# TABLE OF CONTENTS

**Introduction**
- Message from the Dean ........................................... 2
- Message from the Associate Dean, Research & Faculty Renewal 3
- Message from the Director of the PhD Program ............... 4
- Vision, Strategy & Goals ........................................... 5
- Fast Facts .................................................................... 6
- Gustavson Timeline .................................................... 7

**Profiles:**
- Graham Brown ............................................................. 8
- Liana Victorino ............................................................. 9

**Select Faculty Publications** ............................................... 10

**Recognition and Achievements** ........................................ 14

**Profiles:**
- Wade Danis .................................................................... 18
- David McCutcheon, Stephen Tax ................................... 19

**Gustavson Conferences** ...................................................... 20

**Profiles:**
- Raveendra Chittoor ....................................................... 22
- Matthew Murphy ........................................................... 23

**Faculty Editorship/Editorial Board Memberships** .............. 24

**Post-Doctoral Fellowship** .................................................. 25

**PhD Productivity** ............................................................. 26

**Profiles:**
- Yan Shen ....................................................................... 28
- Rick Cotton ...................................................................... 29

**Research Centres** ............................................................. 30
- Centre for Social & Sustainable Innovation (CSSI) ............ 31
- Centre for Asia-Pacific Initiatives (CAPI) ......................... 32
- National Consortium for Indigenous Economic Development (NCIED) .................................................. 33

**Profiles:**
- Sudhir Nair ..................................................................... 34
- Stacey Fitzsimmons ......................................................... 35

**Faculty Listing** ................................................................. 36
Message from the Dean

The Peter B. Gustavson School of Business has been conducting cutting-edge research in business and management since our establishment at the University of Victoria in 1990. We were founded on a strong belief in the value of international and experiential learning, and the need to break down traditional, silo-based thinking and approaches. From the beginning, the school eschewed the usual departmental organizational structure, based on functional areas of business and related areas of specialization. Instead, we adopted a flat structure that has contributed to a highly collegial atmosphere, and a collaborative and interdisciplinary research culture, built around expertise in international business, entrepreneurship and service management. We aspire to cross organizational, geographic and disciplinary boundaries in order to create more meaningful research, impactful learning, and engaging relationships.

As a priority, we encourage research that aligns with our four pillars: internationalization, integration, innovation and sustainability and social responsibility. Building on these pillars, we are committed to generating knowledge that offers solutions to contemporary organizational challenges and preparing leaders who think differently, act responsibly and have a global mindset.

The aims of this publication are to provide a glimpse into the business school’s research philosophy and culture, to encourage a broader appreciation for the research undertaken by our scholars and to show how the world looks different from here.

I invite you to peruse this report and let us know what you think.

Sincerely,

Dr. Saul Klein,
Dean & Lansdowne Professor of International Business
As the incoming Associate Dean of Research and Faculty Renewal, I am delighted to help build a deeper understanding of the research environment we have established at Gustavson. I am also proud to lead a new direction for the school’s research agenda, helping to build and broaden its reputation as a leader in business and management research.

We are taking the next step on that journey by establishing a baseline of recent achievements. Through this journal we celebrate the achievements of the past five years and document the accomplishments of our globally-renowned faculty who continue to generate research that makes a meaningful difference in the lives of individuals and business and organizations.

We are proud of our contribution to knowledge and practice, and cherish the culture of research and innovation at Gustavson. I hope that browsing this journal gives a snapshot of the exciting projects currently being pursued by our academics, post-doctoral and PhD students.

Sincerely,

Dr. Roy Suddaby,
Professor; Francis G. Winspear Chair; Associate Dean, Research & Faculty Renewal
Message from the Director of the PhD Program

As you will learn from these pages, we view the world differently at Gustavson. We take a cross-disciplinary approach and apply an integrative lens to our programs and our research. This viewpoint is evident in our PhD Program in International Management and Organization, which is now in its seventh year.

Through the foundational courses, our students develop competencies in scholarship and global awareness and consciousness. We offer courses that provide the basis to tackle pressing issues in the world today. PhD students develop skills in both qualitative and quantitative methods (ambidexterity), integrating these methods in conducting empirical research.

Through our rigorous program, our students develop a practice of scholarly behaviour that is anchored in ethics and integrity. There are many opportunities to engage and collaborate with resident and visiting scholars; we strive for a balance of learning and research output. We value a spirit of intellectual engagement, and we strive to provide an environment that is warm and nurturing. We believe in a program that offers strong mentorship to support our PhD students with ideas they are passionate about. We are proud of our PhD student achievements.

Sincerely,

Dr. M. Carmen Galang,
Director, PhD Program & Associate Professor of Business
VISION, STRATEGY & GOALS

CONDUCTING MEANINGFUL RESEARCH
Gustavson has been conducting innovative research in business and management for 25 years. As one of the first business schools in North America to focus research on entrepreneurship, Gustavson has a longstanding commitment to innovating new areas of research that meet the changing demands of modern corporations, entrepreneurs and communities in Canada and around the world. The school’s globally-recognized faculty generate research that aims to make a meaningful difference to people, organizations and economies.

SUPPORTING IMPACTFUL LEARNING, INNOVATION & ENGAGING RELATIONSHIPS
The school’s creative strength lies in a firm commitment to multidisciplinary research that recognizes management problems rarely occur in isolation. The school’s boundary-crossing teams conduct research that delivers answers to fundamental questions that offer measurable impact and sustainable solutions to industry, the public sector and the academic community. Its active PhD program and world-class research centres tackle the wicked problems of business that arise in four core areas of excellence: international business, entrepreneurship, service management and sustainability.

