July 2017 issue of the *International Journal of Management Education*). Six hundred and seventy-six business schools in 85 countries have become signatories of the six

principles of responsible management education (RME) (www.unprme.org). Many community business leaders are simultaneously calling for responsible management and social innovation education in order to address social and environmental challenges of today (Lilley, Barker & Harris, 2014; Stroufe et al., 2014; Gitsham, 2011).

There is some evidence that business education across North America is increasingly embracing RME due to changing understandings of global citizenship and sustainability (Alcaraz & Thiruvattal, 2010; Aspen Institute Center for Business Education, 2012; Christensen et al., 2007; Corporate Knights' Knight School Ranking, 2011; Lilley, Barker, & Harris, 2014; The Talloires Network, n.d.; *Yen-Chun Jim* et al., 2010). However, some business scholars suggest that most of business education continues to focus on short-term, direct, and proximate connections to self and firm (Freeman, Stewart, & Moriarty, 2009; Hibbert & Cunliffe, 2015; Illes & Zsolnai, 2015; Waddock & Lozano, 2013; Yazdani & Murad, 2015). There is also a concern that some business schools are potentially engaging in RME rhetoric without RME substance (Cornuel & Hommel, 2015; Hervieux, McKee, & Driscoll; Rasche, Gilbert, & Schedel, 2013).

In this symposium, we flesh out many challenges related to priming for PRME by focusing on some of the relevant student issues, faculty and administration issues, and external community issues. The three panel members will use an evidence-based approach to address what students, faculty, and community *should* expect from business schools and from management education.

Papers & Presentations

Saturday, September 30th

Session 1: 9: 00 – 10:30

Marijuana Legalization Symposium

Chair: Paul Seaborn

Patterson 206

The ‘Business’ of Development Symposium

Chair: Ryan MacNeil

Patterson 207

The ‘Business’ of Development: Intersections of Higher Education and Economic Development in Atlantic Canada

Undergraduate Student Papers (a)

Chair: Stephen Maclean

Patterson 213

Investigating Consumers' Perception of NS White Wine Using Projective Mapping
by Amy Smith and Matthew McSweeney

Sensory Marketing: Influencing Consumer Behaviour and Potential for Enhancing the Consumption Experience
by Andrew Trudel, Donna Sears and Matthew McSweeney

Female Sport As A Business: Contributing Factors of Failure
by Candace Conrad

Finance (a)

Chair: Shelley MacDougall

Patterson 214

Interpreting the Fama-French Five-Factor Model from Benjamin Graham's Value Investing Perspective
by Eben Otuteye and Mohammad Siddiquee

Does Jump Risk Matter? Evidence from the Canadian Stock Market
by Dinesh Gajurel

The Role of Monetary Sector in the Short-Run Macroeconomic Effects of Remittances
by Muhammed Rashid and Basu Sharma

Does the Application of Smart Beta Strategies Enhance Portfolio Performance? The Case of Islamic Equity Investments
by Muhammad Wajid Raza and Dawood Ashraf

Embryo & Case**Chair: Robert MacDonald***Patterson 215*

Forgive Us Our Trespasses: Issues of Individual Member Liability and the Efficacy of Incorporation at the Petittcodiac Baptist Church

by Robert MacDonald and Sydney Constantine

Deliver Us From Evil: Decision-Making in the Face of Catastrophic Change at the Petittcodiac Baptist Church

by Robert MacDonald and Heather Steeves

For Thine Is The Kingdom: The Challenge of Implementing Governance Changes Within a Framework of Moral Ownership at the Petittcodiac Baptist Church

by Robert MacDonald and Heather Steeves

We Plant, But God's Watering: Business Model Considerations as Codiatic Organics Seeks to Grow

by Robert MacDonald and Jeff Bandy

Break: 10:30 – 11:00

Session 2: 11:00 – 12:15

Cont'd - Marijuana Legalization Symposium**Chair: Paul Seaborn***Patterson 206***Cont'd - The 'Business' of Development Symposium****Chair: Ryan MacNeil***Patterson 207*

