

# 2018



TELFER

TELFER SCHOOL OF MANAGEMENT  
UNIVERSITY OF OTTAWA

CELEBRATING  
EXCELLENCE  
AND MAPPING THE  
**FUTURE**

– Research Report –

# 2019

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## Celebrating Research Excellence at the Telfer School of Management

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Fifty years ago, the Faculty of Administration at the University of Ottawa became an independent undergraduate teaching faculty. Over the years, the faculty incorporated a full portfolio of undergraduate, graduate, professional, and research-based programs.

With the help of strategic investments and the implementation of forward-looking hiring practices, what was once a teaching faculty progressively transformed into the Telfer School of Management that we know today: a comprehensive faculty that produces scientifically rigorous, innovative, and socially relevant research that supports public and private institutions in their efforts to enhance the quality of their services, improve employee well-being, implement novel technologies, prepare the next generation of leaders, and foster diverse and inclusive workplace environments. While our legacy has allowed the Telfer School to build solid foundations, 2019 is turning out to be a capstone year.

Building on our existing and emerging research strengths, we are currently implementing four new Areas of Strategic Impact: Entrepreneurship, Innovation, and Strategic Management; Health Systems Innovation and Management; Globalization, Governance, and Sustainability; and Thriving Organizations and Societies. The establishment of these interdisciplinary areas will position the Telfer School as a research leader in these respective fields and allow us to actively address the changing needs of our society.

## Message from the Vice-Dean (Research)

The excellence and impact of the research conducted at the Telfer School have been recognized by the three research councils of Canada and other governmental and not-for-profit funders. Similarly, insights gained from my colleagues' research have been published in leading journals. We are very proud of these recognitions.

Students are a vital part of our success story. Since the creation of the research-based master programs in 2006–2007 and the doctoral program in 2016–2017, our graduate students have been awarded 42 scholarships by the three research councils, the Ontario Graduate Scholarship program, and other institutions. We are preparing them to be the next generation of engaged researchers who will build the knowledge-based society our country needs to thrive in the 21st century.

Reflecting on the past decades, I can clearly see that the leadership and research of our faculty have become an integral part of the Telfer School culture. I am confident that our dedicated faculty and committed graduate students will continue to strengthen this culture. Together we will transform our school into one of the top research-intensive business schools in the world. I am very excited to be part of this great journey.



**Wojtek Michalowski, Ph.D.**

VICE-DEAN (RESEARCH) AND FULL PROFESSOR,  
HEALTH INFORMATICS



The background is a dark purple color with a subtle grid pattern. Overlaid on this are various geometric shapes, including circles, squares, and triangles, some of which are semi-transparent. There are also faint, stylized human figures scattered across the page. A central white rectangular box contains the text.

**AREAS OF  
STRATEGIC IMPACT**

### Mapping the Future of Research

The establishment of our research excellence around four timely and interdisciplinary areas will position our faculty members as research leaders in their respective fields of expertise while addressing the needs of our communities in the Ottawa region, Canada, and beyond. These four groups will also discover knowledge that can support organizations in their efforts to embrace digital transformations and implement equity, diversity, and inclusion strategies. [Learn more](#) about the areas of strategic impact.

### Entrepreneurship, Innovation, and Strategic Management

To succeed in today's global and dynamic economy, entrepreneurs and organizational leaders need to be innovative decision-makers and moderate risk-takers. In this context, how can they navigate the process from the conception of an idea to the launch of a new product to its sustained impact on the economy? This group of interdisciplinary scholars will examine how novel ideas are conceived, developed into new products, services, and programs, how they are strategically managed, and finally if and how this trajectory can be sustained and rejuvenated for generations to come.



### Globalization, Governance, and Sustainability

Interconnectedness is at the heart of our global economic system. The globalization of business was always intended to serve as a platform for broader collaboration on serious geopolitical problems related to economic, social, and environmental sustainability. Nevertheless, the manner and pace of globalization to date have been neither universally well received, nor universally well governed. This research group will advance the kind of knowledge that businesses need to overcome these challenges, so that they may contribute to economic shifts toward global sustainability and mitigate the disruptions that may arise from such transformations.

### Health Systems Innovation and Management

Health care is the largest service industry in Canada and affects all Canadians. However, the sector presents some of the most complex management challenges facing researchers, policymakers, and professionals. These challenges cannot be addressed effectively by one single discipline or siloed healthcare delivery models. Through an innovative systems-based approach to management and strong collaborations with hospitals, clinics, and community-based organizations, this research group will generate the knowledge needed to overcome these challenges, enhance the efficiency of the health system, and improve care for all Canadians.



### Thriving Organizations and Societies

The workforce has been transforming and so has the nature of work. As this research group examines the impact of these transformations on our workforce, organizations, and society, they aim to gain a better understanding of thriving. Thriving implies greater well-being and high-performance. Therefore, research conducted under this multidisciplinary and timely theme requires a look beyond the productivity and financial performance of individuals, organizations, and societies. This research group will delve into the conditions that encourage thriving and the factors that prevent our workforce and organizations from doing so.





RESEARCH  
HIGHLIGHTS





### New University Research Chair in Gender, Diversity, and the Professions

More and more women are entering traditionally masculine professions in the health and higher education sectors of the economy. Although there is much to celebrate in this remarkable demographic, women's presence has not yet affected the dynamics of power in these professions. Leadership positions are still mostly in the hands of white male professionals. How can organizations foster greater gender equity and inclusiveness among professional workers?

**Professor Bourgeault** has received a new University Research Chair in Gender, Diversity, and the Professions to advance research and propose evidence-informed interventions to help health and higher education organizations improve equity, diversity, and inclusion in leadership positions.



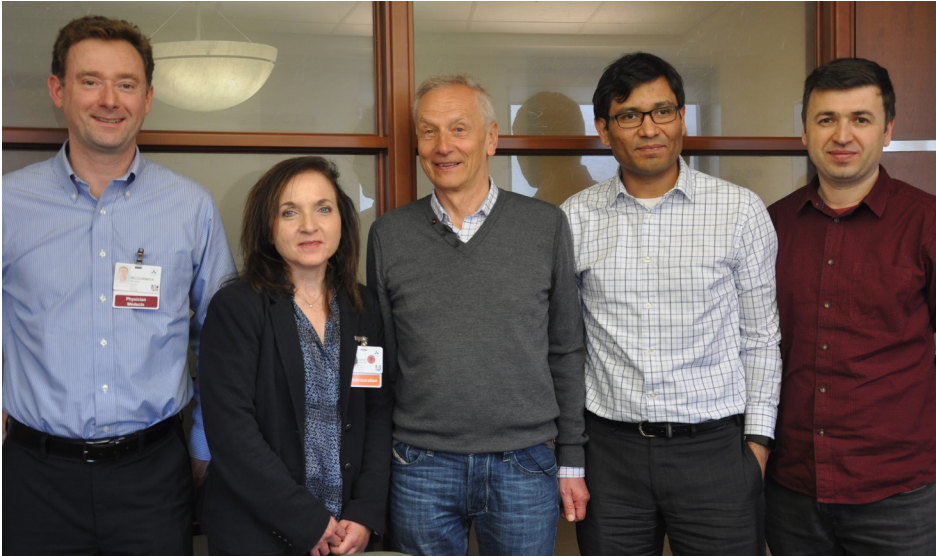
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“The issue is not only women’s representation in leadership positions in health and academic professions, but also how the everyday inequities and incivilities they experience affect their sense of psychological health and safety in the workplace.”