Gustavson is proud of its contribution to knowledge and practice and cherishes the culture of research and innovation that the community has cultivated. Its vibrant visiting speakers program has hosted leading academics and editors of elite journals in business and management. The school’s PhD and post-doctoral scholars help to create a powerful and highly collegial culture of intellectual curiosity and academic rigor firmly grounded in business practice.
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>• School of Business is founded, offering Bachelor of Commerce program.</td>
</tr>
<tr>
<td>1992</td>
<td>• MBA program is founded.</td>
</tr>
<tr>
<td>1993</td>
<td>• Executive Programs is founded.</td>
</tr>
<tr>
<td>2007</td>
<td>• EQUIS accreditation is granted.</td>
</tr>
<tr>
<td>2008</td>
<td>• First dual degree agreement signed with France's EDHEC University.</td>
</tr>
</tbody>
</table>
| 2010 | • Peter B. Gustavson gifts the school $10 million; school is renamed in his honour.  
• AACSB accreditation is granted.  
• Master of Global Business program launched.  
• PhD Program in International Management and Organization launched. |
| 2011 | • Sardul S. Gill gifts the school $5 million; graduate programs renamed in his honour.  
• Centre for Social and Sustainable Innovation (CSSI) is founded. |
| 2012 | • Centre for Asia-Pacific Initiatives (CAPI) Jarlskowsky East Asia (Japan) Chair position created with $1 million gift from the Jarlskowsky Foundation. |
| 2013 | • Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) program is launched. |
| 2014 | • National Consortium for Indigenous Economic Development (NCIED) is founded. |
| 2015 | • First customized MBA program is launched, with TELUS.  
• Gustavson Brand Trust Index is launched. |
| 2016 | • First PhD candidate graduates. |
Recent research authored by Dr. Graham Brown and his colleague Dr. Markus Baer (Washington University) indicates that claiming ownership of an idea will smother creativity.

The researchers examined the effect of territoriality on creativity in their 2015 work, which was published in the *Journal of Applied Psychology*. It builds on the recognition that the creative process is improved when multiple individuals discuss an idea and their feedback is incorporated into the original proposal. To explore the issue further, Brown and Baer conducted two studies. The first looked at whether territorial marking stifled the feedback individuals were willing to provide, and the second explored the extent to which people's view of themselves enhanced or diminished their willingness to accept and incorporate feedback. The results of the first study confirmed that claiming ownership or marking a proposal as “mine” has negative consequences. Feedback providers were reluctant to provide in-depth responses to an idea that was strongly marked. Ownership has a potential dual negative effect for the feedback seekers although the second study suggests that this effect is limited to feedback seekers with an independent view of themselves. Those with an interdependent view of themselves were much more willing to accept and incorporate creative feedback. By encouraging employees to use less “mine” and more “ours,” organizational leaders can develop a more innovative and collaborative organizational culture.

In future work, Brown intends to focus on infringement and its impact on an individual’s performance. His initial experiments reveal that performance diminishes if an individual takes over another’s territory.

As a researcher, professor and entrepreneur, Brown hopes to achieve a better understanding of the factors that lead to entrepreneurial success.

**Research Interests**

Brown’s research focuses on territoriality and psychological ownership. He applies these two threads to a variety of research topics including negotiation, creativity, and workplace conflict. His work has been published in the *Journal of Applied Psychology, Academy of Management Review, Organization Science,* and *Organizational Behavior and Human Decision Processes* and featured in *Harvard Business Review* online. His teaching focus is in the areas of human resource management, leadership and negotiation and he applies these concepts to help others discover and use their passion to lead and create.

**HIGHLIGHTED RESEARCH:**


“By encouraging employees to use less “mine” and more “ours,” organizational leaders can develop a more innovative and collaborative organizational culture.”
Dr. Liana Victorino’s research explores scripting and the impact of different levels of scripting on customer perceptions of service quality in hospitality settings. In a recent publication, Victorino and her co-authors Dr. Rohit Verma (Cornell University) and Dr. Don G. Wardell (University of Utah) utilized video experiments to introduce an innovative method of testing consumer perceptions that had rarely been used in the service operations arena. The researchers developed video scenarios that displayed different levels of scripting for two types of service encounters. The first was a standardized encounter at check-in and the second a more customized encounter at the concierge desk. The researchers analyzed the resulting customer perceptions of the encounters and found that the level of scripting for the relatively standardized encounter did not impact customer perceptions of quality. The more rigid form of scripting, however, had an adverse impact on customer perceptions of quality in the more customized concierge scenario.

These findings inform the service design process and suggest that service providers wishing to maximize the customer’s experience should employ varying script levels for different types of encounters. Less scripting should be utilized where customized solutions are required and more rigid scripting could be used for more routine encounters such as at the check-in desk.

Victorino’s future research avenues continue to develop these ideas further still. She is currently studying the service design strategy of improvisation and is also examining the impact of scripting across a sequence of encounters. She also recently published a methodology paper with co-author Dr. Michael Dixon (Naval Postgraduate School) that reviews the use of video experiments when studying service design and innovation issues.

As co-chair of the service operations expert research panel for the Journal of Service Management’s editorial board, Victorino is well placed to anticipate and respond to new and emerging themes within service operations management. She was also appointed an academic scholar at the Cornell Institute for Healthy Futures, one of the first centres to research and innovate around hospitality, health policy/management, and design.

**HIGHLIGHTED RESEARCH:**


SELECT FACULTY PUBLICATIONS

The following list of publications represents a selection of the research published by Gustavson faculty from 2011 to mid-year 2016.
FORTHCOMING & 2016


