



In collaboration and support of

The University of Québec at Montréal, UQAM

School of Management, ESG



PROGRAM SCHEDULE

AND

ABSTRACTS

2016
THE 21st CONFERENCE
MONTREAL, CANADA
MAY 18 – 20, 2016

Table of Content

8:00 AM – 9:00 AM Registration

9:00 AM **Nathalie Drouin, Associate Dean of Research, School of Management (ESG), University of Quebec at Montreal (UQAM)**
Meir Russ, Ph.D., Chief Editor *IJMB*
Linda Herkenhoff, Ph.D., Advisory Board Member
Shmuel Batzri, Ph.D., IAMB Staff

Wednesday 9:00 AM – 10:40 AM – Room I Track: ORG

Chairs: *Chyng-yang Jang, Ph.D. and Isabelle Bonneau, Ph.D.*

Jose C. Casal, Ph.D.	USA.....	6
Mariane Cortat Melo, M.Sc.	Brazil.....	6
H. Cromwell/ N. DuMont	USA.....	6
Linda Herkenhoff, Ph.D.	USA.....	6

Wednesday 9:00 AM – 10:40 AM – Room II Track: MIXED

Chairs: *Steven D. Berkshire, DHA and Tonja Blom*

Mohamed Amal	USA.....	7
Dr. Eliane Karsaklian	France.....	7
Juan Alberto Forsyth	Peru	7
Elias Aleman	USA.....	7

Wednesday 11:10 AM – 12:45 PM – Room I Track: MGT

Chairs: *David T. Methé, Ph.D. and Leanna Lawter, Ph.D.*

Bernard S. Desgagne, Ph.D.	Canada.....	8
Ruiling Guo, DHA	USA.....	8
Marilyn Marcillo-Gomez, DMgt	USA.....	8
Richard Dool, Dmgt	USA.....	8
Shahid Majeed, MBA	Australia.....	8

Wednesday 11:10 AM – 12:45 PM – Room II Track: HRM

Chairs: *Simon Bourdeau, Ph.D. and Rosalyn Rufer, Ph.D.*

Justine Dima, Ph.D.	Canada.....	9
Marie-Eve Dufour, Ph.D.	Canada.....	9
Juliana Mendonça, MSc.	Brazil.....	9
Christiana Benjamin Nsien	Nigeria.....	9
Kent V. Rondeau, Ph.D.	Canada.....	9
Lu Zhang, Ph.D.	USA.....	10

Wednesday 2:30 PM – 4:10 PM – Room I Track: MAR

Chairs: *Linda Herkenhoff, Ph.D. and Barry Brock, Ed.D.*

Pamela Dixon, Ph.D.	USA.....	10
Álvaro Garrido-Morgado, Ph.D.	Spain	10
Óscar González-Benito, Ph.D.	Spain	10
Chyng-yang Jang, Ph.D.	USA.....	10
Thomas Lalonde, M.Sc.	Canada.....	11
Lisa Rufer/ Rosalyn Rufer, Ph.D.	USA.....	11

Wednesday 2:30 PM – 4:10 PM – Room II *Track: TECH*

Chairs: Kent V. Rondeau, Ph.D. and Barbara Mather, Ph.D.

David T. Methé, Ph.D.	Japan	11
Yvan Petit, Ph.D.	Canada.....	11
Daniel Prajogo, Ph.D.	Australia.....	11
Xue Han, Ph.D.	Canada.....	12
Dr. Rui Huang	USA.....	12

Wednesday 4:30 PM – 6:20 PM – Room I *Track: STG*

Chairs: Meir Russ, Ph.D. and Dr. Eliane Karsaklian

Tim Kessler, Ph.D.	Germany.....	12
Akin Kocak, Ph.D.	Turkey.....	12
<u>Symposium</u>	Canada.....	12
Raymond Paquin, DBA		
Ketra Schmitt, Ph.D.		
Jean-Marc Frayret		
Julien Beaulieu, M.Sc.		
Alexandre Labelle, MA		
Mojgan Danyali, M.Sc.		