– **IVY BOURGEAULT**,  
FULL PROFESSOR

[Learn more](#) about the impact of Professor Bourgeault’s new university chair.



**FROM LEFT TO RIGHT:** Dr. McCormick, Director Graham, Professor Michalowski, Professor Sauré, and Research Associate Kandakoglu.

### A New Computer-Based Tool to Help Manage The Ottawa Hospital Home Dialysis Program

The Ottawa Hospital Nephrology Program has embarked on a new initiative to offer enhanced support and continuity of care for the more than 220 patients who choose to have dialysis treatment at home. To provide care, educate, and support virtual clinic visits, the hospital's Home Dialysis nursing team currently drive approximately 7,500 km every week. However, designing effective work schedules and driving itineraries that consider the new changes made to the hospital's Dialysis Program, as well as nurses' time availability, breaks, and overtime, is a complex and time-consuming task.

**Professor Sauré** and Research Associate Kandakoglu developed a computer-based and user-friendly tool to streamline the development of nurses' schedules and their daily itineraries.

This project is supported by the Natural Sciences and Engineering Research Council of Canada (NSERC), the Telfer Health Transformation Exchange, and the University of Ottawa.



Natural Sciences and Engineering  
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“The nurse manager used to spend several hours, sometimes even a day, developing schedules. Now the computer model provides the schedules and travel routes for nurses in approximately five minutes.”

– ANTOINE SAURÉ,  
ASSISTANT PROFESSOR

**Find out** how this partnership will help tackle the challenges facing The Ottawa Hospital Nephrology team.



### Debunking Myths about People Living with Disabilities in the Workplace

People living with disabilities not only face barriers in daily life, they also face adversity on the labor market. Why do they not experience the same access to work opportunities as their counterparts without disabilities? The most likely culprit is misinformation: employers still believe in unfounded myths about how people living with disabilities are likely to perform in the workplace.

In a new article, “The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence,” **Professor Bonaccio** and co-authors looked at the empirical evidence speaking to the employment of people living with disabilities and identified common concerns shared by employers. The research team found that these concerns were either unfounded or blown out of proportion.

This research was supported by the Social Sciences and Humanities Research Council of Canada.



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“Many employers harbor ill-founded views about the work-related abilities of people living with disabilities. Managers consistently report that they find it difficult to attract and hire qualified employees living with disabilities, but data shows the considerable potential of this segment of the workforce is underused.”

– **SILVIA BONACCIO**,  
FULL PROFESSOR

**[Read the full press release](#)** to learn more about Professor Bonaccio’s research in partnerships with the Canadian Disability Participation Project.



### Gender Diversity on Corporate Boards

Worldwide, women accounted for 17.7% of corporate board seats of large companies in 2018. Canadian companies similarly lack gender diversity—in 2018, women held only 16.4% of board seats. To explain why corporate boards are still largely dominated by men, researchers have looked at how background, perceptions and stereotypes, as well as firm size, industry type, and societal factors impact board diversity.

A better understanding of the drivers of board gender diversity is crucial if society is committed to increasing opportunities for female leadership. It is precisely for this reason that **Professor Ben Amar** and co-authors evaluated how a combination of socioeconomic, individual, and legal factors influences gender diversity in the composition of the board of directors in an article titled “Empowering Women: The Role of Emancipative Forces in Board Gender Diversity.”

The research was supported by the CPA Canada Accounting and Governance Research Centre.



“It is important from a public policy perspective to promote women’s empowerment to foster their desire to explore business opportunities and access corporate leadership positions. Regulatory initiatives that intend to enhance female empowerment in a society might have a positive impact on corporate financial performance.”

– **WALID BEN AMAR**,  
FULL PROFESSOR

**Find out** why organizations and policymakers should care about this comprehensive analysis.



### The Dark Side of Forgiveness in the Workplace

Although managers have been encouraged to promote forgiveness both toward and among their employees, there is still much to be learned about how forgiveness operates in the workplace. One potential issue with promoting forgiveness in this context is that people can become motivated to forgive a colleague because they think their managers want them to do so, or simply because they should be a good role model for others. However, there is a potential dark side when forgiveness is motivated by external pressures.

**Professor O'Reilly** has launched a collaborative research project to understand when and why inauthentic forgiveness might occur and how it influences employee well-being, productivity, and interpersonal relationships.

This research is supported by the Social Sciences and Humanities Research Council of Canada.



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“We refer to this as ‘inauthentic forgiveness.’ With inauthentic forgiveness, a person has consciously made the decision to forgive but deep down, perhaps even unconsciously, they haven’t fully released their negative attitudes toward their colleague.”

– JANE O'REILLY,  
ASSOCIATE PROFESSOR

**Discover** how this research project will provide valuable insights and practical guidance for organizations to foster authentic forgiveness in the workplace.



### Corporate Management of Water Resources and its Financial Impact

For many firms, water is a key factor in the production of goods and services. As water availability and quality continue to decline however, investors, creditors, and regulators have begun to place greater pressure on firms to disclose how they manage water resources, how their practices impact their businesses, and how these firms mitigate risks related to corporate use of water. Very little is known about the impact of corporate use of water resources across firms, industries, and countries. Do firms pay a very high price for poorly managing these resources?

In a new research project, Professors **Chelli** and **Ben Amar** will look at how corporate management and disclosure of their use of water resources may influence the market value of organizations, as well as the implied cost of equity capital.

This research is supported by the Social Sciences and Humanities Research Council of Canada.



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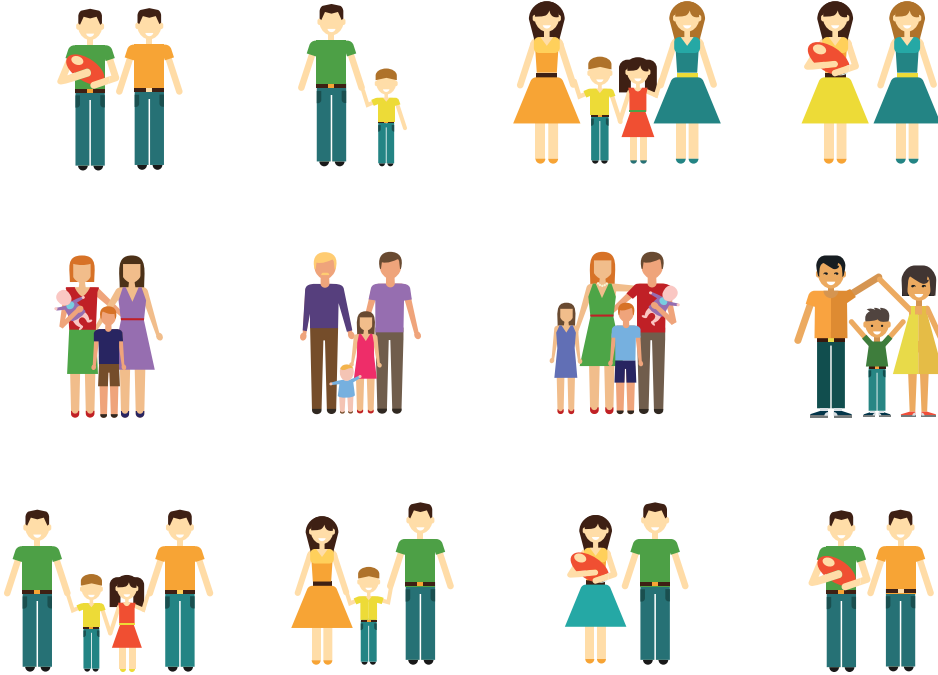
Canada