2015


2014


2013


**2012**


**2011**


Recognition and Achievements
<table>
<thead>
<tr>
<th>YEAR</th>
<th>Awardee</th>
<th>Achievement</th>
<th>Awarding Body</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Brannen, Mary Yoko</td>
<td>AIB Fellow</td>
<td>Academy of International Business</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Honorary Doctorate</td>
<td>Copenhagen Business School</td>
</tr>
<tr>
<td>2016</td>
<td>Easter, Sarah</td>
<td>Best Reviewer</td>
<td>Journal of International Business Studies</td>
</tr>
<tr>
<td>2016</td>
<td>Fitzsimmons, Stacey R.</td>
<td>Grant: Societal Culture, Leadership and the Human Side of Organizations</td>
<td>Social Sciences and Humanities Research Council Insight Grant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Women in the Academy of International Business Emerging Scholar Award</td>
<td>Academy of International Business</td>
</tr>
<tr>
<td>2016</td>
<td>Kar, Anirban</td>
<td>Honorable Mention Conference Paper</td>
<td>Administrative Sciences of Canada, Health Care Management Division</td>
</tr>
<tr>
<td>2016</td>
<td>Mainprize, Brent</td>
<td>Grant: Wise Practices in Indigenous Community Based Economies</td>
<td>Banff Centre for Indigenous Leadership and Management</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>Coast Opportunities Fund</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>UVic Cooperative and Community-Based Economy Research Fund</td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>National Consortium for Indigenous Economic Development</td>
</tr>
<tr>
<td>2016</td>
<td>Murphy, Matt</td>
<td>Grant: Stl'e'áleq, &quot;The big invitation&quot;: Illuminating Coast Salish community-based economy through ‘gathering’ traditions</td>
<td>UVic Cooperative and Community-Based Economy Research Fund</td>
</tr>
<tr>
<td>2016</td>
<td>Rahman, Saeed</td>
<td>Fellowship</td>
<td>Pacific Institute for Climate Solutions</td>
</tr>
<tr>
<td>2016</td>
<td>Smith, J. Brock &amp; Colgate, Mark</td>
<td>Second most cited article in 24 year history</td>
<td>Journal of Marketing Theory and Practice</td>
</tr>
<tr>
<td>2016</td>
<td>Suddaby, Roy</td>
<td>Fellow</td>
<td>Administrative Sciences Association of Canada</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emerald Citations of Excellence Award</td>
<td>Emerald Group Publishing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Journal of Management Inquiry Outstanding Scholar</td>
<td>Western Academy of Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elected Member</td>
<td>Royal Society of Canada, College of New Scholars, Artists &amp; Scientists</td>
</tr>
<tr>
<td>2016</td>
<td>Suddaby, Roy &amp; Coraiola, Diego</td>
<td>John F. Mee Award for Best Paper</td>
<td>Academy of Management, Management History Division</td>
</tr>
<tr>
<td>2015</td>
<td>Ault, Joshua K.</td>
<td>Emerging Scholar Award Nominee</td>
<td>Alliance for Research on Corporate Sustainability</td>
</tr>
<tr>
<td>2015</td>
<td>Chittoor, Raveendra</td>
<td>Canada Research Chair in Global Economy</td>
<td>Social Sciences and Humanities Research Council</td>
</tr>
<tr>
<td>YEAR</td>
<td>Awardee</td>
<td>Achievement</td>
<td>Awarding Body</td>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>2015</td>
<td>Dastmalchian, Ali</td>
<td>Grant: Developing Human Resource Climates in Health Organizations: Examining their Workplace Dynamics and Impacts Using Case Research</td>
<td>Island Health Collaborative Research</td>
</tr>
<tr>
<td>2015</td>
<td>Suddaby, Roy</td>
<td>Thomson Reuter’s Most Influential Scientific Minds</td>
<td>Thomson Reuters</td>
</tr>
<tr>
<td>2014</td>
<td>Ault, Joshua K.</td>
<td>Best Non-Thematic Paper</td>
<td>Academy of International Business, Southeast Chapter Annual Conference</td>
</tr>
<tr>
<td>2014</td>
<td>Cotton, Rick &amp; Shen, Yan</td>
<td>Best Applied Paper</td>
<td>Academy of Management, Careers Division</td>
</tr>
<tr>
<td>2014</td>
<td>Fitzsimmons, Stacey R</td>
<td>International Human Resources Scholarly Research Award</td>
<td>Academy of Management, Human Resources Division</td>
</tr>
<tr>
<td>2014</td>
<td>Murphy, Matt &amp; Mainprize, Brent</td>
<td>Grant: The Search for Sustainable Development in the Toquaht Nation</td>
<td>Social Sciences and Humanities Research Council Partnership Development Grant</td>
</tr>
<tr>
<td>2014</td>
<td>Suddaby, Roy</td>
<td>World’s Most Influential Scientific Minds</td>
<td>Thomson Reuters</td>
</tr>
<tr>
<td>2014</td>
<td>Tax, Stephen &amp; McCutcheon, David</td>
<td>Top ten must read marketing article of the year</td>
<td>Marketing Science Institute</td>
</tr>
<tr>
<td>2013</td>
<td>Chittoor, Raveendra</td>
<td>Best Paper</td>
<td>World Management Conference</td>
</tr>
</tbody>
</table>
The Gustavson School of Business recognizes research excellence through its Gustavson Leader of Excellence (In Research) Award. This award is typically held for a two- or three-year term and is announced annually at the School of Business’ Festival of Distinction Award Ceremony in May. Recipients include:

**GUSTAVSON LEADERS IN EXCELLENCE IN RESEARCH**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Awardee</th>
<th>Achievement</th>
<th>Awarding Body</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>Majerbi, Basma</td>
<td>Grant: Financial database development</td>
<td>BC Knowledge Development Fund</td>
</tr>
<tr>
<td>2013</td>
<td>McCutcheon, David &amp; Tax, Stephen</td>
<td>Finalist – Best Article Award</td>
<td>Journal of Service Research</td>
</tr>
<tr>
<td>2013</td>
<td>Peredo, Ana Maria</td>
<td>Fellow</td>
<td>Broadbent Institute</td>
</tr>
<tr>
<td>2013</td>
<td>Secchi, Enrico</td>
<td>Finalist, Elwood S. Buffa Dissertation Award Competition</td>
<td>Decision Sciences Institute</td>
</tr>
<tr>
<td>2013</td>
<td>Shen, Yan &amp; Cotton, Rick</td>
<td>Honorable Mention Best Paper Award</td>
<td>Positive Organizational Scholarship</td>
</tr>
<tr>
<td>2012</td>
<td>Majerbi, Basma</td>
<td>Grant: Financial database development</td>
<td>Canada Foundation for Innovation – Leaders Opportunity Fund</td>
</tr>
<tr>
<td>2012</td>
<td>Peredo, Ana Maria</td>
<td>Best Paper in International Business</td>
<td>Academy of Management, Critical Management Studies Division</td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td>Nominated for Carolyn Dexter Award</td>
<td>Academy of Management Annual Meeting</td>
</tr>
<tr>
<td>2012</td>
<td>Smith, Brock</td>
<td>Top Research Productivity in Marketing (shared)</td>
<td>Higher Education Strategy Associates</td>
</tr>
<tr>
<td>2011</td>
<td>Shi, Linda</td>
<td>International Marketing Review Best Paper in International Marketing Track</td>
<td>Academy of International Business Annual Conference</td>
</tr>
</tbody>
</table>

2012–2015 | Wade Danis |
2013–2016 | Graham Brown |
2014–2017 | Monika Winn |
2015–2018 | Matt Murphy |
2016–2018 | Graham Brown |
2016–2018 | Yan Shen |
Dr. Wade Danis is associate professor of strategy and international business and the champion of the international business specialization at Gustavson. His research is centered on global strategic management, international comparative management, and international entrepreneurship, particularly in the context of emerging economies. His most recent research focuses on international opportunity recognition and the cultural, institutional, and economic factors that facilitate or constrain entrepreneurial activity in different national contexts.