The 'Business' of Development: Intersections of Higher Education and Economic Development in Atlantic Canada

Undergraduate Student Papers (b)**Chair: Stephen Maclean***Patterson 213*

Concordance and Discordance in Leadership Development and Organizational Value Alignment

by Megan Thompson and Brad Long

Modeling the Determinants of Financial Literacy of University Students

by Melissa Gottschall, Meghan Kells and Ken MacAulay

Gender & Diversity (a)**Chair: Kelly Dye***Patterson 216*

Intersectionality in a Gendered Profession: Exploring Intersectional Stories of Public Relations Practitioners in Canada

by Ellen C. Shaffner and Amy Thurlow

Financial Literacy of Chama Women's Groups in Rural Kenya

by Lillian Omosa

Students' Perceptions About Gender and Leadership Attributes

by S.C. Graham and A.J. MacFarlane

Luncheon & Keynote 12:15 – 1:30

Session 3: 1:30 – 2:45

Understanding the Challenges of PRME Symposium

Chair: Cathy Driscoll

Patterson 206

Understanding the Challenges of Priming for PRME (Principles of Responsible Management Education) Symposium

Tidal Energy Symposium

Chair: Shelley MacDougall

Patterson 207

Tidal energy development: Business challenges in a new industry and opportunities for business research

Business & Organizational History (a)

Chair: Gabrielle Durepos

Patterson 213

Whither Critical Organizational History?

by Gabrielle Durepos, Scott Taylor and Ellen Shaffner

There Is An 'I' in Team: Valuing Diversity in Management Training, 1987-1995

by Kira Lussier

Planning Profitable Futures: The Introduction of Quantitative Analysis Into American Bank Management Practices

by Justin Douglas

MIS/Operations Management/Strategy

Chair: Hassan Sarhadi

Patterson 214

Business Intelligence Using Google Search: Applications in the Green Energy Sector

by Adee Athiyaman

Optimal Facility Location to Mitigate Product Recall Risks

by Liufang Yao (PhD candidate) and Kai Huang

Gates Corporation: Scanning for Competitive Threats

by Paul Seaborn

Communications**Chair: Judy Roy***Patterson 215*

Exploring the Influence of PR/COMM Function on Practitioners' Perceptions of Organizational Success, Innovation, and Reputation

by Karen Blotnicky and Amy Thurlow

Gendered Construction of Leaderspeak: A Content Analysis of C-Suite Communication About Sustainability
by Ellen Crumley, Karen Grandy, Binod Sundararajan, Judy Roy and Elizabeth Tetzlaff

Content Analysis of the BC Egg Marketing Board Meeting Minutes

by Ashley MacDonald

Gender & Diversity (b)**Chair: Kelly Dye***Patterson 216*

Considering Implications of the Gender Revolution on Workplaces: A Quasi-Systematic Review of the Popular Press Literature

by Corinne Abraham and Wendy R. Carroll

Gender in Business Schools

by S.C. Graham and A.J. MacFarlane

Session 4: 3:15 – 4:45**Business Education Symposium****Chair: Edith Callaghan***Patterson 206*

Business Education for Sustainability Across Functional Areas, How Could We Do Better?

Cont'd - Tidal Energy Symposium**Chair: Shelley MacDougall***Patterson 207*

Tidal energy development: Business challenges in a new industry and opportunities for business research

Business & Organizational History (b)**Chair: Gabrielle Durepos***Patterson 213*

An American Entrepreneur's Cultural Learning Process

by Tianyuan Yu and Albert Mills

Nancy Maclean and the Problem of Private Power: An Abstract

by David Jacobs

Management Education

Chair: Conor Vibert

Patterson 215

A decade of teaching evidence-based management: initiatives and future directions
by Tina Saksida and R. Blake Jelley

Using Business Students to Test a Student Engagement Work Design Model
by Leslie J. Wardley, John Nadeau and Charles H. Belanger

Strategy (a)

Chair: Alidou Ouedraogo

Patterson 216

Mechanisms of Organizational Path Dependence: Hysteresis, Agency, and Executive Hubris Implicated?
by Shamshud Chowdhury and Binod Sundararajan

