RELEVANT AND IMPACTFUL RESEARCH AT
THE TELFER SCHOOL OF MANAGEMENT
MESSAGE FROM THE VICE-DEAN (RESEARCH)

A STRATEGIC FOCUS ON INNOVATIVE RESEARCH

Vice-Dean (Research) WOJTEK MICHALOWSKI has a long-term goal for the Telfer School to become a research powerhouse and a thought leader in the National Capital Region. This is why his focus is on innovative and impactful research.

Through hiring and investments, we are creating world-class research groups that push the frontiers of innovative research. These groups are helping the Telfer School to become a thought leader both locally and nationally. We strive to shape the discussions about how business evolves by leveraging the strong connections we have with the Ottawa public and private ecosystem that includes the high-tech industry, the healthcare sector, and the federal government. Moving forward, we will rely on enthusiastic faculty members who are conducting innovative research and who are leaders in their respective fields.

There are numerous examples of innovative research being conducted by Telfer School researchers. Colleagues in business analytics are building innovative models to help with the operations of Canada Post, the Ottawa Police, and hospitals and long-term care facilities, to name but a few. Colleagues in the health systems field are providing new insights into the evolution of healthcare organizations, the challenges faced by the healthcare workforce, and ways to improve the care provided to complex patients, including support that can be provided in patients’ homes. Colleagues in the organizational behaviour field are developing new lenses for analyzing mental health issues in the workplace. And finally, a number of Telfer School researchers are developing new perspectives for explaining the myriad implications of corporate social responsibility.

Our research is driven by a desire to be relevant to the Canadian society and by curiosity about what new solutions our society will require 10 to 15 years from now.
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At the Telfer School of Management, we think it is essential to address important issues.

A multidisciplinary study led by the Telfer School will explore the causes, manifestations and consequences of employees’ disclosure of their mental health problems at work. The findings should better inform executives and human resource professionals on the development of policies for work climates that encourage, rather than discourage, employees from seeking support for the mental health conditions with which they are struggling.

According to lead researcher Professor Laurent Lapierre of the Telfer School, it was vital for this study to focus on disclosure as there is still an invisible stigma around mental illness, even though mental health issues such as depression, burnout, and post-traumatic stress disorder (PTSD) have a higher public profile today than they once did. “The decision to disclose a mental health condition at work is a difficult choice for almost anyone—a teacher battling PTSD, a bank manager facing panic attacks, a nurse recently diagnosed with clinical depression.”

“As on the one hand, it’s often a necessary step to receive the needed support and accommodations that enable them to stay on as contributing members of the organization,” Professor Jane O’Reilly of the Telfer School explains. “But at the same time, disclosure can also lead to social mistreatment and career setbacks.”

For this reason, it is important to equip executives and human resource professionals with a better understanding of the workplace factors that explain why individuals are more or less comfortable with disclosure, said Sharon Lewis, Director of Programs & Services for Causeway Work Centre, one of the project’s partners. “We need to be able to identify how workplaces can ensure that disclosure yields positive outcomes for the individuals concerned, as well as for those with whom they work.”

This study will be the first to use a multitude of rigorous research methods to examine how different workplace factors relate to employees’ willingness to disclose their mental illness at work. It will look at organizational characteristics (e.g. explicit policies on mental health), work unit factors (e.g., interdependence among coworkers, degree of mental illness stigmatization within the unit, work climate/culture within the unit), and individual factors (e.g., perceived severity of one’s mental health issue, anticipated consequences of disclosure versus concealment).

Professor Lapierre noted: “With such a high proportion of employed Canadians experiencing mental illness, there are huge costs incurred by both employers and society as a whole. Given that reality, we found it rather surprising that there is little research work specifically addressing the constellation of factors that may impact disclosure. Ours will be the first study to explore and define the various ways in which employees divulge their mental illness at work in Canada.”
NEW RESEARCH CHAIRS

1. **Peter Jaskiewicz** was awarded a University Research Chair in Enduring Entrepreneurship. His research program is about the entrepreneurial competitiveness of family firms, and he explores the reasons why most family firms lose their entrepreneurial drive within 25 years, which threatens their continued viability in a rapidly-changing global marketplace. The overarching goal of his research is therefore to identify the mechanisms that foster or prevent repeated acts of entrepreneurship among family members. Professor Jaskiewicz’s research also has practical implications as it helps increase the likelihood that family firms will survive and thrive in a competitive marketplace over time.