Danis’ current research, with doctoral candidate Shazia Karmali, explores comparative international entrepreneurship through Giddens’ theory of structuration and provides an alternative approach to comparing entrepreneurship across national contexts. The research challenges mainstream conceptions of international entrepreneurship, introduces the use of transformative entrepreneurship in comparative entrepreneurship and extends the established conceptions of international entrepreneurship beyond the economic sphere to include social, institutional and political realms.

Other research streams include:

- The role of serendipity in international opportunity recognition with Gustavson colleague Dr. Sudhir Nair;
- The development of archetypes for international opportunity recognition with Gustavson colleague Dr. Linda Shi;
- The multiculturalism of soccer coaches, addressing how and whether the coach’s multiculturalism impacts performance with Gustavson colleague Dr. Stacey Fitzsimmons and doctoral student Michal Szymanski.

As one of the school’s leading researchers, Danis served as Research Champion from 2012-2013 and was recognized by the school with the Leader of Excellence in Research Award from 2012-2015.

HIGHLIGHTED RESEARCH:

“The research challenges mainstream conceptions of international entrepreneurship, introduces the use of transformative entrepreneurship in comparative entrepreneurship and extends the established conceptions of international entrepreneurship beyond the economic sphere to include social, institutional and political realms.”
This paper introduces the concept of the service delivery network (SDN) and challenges the traditional dyadic service encounters in which the core concepts of service research have been anchored. The SDN is defined as two or more organizations that, in the eyes of the customer, are responsible for the provision of a connected overall service experience.

The SDN recognizes that the customer is at the centre of the network and in many cases, such as in the travel industry, technology has enabled the customer to become the aggregator, putting together the various providers to build their unique vacation experience. For example, a hotel guest may identify providers for day-excursion tours, the spa, restaurants, a car rental firm and an airport shuttle service to customize their experience.

This research has many implications for the service arena as a whole—service design, service quality, service failure and recovery, and relationships management within the network itself. The SDN concept is easily applied to other industries, from wealth management to healthcare, travel and beyond. The competition to attract and retain customers is increasing. The firms that succeed will be those that are able to make themselves a central player in the design, coordination and management of the SDNs, winning the customer in the process.

This paper not only reinforces Gustavson’s role as a thought-leader in service management, it effectively demonstrates the power of the interdisciplinary approach. Concepts from marketing, operations and network theory are integrated to yield valuable insight.

**Future research streams:** next steps in understanding the SDN concept focus on how cooperation and competition among network partners impact firm strategy and the customer experience.

**HIGHLIGHTED RESEARCH:**

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This paper was identified by the Marketing Science Institute, as one of the ten must-read papers of 2013 and was a finalist for the Journal of Service Research 2014’s best paper award.
Conferences held at Gustavson

2016

Title: International Workshop on Financial System Architecture & Stability (IWFSAS)

Partner Associations: University of Victoria Department of Economics, European Union Centre for Excellence, International Research Centre on Cooperative Finance at HEC Montreal.

Date: 26-27 August 2016

Description: A forum for academic researchers and policy makers to discuss issues related to the structure and design of financial systems and their impact on growth and financial stability.

Title: Academics and Athletics Co-Creation of Excellence Conference

Partner Association: University of Victoria Vikes Athletics, University of Victoria Department of Economics

Date: 15 April 2016

Description: Thought leaders in sport and academics gather to discuss organizational dynamics in sport.

2015

Title: Human Resource Climates: Assessing their Impacts on Organizations & Employees—Research Colloquium

Partner Associations: La Trobe University, Cardiff University, City University London, University of Lethbridge

Date: 28-30 October 2015

Description: The overall purpose of the proposed research project is to further a framework in which HR climate is related both to the existence of productive HR systems and structures and to the desired people-related outcomes. This research will be conducted using an international mixed methods multi-case study approach where organizations from the health, manufacturing, and financial services industries are assessed in the countries of Australia, Austria, Brazil, Canada, China, Iran, Japan, Taiwan, Turkey, the United Kingdom, and Vietnam.
2014

**Title:** Consortium for International Market Research —CIMaR 2014  
**Partner Associations:** CIMaR  
**Date:** 26-29 June 2014  
**Description:** “The World Looks Different from Here: Theoretical and Empirical Issues in Rapidly Changing Global Markets.”

**Title:** Internationalization in the Information Age  
**Partner Association:** Journal of International Business Studies (Special Issue)  
**Date:** 20-22 June 2014  
**Description:** Examination of how international business approaches can be positively adapted, revised or extended to allow for the restructuring of multi-national enterprises and the new organizational forms of internationalization.

**Title:** Comprehensive Economic and Trade Agreement: Implications for British Columbia  
**Partner Associations:** UVic’s European Union Centre of Excellence, Department of Economics, Department of Political Science & Faculty of Law  
**Date:** 5-6 May 2014  
**Description:** Explore how to ease the gap between the theory and practice of international trade. Offer multi-disciplinary perspectives on the implications of the agreement for BC and beyond.
In 2015, Gustavson welcomed Dr. Ravee Chittoor as Canada Research Chair in global economy and associate professor of strategy and international business. His primary research is focused on the structure and strategy of business groups and the internationalization strategies of emerging economy firms.

With co-authors Dr. P. Kale and Dr. P. Puranam, Chittoor published a paper titled "Business Groups in Developing Capital Markets: Towards a Complementarity Perspective" that challenges the established explanation for the existence of business groups (BGs). A BG is a unique multi-business organizational form that exists in many parts of the world, particularly in emerging economies. Prior research suggests that BGs evolved to fill institutional voids in economies with underdeveloped markets. However, many of these under-developed economies have matured over the last 10-15 years, and yet BGs have not only survived, but are thriving. In this paper, the authors develop a theory for why affiliation to BGs and development of capital markets are complementary in generating firm performance and not a substitution as surmised by prior explanations.