“Some of the risks include water scarcity, water pollution, droughts, and floods. If firms are not prepared to navigate these challenges, they can face a variety of business risks that could make their operation challenging.”

– **MOHAMED CHELLI**,  
ASSISTANT PROFESSOR

**Learn more** about how this research project can contribute to the timely debate about climate change and corporate responsibility.



### How Family Diversity Shapes Family Businesses

The differences among family businesses are driven by the families behind the firms, but do all these families experience the business process in the same way? Contemporary families are more diverse than ever before. For example, they do not always represent the “traditional” model of a married couple with two children living in the same household.

To date, we know very little about when, why, and how non-traditional family structures manage, succeed, or fail in their family businesses. This is why a research project led by Professors **Jaskiewicz** and **Schillo** will examine if and how the diversity among families can have an impact on the growth, performance, and survival of their firms.

This research is supported by the Social Sciences and Humanities Research Council of Canada.



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“Our research project has great potential to generate knowledge to support practitioners in their efforts to manage the family-firm relationship and help policymakers reevaluate how family transitions and broader social changes can be dealt with in ways that do not threaten 60% of the firms in the economy.”

– PETER JASKIEWICZ,  
FULL PROFESSOR

**Find out** how their research findings will support Canadian family businesses.



### Toward a More Effective Way to Manage IT Projects

Despite decades of research dedicated to better understanding IT project management and identifying more effective ways to manage IT projects, many of these organizational systems still fail today. Take for example the famous case of project Phoenix, a payroll processing system for Canadian federal government employees. The failure of the project has often been attributed to problems related to project management and the implementation process rather than simply technical issues.

Studies in the field of project management have shown that IT project managers often face challenges navigating the competing demands of projects. To better understand the nature of these competing demands, **Professor Mignerat** has launched a new research project.

This research is supported by the Social Sciences and Humanities Research Council of Canada.



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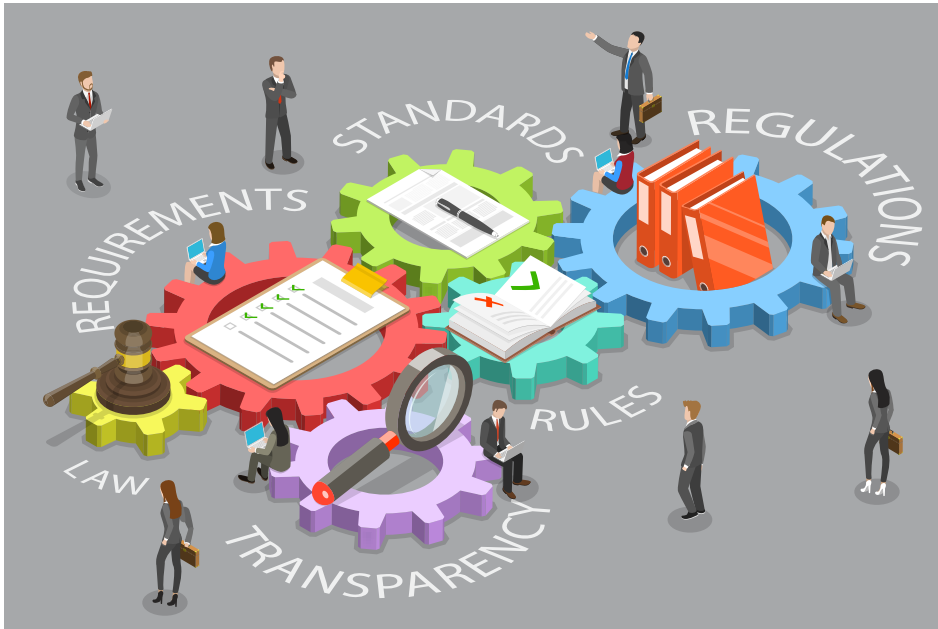


“We will identify the competing demands that often exist in IT project management and understand if and how these problems can be resolved. We will also examine if these resolutions may actually lead to successful IT projects.”

– MURIEL MIGNERAT,  
ASSOCIATE PROFESSOR

**Find out** how this initiative will help advance knowledge in the field of project management and propose concrete solutions for practitioners.





### Are Multi-Stakeholder Initiatives Politically Neutral?

Standard-setting multi-stakeholder initiatives are voluntary collaborative schemes often created as a way of addressing major social, political, and environmental challenges. Since the 1990s, these initiatives have become popular forms of regulating businesses and ensuring that they are committed to developing products and services that comply with a wide range of standards from quality to safety, from transparency to sustainability.

Standard-setting multi-stakeholder initiatives are often promoted as inclusive and objective decision-making forums that offer multiple stakeholders the opportunity to influence the development of standards. In the article, “Saving the Canadian Fur Industry’s Hide: Government’s Strategic Use of Private Authority to Constrain Radical Activism,” **Professor Marques** and his co-author suggest that these initiatives are not as inclusive and politically neutral as they are claimed to be. They may be used as an instrument by governments trying to protect a national industry that becomes the target of activist groups.

This research is supported by the Social Sciences and Humanities Research Council of Canada.



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“Multi-stakeholder initiatives are more likely to empower activists who want to reform an industry’s practices and whose agenda is aligned to political and economic elites and institutions. The flip side is that they may be used to marginalize radical activists that threaten dominant interests.”

– **JOSÉ CARLOS MARQUES**,  
ASSISTANT PROFESSOR

**Find out** how this study contributes to the debate about the effectiveness, legitimacy, and political role of standard-setting multi-stakeholder initiatives.

## AWARD-WINNING RESEARCH

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Professors from the Telfer School embark on cutting-edge research to address challenges faced by businesses and public organizations, and ultimately contribute to the lives of all Canadians. For several years, the quality and impact of these research projects have been recognized through one of the highest success rates of all Canadian business schools in the Social Sciences and Humanities Research Council's Insight program competitions. Our faculty has also excelled in the National Sciences and Engineering Research Council's Discovery Grant competition.