2. **François Chiocchio** was awarded the Montfort Research Chair in the Organization of Health Services. His research investigates how healthcare collaboration can be improved in ways that optimize health services. Professor Chiocchio is particularly interested in what helps people collaborate: their personality traits, their motivation, and situational factors. His research also examines the processes that encourage teams to become interdependent and interdisciplinary, and looks into how teams manage change.
RESEARCH GRANTS AWARDED

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL

1. Lamia Chourou

The Consequences of Firm Growth (2017–2020)
2. Mark Freel

IT Innovation and Elderly: Technology Acceptance and Use in the Community (2017–2021)
3. Mirou Jaana

4. Ajax Persaud (PI),
5. Sandra Schillo (Co-I)

Assessing the Readiness of Canadian Small- and Medium-Sized Enterprises to Leverage Big Data Analytics (2017–2020)
4. Ajax Persaud (PI),
5. Sandra Schillo (Co-I)

NATURAL SCIENCES AND ENGINEERING RESEARCH COUNCIL

6. Bijan Raahemi

MITACS

Making it Work! How to Effectively Manage Employees on the Move (2016)
7. Ivy Lynn Bourgeault
RESEARCH GRANTS AWARDED (CONT.)

UNIVERSITY OF OTTAWA

Support for: The 24th International Conference on Multiple Criteria Decision Making (2017)
8. Sarah Ben Amor

Forgiveness Norms in Workgroups (2017–2018)
9. Jane O’Reilly

10. Samir Saadi

Improving Access to Quality Cancer Care through Optimized Oncologist Practice Patterns and Patient Appointment Scheduling (2017–2018)
11. Antoine Sauré

TELFER SCHOOL OF MANAGEMENT STRATEGIC RESEARCH FUNDING

The Antecedents, Manifestations, and Consequences of Mental Illness Disclosure at Work (2016–2018)
12. Laurent Lapierre (PI),
13. Silvia Bonaccio,
14. Ivy Lynn Bourgeault,
15. Magda Donia, and
9. Jane O’Reilly
Up-and-coming researcher
1. Jane O’Reilly

While still in the early years of her academic career, Professor O’Reilly has made notable contributions to the study of informal workplace interactions and relationships. She has held a grant from the Social Sciences and Humanities Research Council (SSHRC) and her work has appeared in top management journals such as the *Academy of Management Review*, the *Journal of Management* and the *Journal of Applied Psychology*. She studies workplace social exclusion, mistreatment and social sexual behaviours in organizations. With support from SSHRC, she examined third parties’ responses to sexual harassment in the workplace and the impact on employees’ well-being of being left out of the social circle at work. Her research on mistreatment is focused on how bystanders can help (and sometimes further harm) the targets of workplace bullying and harassment. Professor O’Reilly is also a member of a new partnership research team that is examining disclosure of mental health issues in the workplace.

Innovative researcher
2. Lavagnon Ika

Professor Ika’s research focuses on capacity building in the context of project management in developing countries. The success or failure of development projects has a lot to do with capacity building, but most researchers have paid little attention to this aspect. Professor Ika’s most recent research, focused on current and former project managers in Ghana, Indonesia, Sri Lanka and Vietnam, discovered that capacity-building projects thrive when four factors are present: high levels of multi-stakeholder commitment, collaboration, alignment, and adaptation. By identifying practical implications, Professor Ika’s research contributes to the likelihood of success of complex development projects. The research has not surprisingly been of interest to the project management practitioner community and governmental organizations.

Established researcher
3. Craig Kuziemsky

Professor Kuziemsky’s research focuses on innovation and process transformation in healthcare. Specifically, he looks at system transformation initiatives such as collaborative care delivery, integrated disease management, and patient-centered care. Central to this research is the move from individual to collaborative workflow in order to support patient-centered collaborative teamwork. In his research, Professor Kuziemsky works with clinicians from local teaching hospitals and an international network of health informatics researchers. In 2016, he was awarded the University Research Chair in Healthcare Innovation.
RESEARCH IN NUMBERS

PEER-REVIEWED JOURNAL PUBLICATIONS AND CITATIONS OF ARTICLES PUBLISHED IN PEER-REVIEWED JOURNALS

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<th>Year</th>
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<tr>
<td>2014</td>
<td>101</td>
<td>2,498</td>
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<tr>
<td>2015</td>
<td>122</td>
<td>2,727</td>
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<tr>
<td>2016</td>
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NEW RESEARCH FUNDING AWARDED IN 2016–2017*