Samsung and LG in South Korea and Tata in India are some good examples of BGs. A BG differs from a conglomerate such as General Electric. The different businesses of General Electric are not legally independent entities but divisions of the parent company. In the case of a BG, the group itself is typically a privately held holding company for a collection of legally independent firms, many of which are publicly listed.

Chittoor has many follow-up studies with different co-authors on emerging economy firms that are in various stages of development, which collectively will further our knowledge of firms in emerging economies (such as BGs), when compared to an average firm in the West.

HIGHLIGHTED RESEARCH:
Dr. Matthew Murphy’s primary research focus is on interactions between businesses and civil society organizations, issues of trade justice and social entrepreneurship. Through his research, he hopes to help businesses improve their human rights performance as well as to improve Indigenous communities’ abilities to protect their human rights and fulfill their right to self-determination.

To meet that goal, Murphy researches business and development and the management of cross-sector alliances. He looks at companies that work with partners from other sectors, and those that aim to settle conflicts with communities or are engaging with social justice issues. Often, this research leads him to focus on the relationships between Indigenous communities and mining companies.

His work has been published in the *Journal of Business Ethics*, *Journal of Business Research* and *Journal of Management Development*, as well as in several practitioner-oriented journals and books.

**SSHRC Grant: The Search for Sustainable Development in the Toquaht Nation**

How can we assess economic development’s impact on culture and community? This question was brought forward by the Toquaht Council in 2013. Murphy collaborated with the council, an inter-disciplinary team of UVic researchers (including Gustavson professor Dr. Brent Mainprize) and Tribal Resources Investment Corporation (TRICORP) to develop monitoring and evaluation tools. These tools aim to assess the socio-cultural fit of economic development project proposals and measure their outcomes. The group received a grant for this purpose from the Social Sciences and Humanities Research Council (SSHRC) for $200,000.

The system evaluates projects based on four dimensions—community, culture, economy and the environment. The research team interviewed residents and participated in social gatherings in order to facilitate discussion around the links between economic development, community and culture.

Project completion is planned for early 2017.

**Highlighted Research:**


Editorship/Editorial Board Memberships

• Academy of Management Journal,* Special Research Forum on Institutions
• Academy of Management Review*
• Academy of Management Review,* Special Research Forum on Theory Building
• Advances in International Marketing
• Asia Pacific Journal of Management
• Asian Academy of Management Journal
• Business and Society
• Business Strategy and the Environment
• Cross Cultural & Strategic Management
• Entrepreneurship Theory and Practice*
• Global Journal of Flexible System Management
• Global Strategy Journal
• The International Journal of Arts Management
• International Journal of Business Environment
• International Journal of Business Innovation and Research
• International Journal of Cross-Cultural Management
• International Marketing Review
• Journal of Academy of Marketing Science
• Journal of Asia Business Studies
• Journal of Business Research
• Journal of Business Venturing*
• Journal of Co-operative Studies
• Journal of Emerging Knowledge on Emerging Markets
• Journal of Environmental Psychology
• Journal of Environmental Sustainability
• Journal of International Business Studies*
• Journal of International Management
• Journal of International Marketing
• Journal of Management Studies*
• Journal of Operations Management*
• Journal of Organization
• Journal of Organizational Behavior
• Journal of Professions and Organizations
• Journal of Service Management
• Journal of Service Research
• Journal of Sport Management
• Management International Review
• Managing Service Quality
• Operations Management Review
• Organization and Environment
• Organization Studies*
• Organizational Research Methods
• Qualitative Research in Organizations and Management: An International Journal
• SMEE Review

*denote an FT45 Journal
Gustavson has a productive and growing post-doctoral fellowship program. Post-doctoral fellows are selected for their connection with the faculty and their strong alignment with Gustavson’s research areas of international business, entrepreneurship, service management, sustainability social responsibility and the areas in which they intersect.

In line with supervisor Dr. Roy Suddaby’s research in institutional homology, or the process by which the corporation is increasingly engaged in activities that have traditionally been associated with the nation state—i.e. corporate art, corporate history and museums, corporate universities, corporate armies and police forces and corporate social responsibility—post-doctoral fellow Dr. Diego Coraiola’s primary research interest focuses on the symbolic aspects of management and organizations. His current research examines the links between corporate funding and entrepreneurial activity in arts organizations, the development of remembering practices in organizations, and the connection between myths and symbols and the work of organizations. Specifically, Coraiola seeks to understand the different ways in which philanthropy and support for the arts is manifested in Canada and Brazil. Arts funding in society offers important insights into the historical conditions under which the entrepreneurial class has been formed in a given country. It provides a glimpse into how entrepreneurial wealth, once amassed, becomes distributed in society by elites through philanthropic behaviour. Mapping the degree of interaction between leading arts organizations and other institutions will also offer insight to the degree to which business, government, and finance institutions interact with the arts and cultural sector.

Dr. Kim Ceulemans is a post-doctoral fellow of the Centre for Social and Sustainable Innovation (CSSI) at Gustavson, under the guidance of Dr. Monika Winn. Her current research is focused on how higher education institutions integrate (aspects of) sustainability in their main functions of education, research, outreach, and daily operations. Topics of research interests are: sustainability in higher education, sustainability assessment and reporting, stakeholder engagement, sustainability teaching and learning (e.g., competences and pedagogies) and multi-actor collaborations for sustainability.

Dr. Lorenzo Magzul has been instrumental in the project “The Search for Sustainable Development in the Toquaht Nation” (see p. 23) with Dr. Matt Murphy. Magzul was primarily responsible for community engagement, conducting most of the interviews for the project and participating in all of the workshops held with community members. Magzul has been involved in data analysis, particularly thematic analysis and coding of interview transcript data. He has also been closely involved with the process of designing and piloting the Toquaht Project Assessment System, the web-based decision support system that is being implemented for use by the Toquaht government. Magzul was also instrumental in preparing the study’s findings for the Toquaht Nation.
Dr. Sarah Easter

Dr. Sarah Easter’s dissertation examines how a partnership comprised of private, public and non-profit participants worked together to address the complex social issue of homelessness. Evidence has shown socially-focused partnerships that cross sectors are necessary in order to effectively address pressing societal issues such as poverty. In her dissertation, Easter explores which traits allow individuals to successfully collaborate, despite culturally-based differences. Using mainly cultural literature in organization studies and the institutional logics perspective, Easter’s research involved a multi-site ethnographic study, involving in-depth interviews and participant observation at the Greater Victoria Coalition to End Homelessness in Victoria, BC.