### New Research Grants and Awards

Social Sciences and Humanities Research Council



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#### INSIGHT GRANTS



#### SAMIA CHREIM

*“Inter-Organizational Communities of Practice”*

Creating and implementing new knowledge in the health care or the business sector can be a slow process. To enhance knowledge creation and use, organizations often create opportunities for employees to voluntarily meet, exchange ideas, innovate, and improve practices; these groups form communities of practice. These assemblies can also facilitate information exchange among different organizations.

**Professor Chreim** will examine the role of communities of practice in an inter-organizational context. As an example, she will address how these interactions lead to knowledge uptake and if participants use this knowledge to improve their practices. **Find out more** about this research.



#### DARLENE HIMICK

*“The Fossil Fuel Divestment Movement: Understanding How the Energy of Campaigns Is Changing the Financing of Energy”*

The “fossil fuel divestment” movement is one of the fastest growing campaigns fighting against climate change. Through this global movement, activists pressure investors to sell off assets from fossil fuel related companies and, in some cases, to invest those assets into carbon-neutral and renewable energy companies. However, researchers know very little about how divestment campaigns operate and how they frame climate change.

**Professor Himick** will explore how divestment campaigns pressure the global financial industry into shifting investments away from fossil fuel industries toward renewable energy organizations, and how investors respond to these divestment campaigns. **Find out more** about this research.



#### YURI KHOROSHILOV (PI) and ANNA DODONOVA

*“Toeholds and Information Precision in Common Value Takeover Auctions: Theory and Experiment”*

Takeover auctions differ from traditional auctions where potential buyers usually know the value of the company they are trying to acquire. In contrast, takeover auctions can be very unpredictable. Potential buyers can only estimate the value of the target firm. The precision of such estimates also depends on their relationship with the firm’s management team.

**Professor Khoroshilov’s** project will examine how the potential buyer’s information advantage affects the outcome of takeover auctions that involve toeholds. **Find out more** about this research.



### MIWAKO NITANI

*“Drawing upon the Entrepreneurial Ecosystem: SMEs, Capital Suppliers, and Public Policy”*

As the backbone of Canada’s economy, small- and medium-sized enterprises (SME) employ almost 90% of the total private labor force. Supporting the growth of SMEs is critical for the country’s economic prosperity. For that purpose, the government and financial institutions have developed programs to lend capital to new entrepreneurs.

However, researchers still don’t know how SMEs develop from growth intention to realization and how financing programs affect this trajectory. **Professor Nitani** will map the entire growth path of SMEs and the impact of financing programs and other federal policy interventions on this trajectory. **Find out more** about this research.



### FRANÇOIS-ÉRIC RACICOT (PI) and SAMIR SAADI

*“Macroeconomic Risk of Hedge Funds”*

When traditional forms of investments underperform in the market, investors look for portfolio diversification, lower risk, and steady returns on stock investments. A popular alternative is investing in hedge funds such as pension funds, banks, and universities’ endowment funds. How we measure and monitor the risks associated with hedge funds is crucial for the stability of the financial market.

The current statistical measures are however inappropriate because they do not consider the dynamics of risk during financial crises. **Professor Racicot** will develop comprehensive measures of tail risk for the hedge fund industry. **Find out more** about this research.

## INSIGHT DEVELOPMENT GRANT



### MAGDA DONIA

*“A Business Case for Protecting Human Rights”*

International corporations have far-reaching impact on labor conditions and human rights protections in the countries in which they operate. Unfortunately, despite the existence of universally adopted guidelines on human rights by the United Nations, competition and short-term financial concerns can lead organizations to ignore unethical practices.

**Professor Donia** will address how organizations are consistent with the UN Guiding Principles on Business and Human Rights. Her research project aims to advance knowledge in the area of business and human rights from the employee and organizational perspectives. **Find out more** about this research.



### DISCOVERY GRANTS



#### SARAH BEN AMOR

*“Une approche multicritère pour décisions robustes intégrant l’apprentissage des préférences en contexte d’imperfections de l’information”*

The health care industry depends on decision-making analytics for planning, management, clinical decision-making, and improving service. In any complex decision-making process that must consider several factors, there can be flaws in the processing of information. This poses a challenge for health professionals who need to interpret the analysis and make important decisions while having to consider all possible outcomes.

In this project, **Professor Ben Amor** will develop robust decision-making tools that can benefit the healthcare industry. Her work could improve a range of real-world decision problems in the sector, including the ranking of hospitals, sorting drugs for reimbursement applications, and clustering therapy pathways for oncology treatments. **Find out more** about this research.



#### CRAIG KUZIEMSKY

*“A System Design Framework for Digital Process Innovation”*

As society progresses toward a digital era for commerce, education, and healthcare, many organizations require creative digital technologies to support complex workplace processes. The transition from analogue to digital systems can be quite challenging, and to date the healthcare sector has been slow at implementing this change. Digital process innovation (DPI) can enhance workflow, collaboration, and teamwork, while also maintaining privacy and security.

The optimal system design requirements for DPI are however unknown. **Professor Kuziemsky** will define these system requirements and develop a design framework for DPI. His work will facilitate digital transformation in health organizations. **Find out more** about this research.



#### ONUR OZTURK

*“Exact and Approximate Solution Methods for Batch Scheduling Problems”*

In the production industry, scheduling is the process of sequencing different tasks and launching the production of these tasks on machines. Batch scheduling is used when machines must handle multiple tasks at the same time. The completion of certain complex tasks depends on their dimensions, production due dates, the types of machine, and a variety of other parameters that can make batch scheduling very challenging.

To tackle these scheduling issues, we need very sophisticated algorithms, but to date such models have not been developed. **Professor Ozturk** will develop interconnected models to solve large-scale optimization problems. His work could have a major impact on the steel industry. **Find out more** about this research.



## Mitacs

### Accelerate Grants

#### Ivy Bourgeault

*“Refinement of a Leadership Development Impact Assessment Toolkit”*

#### Umar Ruhi

*“Blockchain Enabled Land Registry: Towards Improving Transparency, Accountability & Compliance”*



## University of Ottawa

### SEED Funding

#### Saouré Kouamé

*“Orphan Cause: Managing Corporate Involvement in Poverty Reduction”*



uOttawa

## Telfer School of Management

### SMRG Faculty Grants

#### Abdoulkadre Ado

*“Role of Guanxi in Successful Knowledge Transfer in China-Africa Joint Ventures”*

#### Alexander James Corner

*“The Give and Take of Social Exchange Relationships in Negotiation Settings: Literature Review and Scale Development”*

#### Mirou Jaana

*“A Pre-Post Evaluation of EPIC Implementation Impacts on Medical Training and Patient Satisfaction”*

#### Wadid Lamine

*“Seizing FinTech Opportunities in Converging Industries: How Digital Disruption Gives Rise to New Business Model Co-Development by Startups and Incumbent Firms”*

#### Lysanne Lessard

*“Case Study of Health Service Platform Architecture”*



### SMRG Postdoctoral Research Fellowship Support Grant



#### DANIAL KHORASANIAN

*“Home Healthcare Scheduling and Routing”*

When health organizations are not able to provide nurses with efficient schedules and itineraries for their daily home visits, these inefficiencies compromise the quality of home care services and drive up related costs. These challenges also result in delays in the discharge of hospital patients whose health needs could be met by home care services.