Corporate Political Activity In Emerging Industries: Familiar Habits or New Practices?
by Paul Seaborn

Sunday, October 1st

Breakfast & AGM: 8:00 – 9:00

Session 5: 9:00 – 10:30

HR/IR (a)

Chair: Morrie Mendelson

Patterson 206

Organizational Restructuring and Workforce Adjustment Practices: Downsizing choices and the implications for job quality for public sector workers in Ontario and Scotland
by Rachele Pascoe-Deslauriers

A Program Evaluation of Recruitment in the Eastern Zone of the Nova Scotia Health Authority
by Seonaid Macneill and Leslie Wardley

Le Satisfactions Professionnelles des Conseillers en Orientation: Une étude préliminaire
by Stephan Chartiers and Gilles Marcoux

OB/OT

Chair: John Fiset

Patterson 213

The development and initial validation of workplace justice and injustice scales
by Camilla Holmvall and Lori Francis

Examination of job stress and performance controversy in developing economies: An empirical study
by Muhammad Jamal and Muhammad Rashid

Niche practice spillover to mainstream markets: How small players changed the mature Ontario wine field
by Laura Ierfino-Blachford

Virtual work arrangements and employee creativity
by Jessica Good and Sheryl Chummar

Accounting (a)

Chair: Ian Feltmate

Patterson 214

The Determinants of Accounting Information of SMEs in Albania
by Mustafa Uç and Ervin Latifi

Impact of Tax on Sugary Drinks on Product Price in New Brunswick
by Egbert McGraw and Yves Robichaud

Financial Institutions in the U.S. and Accounting Standards for Financial Instruments: A Historical Perspective
by Carol Pomare

Marketing (a)

Chair: Gordon Fullerton

Patterson 215

Développement durable du tourisme au Nouveau-Brunswick: Appréhender la complexité en identifiant les acteurs et les enjeux
by Brigitte Prud'homme

Do CEOs Really Mean What They Say When They Apologize: Politeness and Power in Corporate Apologies
by Oksana Shkurska and Binod Sundararajan

Trust and Customer Retention in Cellular Telephone Services
by Gordon Fullerton

OMG That's so #WHITEGIRL: Preliminary Findings on Brand Aversion
by Lydia Phillip and Rosemary Polegato

Entrepreneurship**Chair: Ryan MacNeil***Patterson 216*

You Got What I Need: Does Entrepreneurial Needs Satisfaction Predict Psychological Strain?
by Stephanie Gilbert

Determinants of Innovation diffusion in a B2B context – bases of a conceptual model
by Izold Guihur

Training Practitioners, Not Consultants: A Holistic Approach to Learning About Small Business Ownership/Management
by Ryan MacNeill and Britanie Wentzell

Strategy (b)**Chair: Alidou Ouedraogo***Patterson 207*

Dear Reader: A Comparative Control Group Study of CEO Letters to Shareholders
by Mark Fuller

An NK Model of Network Search
by Bill Foster

Exploring Two Wine Industries With a Framework for Industry Change
by Conor Vibert and Marie Ryan

Session 6: 11:00 – 12:15**HR/IR (b)****Chair: Morrie Mendelson***Patterson 206*

Planning for Retirement: The Influence of Workplace Stress, Pension, and Work Arrangements
by Dannie Brown, Tabatha Thibault, E. Kevin Kelloway and Amy Warren

Bridging the Macro-Micro Divide in Industrial Relations: Practices, Routines, and Institutions
by Bui Peterson

The Process of Conducting Interdisciplinary Yoga Research
by Leslie Wardley, Marcia Ostashevski, Bettina Callary and Odette Griscti

Business & Organizational History (c)**Chair: Gabrielle Durepos***Patterson 213*

By the Time Taylor Rationalized the Shop Floor Cook had Already Rationalized The World: The 'Goods' Bias of Management History
by Terrance Weatherbee and Donna Sears

Multiplicity in Meritocracy
by Keshav Krishnamurty

Accounting (b)**Chair: Ian Feltmate***Patterson 214*

The Unification of the Canadian Accounting Profession: The Future Outlook of the Disciplinary Process in Ontario
by Derek Hayes and Leslie Wardley