As the business school’s first PhD graduate, Easter has numerous accolades. While in the PhD Program, she was selected as one of the Journal of International Business Studies best reviewers for 2016. Easter’s work has been published in the Journal of Social Entrepreneurship. Easter’s supervisory committee includes Drs. Mary Yoko Brannen (Supervisor), Matt Murphy, Roy Suddaby and Patricia Reay.

Anirban Kar

Anirban Kar’s dissertation aspires to contribute to the positive organizational scholarship. His dissertation examines the question: When do employees perceive an organization to be a great place to work? For employees the relationship with work and with the work environment influences their lives significantly yet the knowledge about the employees’ perception of a great place to work is limited. Drawing from the positive organizational scholarship, and identity, social identity and social information processing theories, his dissertation puts forth a theoretical framework, the meaning-through-fit model, to understand employees’ perception of a great place to work. Kar’s supervisory committee includes Drs. A.R. Elangovan (Supervisor), Rick Cotton, Roy Suddaby and Ali Dastmalchian.
Michal Szymanski

An emerging stream of research from psychology and organizational studies indicates that bicultural individuals have a particular set of skills and competencies that can contribute to the performance of international teams and, in turn, organizations. However, to date there has not been an empirical study investigating the oft-stated relationship between bi-culturals and performance. Szymanski’s dissertation research is to understand how organizations can take full advantage of bi-culturals (i.e., people who have internalized two distinct cultural schemas) and how these individuals can leverage their strengths in an organizational setting. Data is sourced from the composition of national association football teams (seven consecutive FIFA World Cup and six UEFA European Championship tournaments). His supervisory committee includes Drs. Richard Wolfe (Supervisor), Mary Yoko Brannen, Roy Suddaby, Paul Schure and Josh Ault.

Helena Zhu

At a broad level, Helena Zhu attempts to describe the particular look of territoriality in entrepreneurship, as well as a comprehensive delegation model in growing entrepreneurial firms. Specifically, Zhu examines how founder-entrepreneurs’ territoriality affects the effectiveness of delegation after the first few professional managers are brought in for venture growth. Her work will have multi-disciplinary contributions to psychological ownership and territoriality research, being among the first of its kind to empirically explore the effect of territoriality over dynamic objects to organizational outcomes and its contextual constraints. Through her qualitative research, entrepreneurs may benefit from managing their territorial feelings and behaviour in a thoughtful way in many management practices. Zhu’s supervisory committee includes Drs. Graham Brown (Supervisor), Brock Smith, Roy Suddaby and Rob Mitchell.
Dr. Yan Shen’s research looks at the impact of personal development networks in the context of expatriate managers and professionals, primarily those working in China, Singapore, and the US. The research carries implications for the way organizations, managers and even expatriates themselves facilitate the transition process of an expatriate employee to a foreign environment.

Shen’s work identifies that the expatriate’s formal mentor, usually a senior manager, may not always be as effective as once imagined, and her work explores those who impact the personal growth of expatriates overseas. Building a network of support from fellow expatriates, local colleagues and friends in the host country can be more effective as the support can be more timely, relevant and abundant.

Over time, the support network base may gravitate more to the host country and the connection with the home country can weaken. This could be a crucial factor once the expatriate’s overseas term or appointment is concluded and the worker returns to the home organization and country. Other relational patterns of expatriates’ social networks and their impact on expatriates’ change in cultural identity while working abroad provide some practical implications for individuals as well as organizations.

Shen’s current research stream includes a large-scale global project examining individuals’ careers in over 20 countries. The multi-country global study explores the meaning of career success, identifies individual and contextual factors that may influence one’s perception of career success, and examines the link between the perception of career success and actual career and personal outcomes.

HIGHLIGHTED RESEARCH:


In 2014, Shen and Gustavson colleague Dr. Rick Cotton were honoured with an Academy of Management Careers Division award for the paper they co-authored with Dr. Kathy Kram (Boston University) about the importance of building a diversified personal board of advisors in career development. Shen’s research on expatriates and cross-cultural careers also won Best International Paper Award from Academy of Management Careers Division.
Through his research, Dr. Rick Cotton examines ways in which human capital, social capital and positive psychological capital affect individual performance and in particular long-term career performance. By examining the factors that lead to individual career success and how that translates to organizational success, Cotton hopes to shed new light on how different forms of capital can lead to important outcomes.

As a doctoral student, Cotton paired his passion for human resource management with his love for baseball. His exploration of a rich vein of data has led to a better understanding of the power of networks and their effect on career success. By examining the speeches of Baseball Hall of Fame inductees, he and his co-authors have been able to map the developmental networks—or personal boards of advisors—of those individuals who figured in the inductee’s career success. This research, co-authored with Gustavson scholar Dr. Yan Shen and Dr. Reut Livne-Tarandach (University of Oregon), all doctoral students at the time of undertaking the study, was published in the *Academy of Management Journal*.

Cotton continues to also collect the stories of individuals and their networks, and is building a database of more than 25,000 individuals inducted in more than 240 professional and occupational Halls of Fame.

As a result of his research, Cotton has added to the body of knowledge about factors that lead to success. He also endeavours to provide impactful tools for practitioners and individuals to allow them to better map out their networks in order to maximize their effectiveness in helping to reach individual and organizational goals.

**HIGHLIGHTED RESEARCH:**


Cotton and Dr. Yan Shen have continued to collaborate on the topic of networks and have published two additional papers: *Assembling Your Personal Board of Advisors*, published in *MIT Sloan Management Review*, and a third paper about people’s expectations of individuals within their networks, published in *Career Development International*. Their collaboration continues today, with Cotton and Shen working together on several additional projects and papers related to developmental networks.
Central to Gustavson’s tenets for success is generating research and knowledge that translates to engaging relationships and applications within the business community. The research centres and consortiums profiled in the following pages are examples of ways in which Gustavson collaborates to provide positive outcomes for the larger business community.
Centre for Social and Sustainable Innovation (CSSI)

In 2011, Gustavson formalized its commitment to sustainability and social responsibility when it officially opened its Centre for Social and Sustainable Innovation (CSSI), under the directorship of Dr. Monika Winn. Five years on, the CSSI has permeated the fabric of education and research at the school.