Postdoctoral fellow Khorasanian will develop mathematical and optimization methods that consider the multiple sources of uncertainty faced by health care providers. By tackling these challenges, such models will support home care organizations in their efforts to deliver timely services in cost-effective ways. **Find out more** about this research project.

### Telfer Research Excellence Award



#### DARLENE HIMICK

*Telfer School Researcher of the Year*

Professor Himick is a top-notch scholar who has contributed significantly to advancing research on the topics of pension accounting, responsible investing by pension funds, and the use of experts during standard setting. Her research expertise also includes accounting history and the accounting profession. Professor Himick’s high-calibre research is demonstrated through her SSHRC funded projects and her recent publications in *Accounting, Organization, and Society*; *Accounting, Auditing and Accountability Journal*; and other reputable journals.

From reflections on recent transformations of traditional accounting practices to discussions about ethically responsible behaviours in the profession, insights from Professor Himick’s research impact the accounting community. For her commitment to developing high-impact research on practically relevant topics, she is the recipient of the Telfer School of Management’s Research Excellence Award in 2019. **Learn more** about Professor Himick’s research expertise.



The background is a complex, abstract composition of various geometric shapes, including squares, rectangles, circles, and triangles, in shades of red and black. The shapes are layered and overlapping, creating a sense of depth and movement. A prominent white rectangular box is centered in the upper half of the image, containing the text. The overall aesthetic is modern and minimalist.

**MEET OUR NEW  
THOUGHT LEADERS**



### Our New Faculty Members and their Research Expertise

Through strategic hiring and major investments in research, the Telfer School of Management is building a new generation of thought leaders.

#### Corporate Partnerships in Emerging Countries



Since 2010, Africa's exports to China have reached more than \$400 billion while imports from China surpassed \$500 billion. China is now Africa's largest trading partner, with major investments in Africa's promising sectors such as infrastructure, natural resources, agriculture, services, and manufacturing.

Chinese organizations often invest in Africa through corporate partnerships, but what exactly do African organizations gain from their partnerships with China? This is the focus of **Professor Ado's** research. [Learn more](#) about his research expertise.

"African political and business leaders increasingly believe that the industrial development of the continent depends on knowledge that can be gained from high-tech partners such as China."

– **ABDOULKADRE ADO**, ASSISTANT PROFESSOR

#### The Give and Take of Negotiation Relationships



Successful negotiations rely on building productive relationships with colleagues, clients, and business partners. Negotiation skills are invaluable whether we use them to decide to meet a colleague for coffee or to choose the right strategy to navigate a project.

However, researchers still lack a systematic understanding of the interpersonal relationships between negotiating parties. **Professor Corner** will examine if social exchanges in the workplace can explain the dynamic nature of negotiations. [Learn more](#) about his research expertise.

"My research will lead to a better understanding of relationship building at different stages of the negotiation process."

– **ALEXANDER JAMES CORNER**, ASSISTANT PROFESSOR

#### Connecting Technology and Entrepreneurship



Although big tech firms such as Google, Amazon, Facebook, and Apple have been in the media spotlight for their success stories, we tend to forget that entrepreneurship is rooted in the local business community. Technology-based firms interact with regional entrepreneurial ecosystems, including universities, labs, local companies, science parks, and technology business incubators.

**Professor Lamine** chose to conduct his research in this area because of technology entrepreneurship's key role in the development of the local economy. [Learn more](#) about his research expertise.

"I believe entrepreneurial ecosystems developed at the local level can create jobs and wealth."

– **WADID LAMINE**, ASSOCIATE PROFESSOR

### Economic Inequality and Other Grand Challenges



Grand challenges are large-scale phenomena that can have a profound impact on everyone's lives. As an important recent example, the global financial crisis in 2008 led to the collapse of the housing market, unemployment spikes, and many other social and economic problems. In this case, the grand challenge was a dysfunctional financial system, much of which was taken for granted.

This tipping point led **Professor Riaz** to dig into economic inequality, a key feature of the socioeconomic system. [Learn more](#) about his research expertise.

“Our dysfunctional financial system, inequality, and political polarization won't go away. I will continue to discover new angles in my quest to understand these grand challenges and how to address them.”

– SUHAIB RIAZ, ASSOCIATE PROFESSOR

### Major Challenges Faced by New Firms in Transitional Countries



Transitional countries are in transition from a centrally planned to an open-market economic system. While undergoing this process, they tend to open their market and promote international businesses and trade with other countries. **Professor Tran** wanted to know how young firms performed in countries in transition to an open-market economy.

She observed a common trend: young firms that are dynamic, innovative, and productive tend to perform better than companies that have been in the market for a while. However, these young firms are less likely to survive and grow. [Learn more](#) about her research expertise.

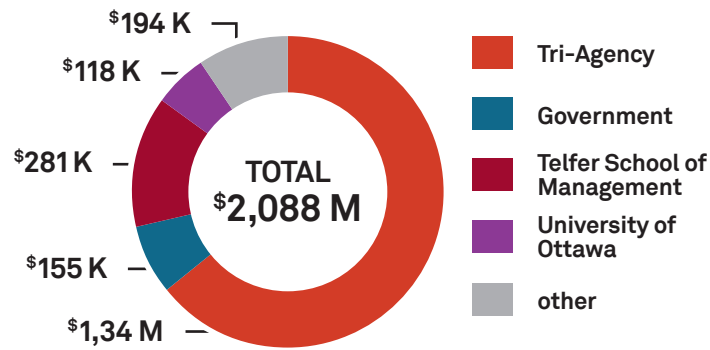
“In order for these new firms to survive and remain productive, policymakers need to improve transparency and efficiency in the country's administrative and legal systems.”

– HIEN TRAN, ASSOCIATE PROFESSOR

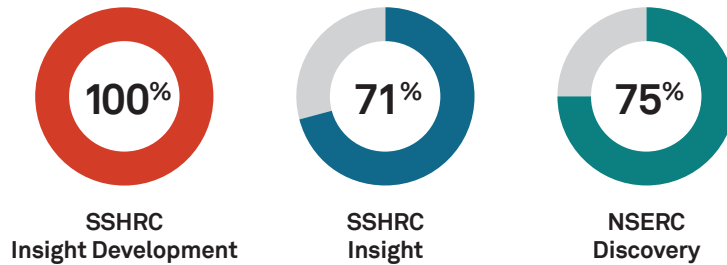
The background is a solid purple color with a faint grid pattern. Overlaid on this are various geometric shapes and icons in a darker shade of purple. These include circles of different sizes, triangles, rectangles, and stylized human figures. Some of these elements are semi-transparent, creating a layered effect. A prominent white rectangular box is centered in the upper half of the page.