Self-Governance: An Acceptable Disciplinary Process in the Accounting Industry?
by Derek Hayes and Leslie Wardley

Better Government Through Embarrassment? A Discussion Paper on Research Challenges Posed By A Culture of Secrecy in the Government of NB
by Brent White

Marketing (b)**Chair: Wenxia Guo***Patterson 215*

A Closer Look at Shopping Stressors - Why Are They Stressful?
by Elaine MacNeil and Peter MacIntyre

Sentiment Analysis: A Dynamic Tool for Marketing Research
by Abhishek Dwivedi, Hsin-Chen Len and Patrick F. Bruning

Which Way is More Innovative? Cultural Influence on Originality and Appropriateness
by Wenxia Guo

Finance (b)**Chair: Shelley MacDougall***Patterson 216*

The Drop in Implied Cost of Capital Prior to 2008 Financial Crisis: Canada and the United States
by Ian Glew and Ashrafee Hossain

Household Portfolio Allocation in the EU
by Andrew Davis and Jiseob Kim

An Empirical Evaluation of the Determinants of Executive Perks at S&P 500 Firms
by Andrew Carrothers and Jiseob Kim

ASB Executive 2016-2017

Past President	Basu Sharma (UNB)
Co-Presidents	Jean Helms Mills (SMU) Albert Mills (SMU)
2017 Conference Chair	Donna Sears (Acadia)
Executive Director	Gabrielle Durepos (MSVU)
Vice President Communications	Terrance G. Weatherbee (Acadia)
Vice President Finance	Daphne Rixon (SMU)
Web Master	Ian Feltmate (Acadia)
Member at Large	John Fiset (MUN)
Member at Large	Shamsud Chowdhury (DAL)
Member at Large	Alidou Ouedraogo (UdeM)
Member at Large	Gary Evans (UPEI)

2017 Conference Team

Conference Chair	Donna Sears (Acadia)
Program & Proceedings Chair	Terrance Weatherbee (Acadia)
Conference Web Master	Ian Feltmate (Acadia)
Awards Chair	Terrance Weatherbee (Acadia)
Treasurer	Daphne Rixon (SMU)
Local Organizing Committee Members	Edith Callaghan (Acadia) Mike Kennedy (Acadia) Shelley MacDougall (Acadia) Ryan MacNeil (Acadia)

Track Chairs (Local/international)

Track	Local Chair(s)	International Chair
Accounting	Ian Hutchinson	Abdulla Iqbal
Business & Organizational History	Gabrielle Durepos	Bill Cooke
Communication	Judy Roy	
Cooperatives/ Solidarity Economy	Jim Grant	David Jacobs
Embryo & Case	Robert MacDonald	
Entrepreneurship	Ryan MacNeil	David Higgins
Ethics & Social Issues	Cathy Driscoll	David Jacobs
Finance	Shelley MacDougall	
Gender & Diversity	Kelly Dye	
Human Resources/Industrial Relations	Morrie Mendelson	
Leadership	Chantal Hervieux	Rosemary McGowan
Management Information Systems	Danny Silver	
Management Education	Conor Vibert	
Marketing	Karen Blotnicky	Ardhendu Shekhar Singh
Open	Terrance Weatherbee	
Organizational Behaviour & Theory	John Fiset	
PhD Student Colloquium	Terrance Weatherbee	
Strategy	Alidou Ouedraogo	
Undergraduate Student Papers	Stephen MacLean	
Business and Sustainability	Edith Callaghan	
Business of Development	Ryan MacNeil	
Business Research in Tidal Energy	Shelley MacDougall	

Many thanks to our ASB reviewers!