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<th>Funding Agency</th>
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<td>Tri-Council Agencies</td>
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<td>Federal and provincial governments</td>
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<td>Telfer School of Management</td>
<td>$288,332</td>
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<td>University of Ottawa</td>
<td>$258,482</td>
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<td>Other</td>
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<td><strong>Total</strong></td>
<td><strong>$1,301,843</strong></td>
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*Data from July 1, 2016, to June 30, 2017

$1.3 MILLION
SELECTED PUBLICATIONS IN
TOP PEER-REVIEWED JOURNALS


SELECTED PUBLICATIONS IN TOP PEER-REVIEWED JOURNALS (CONT.)


RESEARCH-BASED GRADUATE PROGRAMS

DOCTORAL STUDIES IN MANAGEMENT
The Telfer PhD provides an opportunity to undertake research in one of the following disciplines: Accounting and Control, Entrepreneurship, Finance, Health Systems, Organizational Behaviour and Human Resources Management.

telfer.uOttawa.ca/phd/en/

MASTER OF SCIENCE IN MANAGEMENT
In this thesis program, students explore the multifaceted challenges of management in the private and public sectors.

telfer.uOttawa.ca/mscmgt/en/

MASTER OF SCIENCE IN HEALTH SYSTEMS
Students in this program earn a research-oriented degree while gaining exposure to applied research through an internship in a health organization.

telfer.uOttawa.ca/mschs/en/

MASTER OF SCIENCE AND DOCTORAL PROGRAMS IN ELECTRONIC BUSINESS TECHNOLOGIES
These joint programs with the Faculty of Engineering enable students to explore the application of e-business paradigms and information technologies to developing new ways of conducting and organizing business.

engineering.uOttawa.ca/e-business-technologies
catalogue.uOttawa.ca/en/graduate/doctorate-philosophy-electronic-business/
STUDENTS’ CORNER

WINNERS OF AN ONTARIO GRADUATE SCHOLARSHIP
Stéphanie Eliana Aboueid (MSc in Health Systems)
Behnam Alimohammadisagvand (MSc in Health Systems)
Vusal Babashov (PhD in Management)
Caroline Chamberland (PhD in Management)
Christina Julie Pickering (MSc in Health Systems)

WINNERS OF A JOSEPH-ARMAND BOMBARDIER CANADA GRADUATE SCHOLARSHIP FROM THE SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL
Boushra El Haj Hassan (PhD in Management)
Jennifer Ho (MSc in Management)
Nicolas Legendre (PhD in Management)

10th ENGINEERING AND COMPUTER SCIENCE GRADUATE RESEARCH POSTER COMPETITION
Category of Electronic and Business Technologies: 1st Prize: Ahmad Teymouri (PhD in Electronic Business)
Category of Computer Science: 3rd Prize: Fatemeh Cheraghchi (PhD in Electronic Business)
RESEARCH CHAIRS, PROFESSORSHIPS, AND FELLOWSHIPS

1. Silvia Bonaccio
   - CIHR Chair in Gender, Work and Health Human Resources

2. Ivy Lynn Bourgeault
   - CPA Ontario Fellow

3. Qiu Chen
   - Montfort Research Chair in the Organization of Health Services

4. François Chiocchio
   - CPA Ontario Accounting Fellow

5. Lamia Chourou
   - Ian Telfer Professor of Health Organization Studies

6. Samia Chreim
   - Paul Desmarais Professor of International Entrepreneurship and Marketing

7. David Crick
   - Telfer Excellence Fellow

8. Shujun Ding
   - Logan Katz Fellow

9. Sylvain Durocher
   - RBC Financial Group Professor in the Commercialization of Innovation

10. Mark Freel
    - Ian Telfer Professor of Workplace Psychology
RESEARCH CHAIRS, PROFESSORSHIPS, AND FELLOWSHIPS (CONT.)