# BY THE NUMBERS

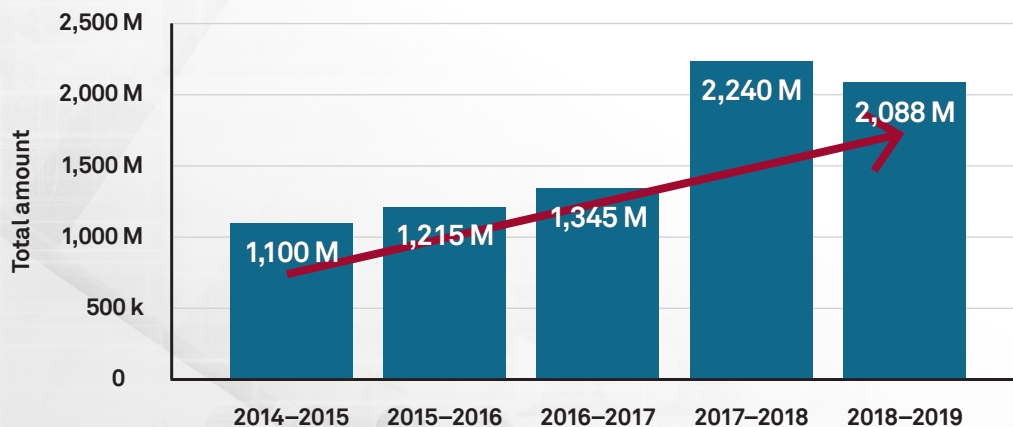
Research Funding Received\*, 2018–2019



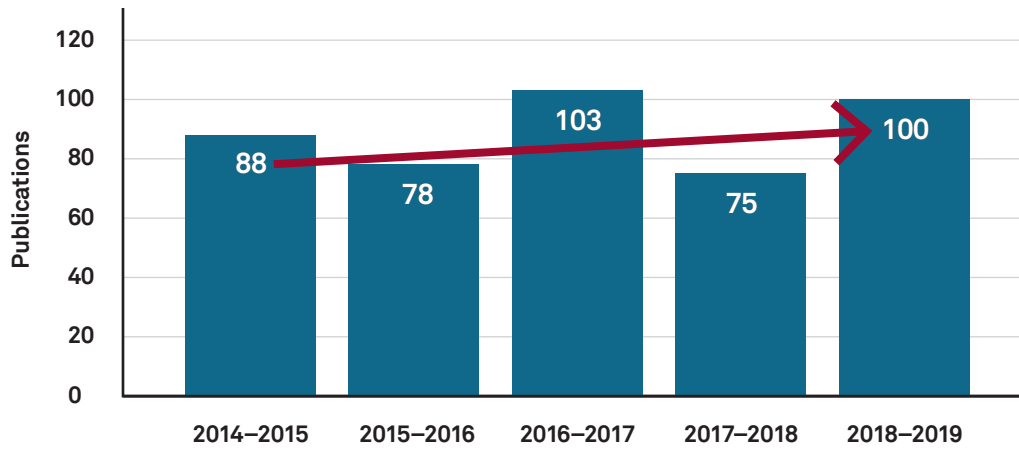
Success Rates in Tri-Agency Grant Competition, 2018–2019



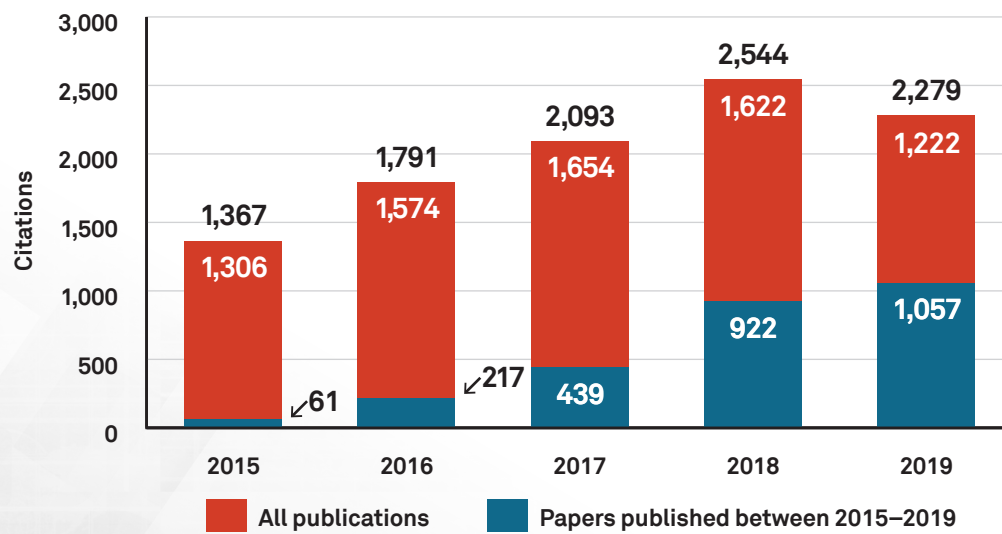
Total Research Funding Received\*, 2014–2015 to 2018–2019



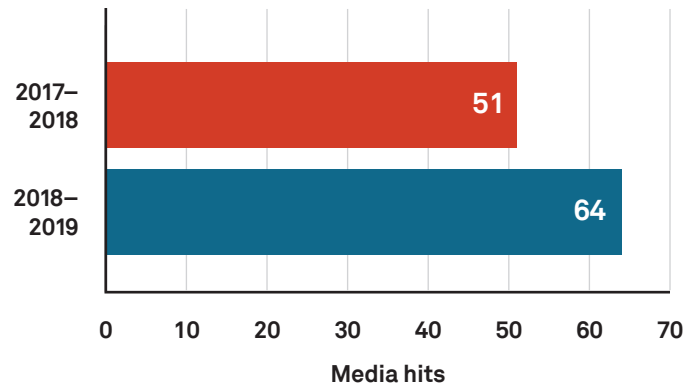
Number of Publications Published by Faculty Members  
in Peer-Reviewed Journals\*\*, 2014–2019