Megan Baker	Mount Saint Vincent University	Michael Sheppard	Acadia University
Candace Blayney	Mount Saint Vincent University	Donald Shiner	Mount Saint Vincent University
Karen Blotnicky	Mount Saint Vincent University	Oksana Shkurska	Dalhousie University
Stephane Brutus	Concordia University	Mohammad Siddiquee	Mount Saint Vincent University
Kendra Carmichael	Acadia University	Danny Silver	Acadia University
Wendy Carroll	Saint Mary's University	Binod Sundararajan	Dalhousie University
Andrew Carrothers	University of Prince Edward Island	Amy Thurlow	Mount Saint Vincent University
John Churchill	Acadia University	Conor Vibert	Acadia University
Valerie Creelman	Mount Saint Vincent University	Vijay Vishwakarma	Saint Francis Xavier University
Ellen Crumley	Dalhousie University	Terrance Weatherbee	Acadia University
Andrew Davis	Acadia University	Michael Whalen	Mount Saint Vincent University
Claudia De Fuentes	Saint Mary's University	David Wicks	Saint Mary's University
Jonathan Dunnett	Crandall University	Jun Yan	Acadia University
Gabrielle Durepos	Mount Saint Vincent University	Tianyuan Yue	Mount Saint Vincent University
Bruce Dye	University of Leicester		
Kelly Dye	Acadia University		
John Fiset	Memorial University of Newfoundland		
Mark Fuller	Saint Francis Xavier University		
Mary A. Furey	Memorial University of Newfoundland		
Dinesh Gajurel	University of New Brunswick		
Patricia Genoe McLaren	Wilfred Laurier University		
Stephanie Gilbert	Cape Breton University		
Ian Glew	Memorial University of Newfoundland		
Karen Grandy	Saint Mary's University		
Gina Grandy	University of Regina		
Jim Grant	Acadia University		
Derrick Hayes	Cape Breton University		
David Higgins	University of Liverpool		
David Jacobs	Morgan State University		
Dana Kabat-Farr	Dalhousie University		
Dongmin Kim	University of New Brunswick - Saint John		
Stefan Litz	Saint Francis Xavier University		
Shelley MacDougall	Acadia University		
Stephen MacLean	Acadia University		
Scott MacMillan	Mount Saint Vincent University		
Ryan MacNeil	Acadia University		
Stephanie Maillet	Université de Moncton		
Gilles Marcoux	Université de Moncton		
Rosemary McGowan	Wilfred Laurier University		
Egbert McGraw	Université de Moncton		
Margaret McKee	Saint Mary's University		
Jeff McNally	University of New Brunswick		
Danielle Mercer	Acadia University		
Albert Mills	Saint Mary's University		
Hassouna Moussa	Acadia University		
Alidou Ouedraogo	Université de Moncton		
Carol Pomare	Mount Allison University		
Patricia Post	University of New Brunswick		
Mohammed Rashid	University of New Brunswick		
Judy Roy	University of New Brunswick		
Hassan Sarhadi	Acadia University		
Donna Sears	Acadia University		
Igor Semenenko	Acadia University		
Elaine Seniuk	Mount Saint Vincent University		
Ibrahim Shaikh	University of New Brunswick		
Basu Sharma	University of New Brunswick		

Conference Awards

Best Paper – a plaque and a total of \$250 will be presented to the author(s) of the paper judged to exemplify the best in business research in terms of clarity of focus and argument, research design and application. [This award is open to any participant]

Best Student Paper - a plaque and a total of \$250 will be presented to the student author(s) of the paper judged to exemplify the best in business research in terms of clarity of focus and argument, research design and application. [This award is only open to papers authored solely by a student or students.]

Best Case - a plaque will be presented to the author(s) of the paper judged to exemplify the best in business case research in terms clarity of the case’s focus and pedagogical value. [This award is open to all case participants].

Research Excellence Award – a plaque will be presented to the Dean, Director or designate of a business school that has successfully submitted the largest number of papers, cases, and/or developmental papers. [The award is based on the number of (first or lead) authors on any successful submission from a given business school].