Thursday 9:00 – 10:40 AM – Room I *Track: EDU*

Chairs: Linda Herkenhoff, Ph.D. and Marilu Marcillo-Gomez, DMgt

Keynote Address: Lionel Pardin	Canada.....	13
Dr. Mário Almeida	Brasil.....	13
Dr. Fattah Nazem	Iran.....	13
Patrick Gaston	USA.....	14

Thursday 11:00 PM – 12:40 PM – Room I *Track: STG*

Chairs: Yvan Petit, Ph.D. and Paul Pensabene, Ph.D.

Kathryn Aten, Ph.D.	USA.....	14
Ruiling Guo, DHA	USA.....	14
Radjabu Mayuto	Canada.....	14
Kent Rondeau, Ph.D.	Canada.....	14
Dr. David Wagner	Germany.....	15
Yuanyuan Wu, Ph.D.	Canada.....	15

Thursday 11:00 PM – 12:40 PM – Room II *Track: PMN*

Chairs: Raymond Paquin, DBA and Dr. Rui Huang

Isabelle Bonneau, Ph.D.	Canada.....	15
Simon Bourdeau, Ph.D.	Canada.....	15
Jocelyne Gélinas, DBA	Canada.....	15
Magali Simard, Ph.D.	Canada.....	16
Melanie Lavoie-Tremblay	Canada.....	16
Jocelyne Gélinas, DBA	Canada.....	16

Thursday 2:30 PM– 4:10 PM – Room I *Track: MIXED*

Chairs: Kent Rondeau, Ph.D. and Marie-Eve Dufour, Ph.D.

Award Ceremony

Myriam Ertz	Canada.....	16
Tonja Blom	South Africa	17
I. Lescent-Giles/ N. Jackson	USA.....	17
N. Jackson/ I. Lescent-Giles, Ph.D.	USA.....	17
Yunmei Wang, Ph.D.	USA.....	17

Thursday 4:30 PM– 6:30 PM –Room I *Track: MAR/HRM*

Chairs: Ketra Schmitt, Ph.D. and Richard Dool, Dmgt

Ali Bhayani, Ph.D.	UAE	17
Dr. Eliane Karsaklian	France.....	18
Pooria Assadi	USA.....	18
Mohamed Amal, Ph.D.	USA.....	18
Wen-chun Huang	Taiwan.....	18
Yoshitaka Yamazaki, Ph.D.	Japan	18

Thursday 4:30 PM– 6:30 PM –Room II *Track: MSI/EDU/ORG*

Chairs: Bernard S. Desgagne, Ph.D. and Dr. Eliane Karsaklian

Tejendra (Tej) Kalia, DBA	USA.....	18
Leanna Lawter, Ph.D.	USA.....	19
Kaspar Schattke, Ph.D.	Canada.....	19
Eddy Souffrant, Ph.D.	USA.....	19
Pardeep Singh Walia, Ph.D.	India	19
Amy Sommer, Ph.D.	France.....	19

Friday 9:00 AM– 10:40 AM –Room I *Track: ORG*

Chairs: Natalie DuMont, MS, LPC, MSIOP and Mohamed Amal

Natasha Fogaça, M.Sc.	Brazil.....	20
Barbara Mather, Ph.D.	USA.....	20
Kirti Sharda, Ph.D.	India	20
Mubeyyen Tepe Kucukoglu, Ph.D.	Turkey	20
Paul Pensabene, Ph.D.	USA.....	20

Friday 11:00 AM– 12:40 AM –Room I *Track: TECH/FIN*

Chairs: Steven Berkshire, DHA and Pardeep Singh Walia, Ph.D.

Mónica del Carmen Blasco-López	Canada.....	21
Li Haiyan	China	21
Sylvain Goyette, Ph.D.	Canada.....	21
Yu Li	China	21
Amanda Paiva	Brazil.....	21
Barry Brock, Ed.D.	USA.....	22

Friday 11:00 AM– 12:40 AM –Room II *Track: MGT*

Chairs: Dr. David Wagner and Christiana Benjamin Nsien

Megan Pepe	Canada.....	22
Mehdi Rhaïem	Canada.....	22
Martin Yelle, Ph.D.	Canada.....	22
Richard Dool, Dmgt	USA.....	22
Ángeles Muñoz-Fernández, Ph.D.	Spain	23
Yvonne Du Plessis, Ph.D.	South Africa	23