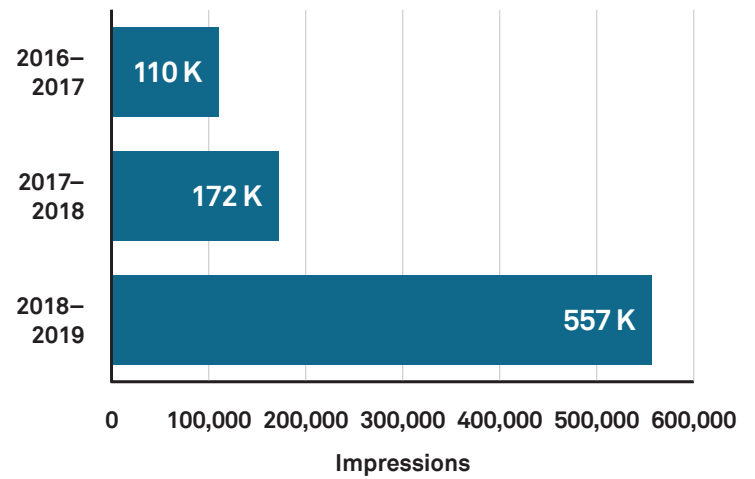
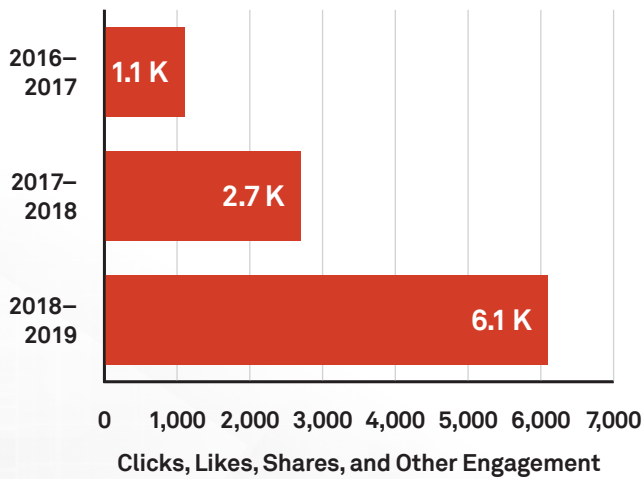
Number of Citations Received by Peer-Reviewed Publications\*\*\*, 2014–2019



Research in the News\*\*\*\*, 2017–2018 to 2018–2019



Research on Twitter, 2016–2017 to 2018–2019



\* Research funding refers to research contracts and grants received as operating funds awarded on a competitive basis, from July 1st, 2018, to June 30th, 2019. Funding such as salary support, travel grants, and conference and workshop funding have been excluded, as well as renunciation accounts (i.e., 555 and 556). Source: SpagoBI, July 2nd, 2019.

\*\* Dataset was collected based on the number of papers (not per author) cited from July 1st, 2018, to June 30th, 2019. Each paper has been counted only once. Source: Scopus, July 2nd, 2019.

\*\*\* Dataset was collected based on the number of papers (not per author) cited from July 1st, 2018, to June 30th, 2019. Each paper has been counted only once. Source: Scopus, August 21st, 2019.

\*\*\*\* Research in the news consists of opinion editorials, blog articles, interviews on radio, TV, magazines, and any news outlets that make references to Assistant, Associate, and Full Professors at Telfer School, from August 1st, 2017, to July 31st, 2019. Source: University of Ottawa's press review, July 31st, 2019.



**RESEARCH CHAIRS,  
FELLOWSHIPS, AND  
PROFESSORSHIPS**



FROM LEFT TO RIGHT: Professors O'Reilly, Dutta, and Bourgeault

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

**Silvia Bonaccio**

*CPA Ontario Accounting Fellow (2016–2020)*

**Qiu Chen**

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

**François Chiochio**

*CPA Ontario Accounting Fellow (2013–2023)*

**Lamia Chourou**

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

**Samia Chreim**

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

**David Crick**

*Telfer Excellence Fellow (2011–2023)*

**Shujun Ding**

*Logan Katz Fellow (2017–2022)*

**Sylvain Durocher**

*RBC Financial Group Professor in the Commercialization of Innovation (2012–2023)*

**Mark Freel**

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

**Peter Jaskiewicz**

*University Research Chair in Healthcare Innovation (2016–2019)*

**Craig Kuziemsky**

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

**Laurent Lapierre**

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

**Daina Mazutis**

*Father Edgar-Thivierge Chair in Business History (2011–2023)*

**Cheryl McWatters**

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

**Barbara Orser and Allan Riding**

### New Chairs and Fellowships

*University Research Chair in Gender, Diversity and the Professions (2019–2024)*

**Ivy Lynn Bourgeault**

*Ian Telfer Fellow in Global Finance (2019–2022)*

**Shantanu Dutta**

*Ian Telfer Fellow in Workplace Wellbeing (2019–2022)*

**Jane O'Reilly**

*Ian Telfer Fellow in Behavioral Finance (2019–2022)*

**Samir Saadi**

[Learn more](#) about our chairs, fellowships and professorships.





**GRADUATE  
STUDENT  
RESEARCH  
INVOLVEMENT**

### The Doctoral Program

Since the launch of the Ph.D. program in 2016, three cohorts of outstanding doctoral students have joined the Telfer School of Management.



FROM LEFT TO RIGHT: Hong Qiu, Yanhong Li, Mariam Hussein, Peyman Varshoei, and Afshin Kamyabniya

“The Ph.D. program has been a significant milestone for the Telfer School, welcoming the best and brightest students, and raising the bar for the school to aspire to be a top business school in Canada.”

– FRANÇOIS JULIEN, DEAN

“The doctoral program is crucial for the Telfer School. These young and bright minds challenge our professors with intellectual discussions and innovative ideas.”

– WOJTEK MICHALOWSKI, VICE-DEAN (RESEARCH)

### Sharing Research with the Community through Storytelling

#### Mental Health Conversations in the Workplace



The fear of being labelled, judged, and discriminated against can deter employees from talking about their mental health in the workplace. Yet, personal and voluntary disclosure can help organizations provide employees with needed support and accommodations.

Working with a research team from the Telfer School, M.Sc. student Ridhi Khokha examines the impact of employer-employee conversations around mental health. She prepared a video to explain how voluntary disclosure can enable employees to receive the necessary support or accommodations in the workplace. The video received an honorable mention in the 2019 SSHRC Storytellers Competition. [Watch](#) Ridhi's research video.

#### Immigrants' Interpersonal Experiences in the Workplace



Immigrants often experience acts of incivility and other negative interpersonal interactions in the workplace. Researchers still know very little about how these interpersonal experiences can impact an immigrant's well-being.

M.Sc. student Reem El Attar wanted to uncover this research gap in her thesis. She prepared a research video to explain how negative interpersonal interactions in the workplace may affect the long-term well-being of immigrants. [Watch](#) Reem's research video.

#### Federal Financing Programs



Financing programs are crucial for entrepreneurs as small business owners often face difficulties in obtaining financial support. Around 75% of business owners who receive financing would not have obtained a loan without programs funded by the government.

Ph.D. candidate Nicolas Legendre is trying to understand if the federal financing program addresses the specific financial needs of the very diverse demographic of small business owners. In a short video, he describes the benefits of financing programs for small businesses. [Watch](#) Nicolas' research video.

### Scholarships and Awards

#### Telfer Ph.D. Engagement Award



FROM LEFT TO RIGHT: Ph.D. candidate Yanhong Li, Professor Jaana, and Dean Julien.

This award recognizes a doctoral student who demonstrates continued initiative in applying for funding and scholarships, leadership and engagement in the Ph.D. Program, academic success, and persistent research progress. The 2018–2019 recipient was **Yanhong Li**. Her research focuses on the work-family experience among international business travelers. Yanhong has shown exemplary engagement in the Ph.D. program. She has also taken the initiative to advance as a scholar in a variety of ways that transcend formal program requirements.