Best Overall Research Productivity Award - a plaque will be presented to the Dean, Director or designate of a business school that has successfully submitted the largest ratio of submissions (papers, cases, and/or development papers) per faculty member. [The award is based on the number of (first or lead) authors on any successful submission from a given business school divided by the school or department’s full-time faculty in the year of the award]

ASB Award of Excellence – this is a recently introduced ASB award to honour individuals who have demonstrated “outstanding service to business scholarship,” in particular, by playing a leading role in building, developing and/or maintaining the Atlantic Schools of Business. [The award is decided once a year by the ASB Executive at its spring meeting, and awarded at the annual conference. Nominations are open to all recent and past participants in an ASB conference, except serving members of the ASB Executive at the time of the award decision]. One award of excellence is presented at the annual conference.

Peter Sianchuk – Mount Allison University (2016 award winner)

Ann MacGillivray – Mount Saint Vincent University (Inaugural award winner)

Thanks to our sponsors!

Platinum Level



Gold Level







UNIVERSITÉ DE MONCTON

Silver Level



CAPE BRETON
UNIVERSITY



With a special thank you to:

Annapolis Cider Company
The Landing Studio and Spa
Lightfoot & Wolfville Winery
Lily & Associates
Maritime Beeswax
Wolfville Magic Winery Bus

Saturday						
	Patterson 206	Patterson 207	Patterson 213	Patterson 214	Patterson 215	Patterson 216
6:30 – 7:30	ASB Fun Run/Walk (<i>Athletic Centre</i>)					
7:30 – 9:00	Check In – <i>Patterson Lobby</i>					
8:00	Breakfast – <i>Patterson 80 Common (Main Floor)</i>					
Session 1 9:00 – 10:30	Marijuana Legalization Symposium <i>Patterson 206</i>	The ‘Business’ of Development: Intersections of Higher Education and Economic Development in Atlantic Canada <i>Patterson 207</i>	Undergraduate Student Papers (a) <i>Patterson 213</i>	Finance (a) <i>Patterson 214</i>	Embryo & Case <i>Patterson 215</i>	
Break 10:30 – 11:00						
Session 2 11:00 – 12:15			Undergraduate Student Papers (b) <i>Patterson 213</i>			Gender & Diversity (a) <i>Patterson 216</i>
12:15	Luncheon & Keynote - <i>Patterson 80 Common (Main Floor)</i>					
Session 3 1:30 – 2:45	Understanding the Challenges of Priming for PRME (Principles of Responsible Management Education) <i>Patterson 206</i>	Tidal energy development: Business challenges in a new industry and opportunities for business research <i>Patterson 207</i>	Business & Organizational History (a) <i>Patterson 213</i>	MIS/Operations Management <i>Patterson 214</i>	Communications <i>Patterson 215</i>	Gender & Diversity (b) <i>Patterson 216</i>
Break 2:45 – 3: 15						
Session 4 3:15 – 4:45	Business Education for Sustainability Across Functional Areas, How Could We Do Better? <i>Patterson 206</i>		Business & Organizational History (b) <i>Patterson 213</i>		Management Education <i>Patterson 215</i>	Strategy (a) <i>Patterson 216</i>
5:00	Reception - <i>Patterson 80 Common (Main Floor)</i>					
7:00	ASB Awards Dinner - <i>Patterson 80 Common (Main Floor)</i>					

Sunday						
	Patterson 206	Patterson 207	Patterson 213	Patterson 214	Patterson 215	Patterson 216
7:30 – 9:00	Check In - <i>Patterson Lobby</i>					
8:00 – 9:00	Breakfast and ASB Annual General Meeting - <i>Patterson 80 Common (Main Floor)</i>					
Session 5 9:00 – 10:30	HR/IR (a) <i>Patterson 206</i>	Strategy (b) <i>Patterson 207</i>	OB/OT <i>Patterson 213</i>	Accounting (a) <i>Patterson 214</i>	Marketing (a) <i>Patterson 215</i>	Entrepreneurship <i>Patterson 216</i>
10:30 – 11:00	Break - <i>Patterson 80 Common (Main Floor)</i>					
Session 6 11:00 – 12:15	HR/IR (b) <i>Patterson 206</i>		Business & Organizational History (c) <i>Patterson 213</i>	Accounting (b) <i>Patterson 214</i>	Marketing (b) <i>Patterson 215</i>	Finance (b) <i>Patterson 216</i>