University Research Chair in Enduring Entrepreneurship
11. Peter Jaskiewicz

University Research Chair in Healthcare Innovation
12. Craig Kuziemsky

Ian Telfer Professor of Workplace Behaviour and Health
13. Laurent Lapierre

Paul Desmarais Professorship
14. Judith Madill

Endowed Professor of Ethics, Responsibility and Sustainability
15. Daina Mazutis

Father Edgar-Thivierge Chair in Business History
16. Cheryl McWatters

Deloitte Professor in the Management of Growth Enterprises
17. Barbara Orser

Deloitte Professor in the Management of Growth Enterprises
18. Allan Riding
# Research Centres and Laboratories

## Centres

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<th>Centre</th>
<th>Lead</th>
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<tbody>
<tr>
<td>CPA-Canada Accounting and Governance Research Centre (CPA-AGRC)</td>
<td>Walid Ben-Amar</td>
</tr>
<tr>
<td>Centre for Business Analytics and Performance (CBAP)</td>
<td>Greg Richards</td>
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</tbody>
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## Laboratories

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<tr>
<th>Laboratory</th>
<th>Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Discovery and Data Mining (KDD) Laboratory</td>
<td>Bijan Raahem</td>
</tr>
<tr>
<td>Marketplaces for Safe and Fair Trade (E-MP) Laboratory</td>
<td>Morad Benyoucef</td>
</tr>
<tr>
<td>Mobile Emergency Triage (MET) Research Laboratory</td>
<td>Wojtek Michalowski</td>
</tr>
</tbody>
</table>
RESEARCH EVENTS

TEAMWORK IN A DIGITAL ECONOMY
Speakers from the Telfer School of Management, IBM Canada and Deloitte Canada

HEALTHCARE FOR MILLENNIALS: OPPORTUNITIES AND CHALLENGES
Speakers were Research Chair holders in health systems domain from the Telfer School of Management to discuss some of the healthcare system challenges

THE TELFER HEALTH TRANSFORMATION EXCHANGE (THTex) EVENTS
Speakers from the Institut de Recherche de l'Hôpital Montfort and UnitedHealth Group, USA
RESEARCH EVENTS (CONT.)

THE HEALTH SYSTEMS RESEARCH SEMINAR SERIES (HSRSS)
Speakers from the University of Ottawa, University of Melbourne, École nationale d’administration publique (ENAP), McGill University, University of British Columbia, University of Iowa and University of Haifa

THE MANAGEMENT RESEARCH SEMINAR SERIES (MRSS)
Speakers from the Victoria University of Wellington, University of Western Ontario, Statistics Canada, George Mason University, University of Georgia, Simon Fraser University, Loughborough University, Technische Universität Dresden and Memorial University

THE CPA CANADA ACCOUNTING AND GOVERNANCE RESEARCH CENTRE SEMINAR SERIES
Speakers from the University of Western Ontario, University of Toronto, York University and the Stockholm School of Economics

THE NEW FACULTY MEMBER SEMINAR SERIES WAS LAUNCHED IN 2016 TO PROMOTE RESEARCH BY NEW FACULTY MEMBERS. IT FEATURED THE FOLLOWING SPEAKERS.

Mohamed Chelli, Assistant Professor: Voluntary Corporate Water Disclosures: The Substitution Effect between Formal and Informal Institutions

Agnes Grudniewicz, Assistant Professor: Addressing a Growing Health Care Problem: Complex Patients in Primary and Community Care

Peter Jaskiewicz, Full Professor and University Research Chair in Enduring Entrepreneurship: When and where do Children of Entrepreneurial Business Owners Become Entrepreneurial?

Antoine Sauré, Assistant Professor: Improving Access to Care through Enhanced Advance Patient Scheduling

Stephane Tywoniak, Associate Professor: First-Order and Second-Order Complexity in Projects and Project-Based Organisations: A Research Agenda
1. Anne-Julie Houle  
Manager, Research Enterprise  
Manages the activities of the Research Office. Informs professors and graduate students of funding opportunities and supports them in preparing for these opportunities.

2. Karine Renaud  
Research Promotion Coordinator  
Promotes research activities and initiatives of professors. Coordinates various research events. Provides support to the Manager, Research Enterprise and the Vice Dean (Research) on various projects.

3. Kathy Cunningham  
Coordinator, Telfer Health Transformation Exchange  
Provides support to the Research Office on various projects.

Vacant  
Research Communications Officer  
Shares research accomplishments. Develops content to highlight faculty expertise. Helps graduate students and professors with their research ethics submissions.
LEARN MORE
To learn more about research at Telfer, visit 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.

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