Friday 2:30 PM– 4:10 AM –Room I *Track: MIXED*

Chairs: Eddy Souffrant, Ph.D. and Patrick Gaston

Wassila Merkouche,	Canada.....	23
Farah Naz, MSc.	Pakistan	23
Mohamad Cherchem, Ph.D.	Algeria.....	23
Dr. Chandra Dhungel	Nepal	24
Ronald Kasule	Uganda	24
Sehrish Malik	Pakistan	24
Jitender Madaan, Ph.D.	India	24

To find an Abstract – go to the Index at the end of this booklet,
Abstracts are indexed by the first author.
(Abstracts are generally listed in the order of presentations)

Wednesday 9:00 AM – 10:40 AM – Room I

Track: ORG

Chairs: Chyng-yang Jang, Ph.D. and Isabelle Bonneau, Ph.D.

Jose C. Casal, Ph.D. USA

Martin Tuchman School of Management
New Jersey Institute of Technology
Newark, NJ, USA

The Influence of Isomorphic Pressure on the Language and Content of Codes of Conduct

Author(s): Jose C. Casal, Mark Somers, Dee Birnbaum

Mariane Cortat Melo, M.Sc. Brazil

Ph.D. Student
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Adherence to Change: An Empirical Study in Brazilian Federal Agency

Author(s): Mariane Cortat Melo, Francisco Coelho Jr.

Heather J. Cromwell, MSP, MS-IOP USA

Natalie DuMont, MS, LPC, MS-IOP USA

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Grand Challenge: Preparing the 21st Century Organization for the Aging Workforce

Author(s): Heather J. Cromwell, Natalie DuMont

Linda Herkenhoff, Ph.D. USA

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Moraga, CA, USA

Correlation Study of MBA Social Responsibility Projects and Employee Understanding of CSR

Author(s): Linda Herkenhoff

Refreshment Break

Wednesday 9:00 AM – 10:40 AM – Room II

Track: MIXED

Chairs: Steven D. Berkshire, DHA and Tonja Blom

Mohamed Amal

USA

Research Scholar

Columbia University/New York

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OFDI Determinants for Latin American Countries: A TOPSIS Analysis

Author(s): Henrique Correa da Cunha, Nelson Hein, Mohamed Amal

Dr. Eliane Karsaklian

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Negotiating with the Chinese and the Schrödinger's Cat Paradox: The Collapse/Superposition

Contradictory Paradigms

Author(s): Eliane Karsaklian

Juan Alberto Forsyth

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Jesus Maria, Lima, Peru

The Implied Equity Premium: A two Stage Approach

Author(s): Juan Alberto Forsyth, Bertha Arroyo Mansour

Elias Aleman

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Stevens Institute of Technology

Hoboken, NJ, USA

CEO's International Experience and Preference to Hire International Executives

Author(s): Elias Aleman, Ann Murphy

Refreshment Break

Wednesday 11:10 AM – 12:45 PM – Room I

Track: MGT

Chairs: David Methé, Ph.D. and Leanna Lawter, Ph.D.

Bernard S. Desgagne, Ph.D. Canada

Professeur Titulaire

Department of International Business

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Montréal, Québec, Canada

Corporate Governance and Ethics within Financial Institutions: Coping with a Major Fault Line of the Current Economy.

Author(s): Elisabeth A. Franco, Bernard S. Desgagne

Ruiling Guo, DHA USA

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Structural Equation Modeling and the Theory of Planned Behavior in Evidence-based Management

Author(s): Ruiling Guo, Steven D. Berkshire, Lawrence V. Fulton, Patrick M. Hermanson

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The impact of Employee Treatment on Employee Satisfaction in a Communications Technology Organization

Author(s): Marilu Marcillo-Gomez

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The Development of Unified Corporate Social Responsibility: Effective Brand Communication

Author(s): Richard Dool, Angela Yee

Shahid Majeed, MBA Australia

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Sidney, NSW, Australia

International Leadership Development Program (I-LEAD)

Author(s): Shahid Majeed

Lunch Break - Complimentary lunch by IAMB on Location

Wednesday 11:10 AM – 12:45 PM – Room II

Track: HRM

Chairs: Simon Bourdeau, Ph.D. and Rosalyn Rufer, Ph.D.