When it was launched, CSSI was the first intra-faculty research centre at UVic and the goal was to integrate sustainability and social responsibility into teaching, research, and daily operations at the school. During the first few years, the centre built on Gustavson’s sustainability foundation in education and operations by monitoring and increasing the amount of sustainability content in courses, supporting student activities, and helping to reduce waste.

Now, thanks to funding from Goldcorp Inc., CSSI is also able to provide more support to researchers to advance the creation and mobilization of sustainability-related knowledge and skills.

For example, in 2015, Dr. Joshua K. Ault, a Gustavson international business scholar and the CSSI research co-chair, was invited by a group of elite researchers within the Strategic Management Society to join them for their second conference, in Peru.

The goal was to bring together researchers who have publications in top-tier global journals with scholars at universities in countries with high levels of poverty. “Combining local expertise with international track records will build skill sets to create more compelling research”, said Ault, whose own research looks at micro-lending and poverty reduction strategies in India and Africa.

In addition to funding his conference participation, a CSSI contribution ensured that Ault’s paper, “An Institutional Perspective on the Social Outcome of Entrepreneurship: Commercial Microfinance and Inclusive Markets,” published in the Journal of International Business Studies, was established as open access, making it available to educators and researchers at universities that might not be able to afford subscriptions to academic journals.

Another innovative research initiative at CSSI has been hiring a post-doctoral fellow with expertise that links sustainability with business education. Not only will Dr. Kim Ceulemans advance sustainability-related research at Gustavson, her experience is already proving invaluable at helping the school incorporate it into teaching and learning.

These are only a few of the activities at CSSI that help propel scholarly research into meaningful roles in education, business, and life.
Established by UVic in 1988, the Centre for Asia-Pacific Initiatives (CAPI) provides interdisciplinary programming and research opportunities that connect the university’s scholars with their counterparts in the Asia-Pacific region. In its 20-plus years, this multi-disciplinary research centre has developed into one of Canada’s major players in research and knowledge mobilization in the region. Through research in law, history, politics, society and economics, CAPI has attained its goals of creating, recognizing, and disseminating knowledge about issues confronting the region. CAPI hosts three chairs, in addition to its team of faculty: Chair in China and Asia-Pacific Relations, Jarislowsky East Asia (Japan) Chair and Chair in Asia-Pacific Legal Relations.

CAPI Jarislowsky East Asia (Japan) Chair

CAPI’s Jarislowsky Chair is currently held by Dr. Mary Yoko Brannen, professor of international business and cross-cultural management at Gustavson. Created through a $1 million gift from Canadian businessman Stephen Jarislowsky, the chair is hosted jointly by CAPI and Gustavson.

In keeping with her research on boundary spanning and cross-cultural integration, Brannen has an extensive international history. Born and raised in Japan, she has taught in France, Spain, China, the U.S. and Canada.

Brannen took on the Jarislowsky Chair in July 2012. In this capacity, she has initiated numerous events and seminars and contributed to academic publications addressing international management in the Japanese business context. She is also an active researcher and professor at Gustavson, and acts as a supervisor for the school’s MBA and PhD candidates. From 2010-2016, a sample of Brannen’s publications and honours includes:

2010-2017
• Elected Deputy Editor for Journal of International Business Studies.

2016
• Elected as an Academy of International Business Fellow.

• Awarded an honorary doctorate by University of Copenhagen Business School for her work in the field of cross-cultural business and international management, Copenhagen, Denmark.

2014

2013

2012
National Consortium for Indigenous Economic Development (NCIED)

An initiative that began in 2006 as the National Chair in Aboriginal Economic Development was relaunched in October 2014 as the National Consortium for Indigenous Economic Development (NCIED)—a business centre engaging the UVic faculties of business and law with Indigenous Nations and communities, all levels of government and business.

Led by NCIED Director Miles Richardson, OC, the consortium supports and strengthens Indigenous economic development through strategic partnerships with community stakeholders; business curriculum development and delivery; academia; and research and facilitation of national economic development forums.

Key focal points include: 1) entrepreneurship 2) the development of appropriate structures for Indigenous economic activity and 3) the conditions for effective collaboration between Indigenous and non-Indigenous enterprises.

NCIED & GRANT FOR INDIGENOUS COMMUNITY-BASED ECONOMIES

Gustavson teaching professor Dr. Brent Mainprize, faculty champion (business) and Canada Research Chair in Indigenous law Dr. John Borrows, faculty champion (law) received research funding totaling $165,000. The grant is comprised of cooperative and community-based research funds, with contributions from Coast Opportunity Funds and the Banff Centre’s Indigenous Leadership & Management program. Their research will focus on collecting and compiling a series of “wise practices” relevant to economic advancement in Indigenous communities.

Miles Richardson, Director of the NCIED, says of the grant, “I believe in the three key themes of this research. Namely, that (1) governance, (2) legal, and (3) Indigenous business leadership styles are not only timely but are of critical importance to synthesize ‘wise practice’ that can be widely shared. This is a great opportunity to create research that leads to improved business processes to help support the competitiveness of Indigenous community-based economies.”

Focus:
• “Wise practices,” similar but distinct from “best practices,” emphasize local and Indigenous knowledge and ways of doing. Wise practices aim to advance locally-appropriate actions, tools, and principles in order for Indigenous communities to recognize their unique wisdoms and stories of success.

Methods:
• The research draws on a mixed-method approach that is participatory in nature, including interviews with leaders, roundtables with Indigenous community members, and data analysis. This research will be intensive and use longitudinal data over seven years (2008-2015). The findings can be tested and integrated into governance, legal, and Indigenous business leadership structure themes, which will be evaluated and implemented in an adaptive way to ensure the structure is accepted and adopted because it is practical and useful.

RELATED ARTICLES:


Dr. Sudhir Nair is assistant professor in strategy and international business. He is particularly interested in the reasons and consequences for individuals or businesses crossing organizational or geographic boundaries. He has started work on an empirical project (with Gustavson colleague Dr. Uzay Damali) that tests the model developed in the paper referred to above using data from the WTO and UN ServiceTrade databases. Nair’s other research interests include cross-cultural examination of values and preferences for job/organizational attributes as well as a joint exploration on the role of serendipity in international entrepreneurial activity with Gustavson colleague Dr. Wade Danis.