#### John Duncan and Deb Cross Award



FROM LEFT TO RIGHT: Ph.D. candidate Alexander Chung, Professor Jaana, and Dean Julien.

The John Duncan and Deb Cross Award recognizes the quality and impact of a student's publication in a peer-reviewed journal. The 2018–2019 recipient was **Alexander Chung** for his article, "**Where the Shoe Pinches: Realizing Dominant Problems as an Organizational Social Media Business Profile Evolves.**" His published research advances our understanding of how social media should be implemented within the organizational context.

#### Frederick Banting and Charles Best Canada Graduate Scholarship – Canadian Institutes of Health Research

**Madeline King** (M.Sc., Health Systems)

#### Ontario Graduate Scholarships

**Alexander Chung** (Ph.D., Management)

**Nicolas Legendre** (Ph.D., Management)

**Nina Nesdoly** (M.Sc., Management)

**Heather Smith** (M.Sc., Health Systems)

#### Student Thesis Competition in the National Capital Region



ABOVE: Research graduate students and professors from the Telfer School.

The thesis competition provided M.Sc. and Ph.D. students with a great opportunity to explain their research in 10-minute presentations and poster sessions. The event showed students how important it is for researchers to communicate the impact of their work through accessible language.

#### Thesis competition

3rd prize: **Reem El Attar** (M.Sc., Management)

#### Poster competition

**Hamidreza Kavandi** (Ph.D., Electronic Business)

# KNOWLEDGE MOBILIZATION

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The University of Ottawa has recently launched a strategic plan to promote knowledge mobilization efforts. Taking advantage of its strong ties with the public and private sectors in the Ottawa region, researchers at the Telfer School are similarly committed to informing policymakers and leaders. We are engaging with our community to infuse new ideas into policies, programs, and services.

## Public Events

### Telfer Forums



#### *Embracing Complexity in Health: Leadership and Policy Making in a Complicated System*

**Agnes Grudniewicz** (Telfer School), Robert Geyer (Lancaster University), Jenna Evans (Cancer Care Ontario), and Akos Hoffer (The Perley and Rideau Veterans' Health Centre) explained why health managers should avoid looking for simplistic solutions to overcome the challenges of health systems. [Find out more](#) about this Telfer Forum.

#### *Bitcoin and Beyond: What the Future Holds for Blockchain Technologies*

**Samir Saadi** (Telfer School), Florian Martin-Bariteau (Faculty of Law, University of Ottawa), Othalia Doe-Bruce (BlockchainHub), and Scott Hendry (Bank of Canada) explored the financial, legal, and ethical implications of blockchain technologies for businesses. [Find out more](#) about this Telfer Forum.

#### *How Organizations Use Data for Social Good*

**Michael Mulvey** (Telfer School), **Umar Ruhi** (Telfer School), Darrell Bridge (City of Ottawa), and Chris Johnson (Privacy Analytics) explained how good data practices can help organizations innovate and develop new products and services that will positively impact the daily lives of Canadians. [Find out more](#) about this Telfer Forum.

### Telfer Health Transformation Exchange Events



FROM LEFT TO RIGHT: Professors Grudniewicz, Richards, and Michalowski.

#### *Health Ecosystem: Digital Connectivity and Collaboration in Primary Care*

Sanjay Cherian (Telus Health) explored the journey towards a collaborative health ecosystem that connects healthcare providers, industry, and patients to strengthen primary care access in Canada.

#### *Caring for Seniors: New Paradigms to Meet a Growing Challenge*

Michael Guerriere (Extendicare) presented examples of innovative solutions that promise to address the challenges of providing quality care to a growing senior population.



## Academic Events

### 2019 Telfer Conference on Accounting and Finance



Keynote speakers B. Espen Eckbo (Dartmouth College) and Baruch Lev (New York University) joined more than 150 scholars to advance research and practice on topics in accounting and finance. The conference included a CPA symposium in which researchers and leading professionals examined the financial and emotional issues that accountants often encounter when advising family firms. **Find out more** about this conference.

## Research Seminars



### *CPA-Accounting and Governance Research Centre Seminars*

Five renowned researchers from Technical University of Cartagena, Concordia University, University of Waterloo, and Université Laval shared their research on accounting and governance with the Telfer academic community.

### *Health Systems and Management Research Seminars*

The Telfer School received 15 established scholars in the fields of management and health systems from prominent universities around the globe, including the University of Glasgow, University of Pavia, University of Michigan, and University of Alberta.

### *New Faculty Seminars*

The academic community, professionals, and organizational leaders explored how four of the Telfer School's new thought leaders, Professors Ado, Corner, Lamine, and Tran, will advance research and practice in the areas of international corporate partnerships, teamwork, entrepreneurial ecosystems, and transitional economies.





**RESEARCH  
CENTRES AND  
LABORATORIES**



### Centres

#### CPA-Canada Accounting and Governance Research Centre (CPA-AGRC)

Led by Professor Walid Ben Amar, CPA-AGRC makes a significant contribution to the academic accounting field and helps shape the development of professional accounting standards and practices.

#### Centre for Business Analytics and Performance (CBAP)

CBAP has a mandate to explore the use of analytics as a means to improve organizational performance.

### Laboratories

#### Knowledge Discovery and Data Mining (KDD) Laboratory

The KDD Laboratory focuses on the use of large datasets to extract novel information and insights, with applications in engineering, business, medicine and population health. Graduate students and researchers from multidisciplinary areas of computer science, engineering, and e-business collaborate under the direction of Professor Bijan Raahemi.

#### Marketplaces for Safe and Fair Trade (E-MP) Laboratory

Researchers in this program investigate the design, development, and usability of electronic marketplaces (e-marketplaces) as the main trade infrastructures of the digital age. This initiative is led by Professor Morad Benyoucef.

#### Mobile Emergency Triage (MET) Research Laboratory

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



THE RESEARCH  
OFFICE

### Our Mandate

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

### Our Goals

1

Developing the research enterprise at the Telfer School

2

Supporting Telfer School researchers

3

Supporting graduate student experience (M.Sc. and Ph.D. programs)

4

Promoting research and facilitating knowledge mobilization practices

### Our Team



**Wojtek Michalowski**, Vice-Dean (Research) and Full Professor

**Anne-Julie Houle**, Manager, Research Enterprise

**Lidiane Cunha**, Research Knowledge Mobilization Officer

**Kathy Cunningham**, Research Coordinator and Administrator

**Rania Nasrallah-Massaad**, Research Development Officer





FROM LEFT TO RIGHT: Anne-Julie Houle, Kathy Cunningham, Lidiane Cunha, Rania Nasrallah-Massaad, and Wojtek Michalowski

LEARN MORE

To learn more about research undertaken at the Telfer School of Management visit [telfer.uOttawa.ca/research](http://telfer.uOttawa.ca/research), call the Research Office at 613-562-5800 ext. 4693 or visit us at the Desmarais Building at 55 Laurier Avenue East in Ottawa to speak with a member of our team.

[Recherche.Research@telfer.uOttawa.ca](mailto:Recherche.Research@telfer.uOttawa.ca)

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