Justine Dima, Ph.D. Canada

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Factors Determining the Effectiveness of an Executive Coach: A Systematic Review of the Literature from 2000 to 2015

Author(s): Justine Dima, Marie-Helene Gilbert

Marie-Eve Dufour, Ph.D. Canada

Associate professor
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Quebec, QC, Canada

Satisfaction and Bridge Employment: The Role of the Financial Situation and Health

Author(s): Marie-Eve Dufour, Tania Saba

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The Phenomenon of Triple Jeopardy in the Narrative of Black Women

Author(s): Juliana Mendonça, Kaspar Schattke, Michele Paulin, Michele Paulin, Ronald Ferguson, Catherine Alarie.

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Job Satisfaction and Employee Turnover in Banks in Uyo: A Preliminary Survey

Author(s): Christiana Benjamin Nsien

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University of Alberta
Edmonton, Alberta, Canada

Perceived Workplace Human Capital Accumulation and Job-related Training: Which Employee Training Programs are Best?

Author(s): Terry H. Wagar, Kent V. Rondeau

Lu Zhang, Ph.D.

USA

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Aligning Human Resource Management with Strategies - A Real-world Case Study

Author(s): Lu Zhang

Lunch Break - Complimentary lunch by IAMB on Location

Wednesday 2:30 PM – 4:10 PM – Room I

Track: MAR

Chairs: Linda Herkenhoff, Ph.D. and Barry Brock, Ed.D.

Pamela Dixon, Ph.D.

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Creating Awareness of the Role of Personal Epistemology in Managerial Decision Making

Author(s): Pamela Dixon, Jennifer Anderson-Meger

Álvaro Garrido-Morgado, Ph.D.

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Óscar González-Benito, Ph.D.

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Effectiveness of Commercial Stimuli Depending on Quality Dimensions

Author(s): Álvaro Garrido-Morgado, Óscar González-Benito, Mercedes Martos-Partal

Chyng-yang Jang, Ph.D.

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Small Businesses' Uses of Facebook

Author(s): Chyng-yang Jang

Thomas Lalonde, M.Sc.

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Omnichannel Retailing: Managers Interpretation of the New Strategy

Author(s): JoAnne Labrecque, Thomas Lalonde

Lisa Rufer/ Rosalyn Rufer

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Lisa Rufer

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Rosalyn Rufer, Ph.D.

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Sustaining a Fan Base through Social Media

Author(s): Lisa Rufer, Rosalyn Rufer

Refreshment Break

Wednesday 2:30 PM – 4:10 PM – Room II

Track: TECH

Chairs: Kent Rondeau, Ph.D. and Barbara Mather, Ph.D.

David T. Methé, Ph.D.

Japan

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Entrepreneurial Leadership in Japanese High Technology Start-ups: A Question of Effectuation?

Author(s): David T. Methé

Yvan Petit, Ph.D.

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Montreal, QC, Canada

Scaling Agility

Author(s): Yvan Petit, Brian Hobbs

Daniel Prajogo, Ph.D.

Australia

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The Role of Human Capital and Market Orientation as Determinants of Service Innovation

Author(s): Daniel Prajogo

Xue Han, Ph.D **Canada**
Department of Management and Technology
University of Quebec at Montreal, UQAM
Montreal, QC, Canada
The Demanding Path of the Solar Technology Entrepreneur
Author(s): Xue Han, Jorge Niosi

Dr. Rui Huang **USA**
Department of Decision & Information Sciences
University of Massachusetts Dartmouth
Dartmouth, MA, USA
Designing Governance Systems for Management Innovations
Author(s): Rui Huang, Robert Zmud, Robert Zmud

Refreshment Break

Wednesday 4:30 PM – 6:20 PM – Room I
Track: STG

Chairs: Meir Russ, Ph.D. and Dr. Eliane Karsaklian

Tim Kessler, Ph.D. **Germany**
Assistant Professor
University of Bayreuth
Bayreuth, Germany
Digitization and Value Co-creation: Customer Engagement, Processes, and Competencies
Author(s): Christoph Buck, Tim Kessler

Akin Kocak, Ph.D. **Turkey**
Professor
Ankara University
Ankara, Turkey
Bats are blind?': Cognitive Biases in Risk Perception of Entrepreneurs
Author(s): Emre Sahin Dolarslan, Akin Kocak, Alper Ozer