The conceptual paper featured here highlights new ways to consider service firm internationalization, and identifies and addresses gaps in the established thinking, arguing that the internationalization strategy service firms pursue is informed by the level of customer interaction uncertainty and knowledge deployment.

The prior research on the internationalization of service firms draws heavily from manufacturing scholarship and this paper argues that not enough attention has been paid to the specific nature of service production firms. One obvious limitation is that service operations can pursue internationalization in very different ways than manufacturing. For example, regarding medical tourism or international students seeking education, customers can move to the service provider in order to receive service delivery. Conversely, service providers can temporarily move to the host country of a client to deliver services as in the case of a management consultant or an investment manager. Neither of these examples of internationalization has been considered in prior academic scholarship, however, policy work by the World Trade Organization’s Manual of Statistics in International Trade on Services (MSITS 2010) does recognize and quantifies international trade in services.

Building on the WTO’s empirical work, this paper provides a definition of international services, a typology of service internationalization strategies for providing services across national boundaries and a model based on the unique aspects of service production processes.

**HIGHLIGHTED RESEARCH:**
Dr. Stacey Fitzsimmons' primary research objective is to improve the way people work with others across cultures. Her research examines how bicultural and multicultural employees contribute to global teams and organizations. She has developed a theoretical framework for understanding how this “new demographic” contributes to organizations, illuminating previously unrecognized unique skills. Multicultural individuals are those who identify with and internalize both, or all, of their cultures following their own migration or the migration of parents or grandparents.

Fitzsimmons is currently collaborating with Gustavson colleagues Dr. Mary Yoko Brannen and Dr. Jen Baggs on examining inequality and work-based performance outcomes for migrants and their descendants. The economic literature often explains poor workplace outcomes for first-generation immigrants by barriers that limit employment and advancement. These barriers can be overt, such as discrimination, or less visible, such as access to valuable social networks. However, the authors argue that this story about barriers is missing an alternative story emerging from managerial psychology and organizational studies, about multicultural individuals’ aptitude for drawing on their multiple cultural identities to develop intercultural and internationally-oriented skills. These valuable skills then help multicultural individuals succeed, despite the presence of workplace and structural barriers.

Using a sample of 20,000 employees across 6000 firms from Statistics Canada’s Workplace and Employment Survey, the researchers examined the relationship between multicultural employees and three workplace outcomes: wages, promotion and job satisfaction. The results showed that multicultural individuals can outperform monoculturals, but that this out-performance was not distributed equally across all migrants and their descendants. Factors such as the migrant’s home country, whether individuals were descended from a developing or developed nation and how globally focused the employee’s organization was could influence the performance outcomes.

HIGHLIGHTED RESEARCH:
FACULTY LISTING 2016 – 2017

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Dr. David McCutcheon – Associate Professor; Associate Dean, Programs
Dr. Roy Suddaby – Professor; Francis G. Winspear Chair; Associate Dean, Research & Faculty Renewal
Ms. Patricia Elemans – Assistant Dean, External

Faculty Members
Dr. Jen Baggs – Associate Professor
Ms. Sue Bengtson – Research and Special Projects Coordinator
Dr. David A. Boag – Professor
Dr. Mary Yoko Brannen – Professor; Jarislowsky CAPI East Asia (Japan) Chair
Dr. Graham Brown – Associate Professor; Tim Price Entrepreneurship Fellow
Dr. Raveendra Chittoor – Associate Professor of Strategy and International Business & Canada Research Chair in Global Economy
Dr. Mark Colgate – Professor; Director, Customized MBA Programs
Dr. Vivien Corwin – Assistant Teaching Professor
Dr. Rick Cotton – Assistant Professor
Dr. Uzay Damali – Assistant Professor
Dr. Wade Danis – Associate Professor; Champion, International Business Specialization
Dr. Angela Downey – Associate Professor

Dr. David Dunne – Professor; Director, MBA Programs
Dr. A. R. Elangovan (Elango) – 3M Fellow & UVic Distinguished Professor; Director, International Programs
Dr. Sara Elias – Assistant Professor
Dr. Stacey Fitzsimmons – Assistant Professor
Dr. Maria Carmen Galang – Associate Professor; Director, PhD Program
Dr. Dale Ganley – Assistant Professor
Dr. Huachao Gao – Assistant Professor
Mr. Chris Graham – Assistant Teaching Professor
Dr. Rebecca Grant – Associate Professor
Dr. Adel Guitouni – Associate Professor
Ms. Margaret Klatt – Assistant Teaching Professor; Academic Director, Undergraduate Programs
Mr. Brian Leacock – Assistant Teaching Professor; Associate Director, International Programs
Dr. Zhi Lu – Assistant Professor
Dr. Brent Mainprize – Teaching Professor
Dr. Basma Majerbi – Assistant Professor
Ms. Mia Maki – Assistant Teaching Professor
Dr. Matt Murphy – Assistant Professor
Dr. Sudhir Nair – Assistant Professor
Dr. Sang H. Nam – Associate Professor; Korea Projects
Dr. Ignace Ng – Professor; Francis G. Winspear Scholar; Director, MGB Program
Ms. Heather Ranson – Assistant Teaching Professor; Associate Director, Centre for Social and Sustainable Innovation (CSSI)
Dr. Sorin Rizeanu – Assistant Professor
Dr. Yan Shen – Assistant Professor
Dr. Linda Hui Shi – Associate Professor
Dr. J. Brock Smith – Professor; Francis G. Winspear Scholar; Champion Entrepreneurship Specialization
Dr. Stuart Snaith – Assistant Professor
Dr. Stephen Tax – Professor; Francis G. Winspear Scholar; Champion, Service Management Specialization
Dr. Kenneth Wm. Thornicroft – Professor
Dr. Liana Victorino – Associate Professor
Dr. Monika Winn – Professor Business Strategy & Sustainability; Francis G. Winspear Scholar; Director, Centre for Social and Sustainable Innovation (CSSI), Champion, Social Responsibility and Sustainability Specialization
Dr. Hao Zhang – Associate Professor
Dr. Jie Zhang – Assistant Professor

Adjunct Professors
Mr. Sébastien Beaulieu
Dr. John Bozinovski
Mr. Bill Buckwold
Dr. David Castle
Dr. Ali Dastmalchian
Dr. Peter Dorfman
Dr. John Kyle
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