Symposium
Modeling Industrial Symbiosis as a Collaborative Environmental Action

Organizer/Moderator **Canada**
Raymond Paquin, DBA
Associate Professor, Concordia University
Ketra Schmitt, Ph.D.
Associate Professor, Concordia University
Jean-Marc Frayret
École Polytechnique de Montréal

Presenters
Julien Beaulieu, M.Sc. **Canada**
École Polytechnique de Montréal

Montreal, QC, Canada

Prioritization of industrial symbiosis projects using classification trees

Author(s): Julien Beaulieu, Jean-Marc Freyret, Ketra Schmitt, Raymond Paquin

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Gatineau, QC, Canada

Agent-Based Simulation of Post-Consumer Glass Recycling

Author(s): Alexandre Labelle, Jean-Marc Freyret

Mojgan Danyali, M.Sc.

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Carbon-dioxide (CO₂) Reduction in an Industrial Symbiosis Network: Exploring Strategic Project Selection

Author(s): Mojgan Danyali, Ketra Schmitt, Raymond Paquin

Reception

Thursday 9:00 – 10:40 AM – Room I

Track: EDU

Chairs: Linda Herkenhoff, Ph.D. and Marilu Marcillo-Gomez, DMgt

Keynote Presentation

Lionel Pardin, M.Sc HEC

Canada

Montreal, Canada

Co-Creation and Success Factors in Digital Projects Evolution

Author(s): Lionel Pardin

Dr. Mário Almeida

Brasil

Professor

Universidade Federal de Santa Catarina

Florianópolis, Santa Catarina, Brasil

How to Identify Application and Results of Gamification in Higher Education

Author(s): Mário Almeida, Youssef Youssef

Dr. Fattah Nazem

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Associate Professor

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Tehran, Tehran, Iran

Validation of a Scale for Measuring Entrepreneurship of University Students

Author(s): Fattah Nazem

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USA

Community Colleges as Engines for Economic Growth and Social Impact

Author(s): Patrick Gaston

Refreshment Break

Thursday 11:00 PM – 12:40 PM – Room I

Track: STG

Chairs: Yvan Petit, Ph.D. and Paul Pensabene, Ph.D.

Kathryn Aten, Ph.D.

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The Generation of Team Resources in a Virtual World: Practices, Culture and Workspace

Author(s): Kathryn Aten, Luciara Nardon

Ruiling Guo, DHA

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Assessment of Evidence-based Management Training Program: Application of a Logic Model

Author(s): Ruiling Guo, Tracy J. Farnsworth, Patrick M. Hermanson

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Motivations and Performance Conditions for Immigrant Entrepreneurship

Author(s): Radjabu Mayuto, E. G. Karuranga

Kent Rondeau, Ph.D.

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Associate Professor

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Strategic Goal Orientation and Workplace Change and Development: Evidence from

Canadian Nursing Homes

Author(s): Kent Rondeau

Dr. David Wagner

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Exploring the Strategic Impact of Online Communities: A Dynamic Capabilities Perspective

Author(s): David Wagner, Matthias Wenzel, Heinz-Theo Wagner, Jochen Koch

Yuanyuan Wu, Ph.D.

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Middle-Level Managers and New Capability Development: A Corporate Entrepreneurship Framework

Author(s): Yuanyuan Wu

Lunch Break - Complimentary lunch by IAMB on Location

Thursday 11:00 PM – 12:40 PM – Room II

Track: PMN

Chairs: Raymond Paquin, DBA and Dr. Rui Huang

Isabelle Bonneau, Ph.D.

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Shared Leadership Between Teammates: Who Is Influencing Whom While Doing What?

Author(s): Isabelle Bonneau, Kathleen Bentein, Brian Hobbs

Simon Bourdeau, Ph.D.

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Montreal, QC, Canada

Resistance in IS Projects: A Project Manager's Sounding Board

Author(s): Mustapha Cheikh-Ammar, Simon Bourdeau

Jocelyne Gélinas, DBA

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Diagnosing Project Management Organizational Integration: An Instrument Based on Activities Integration Problems

Author(s): Jocelyne Gélinas

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Absurd Decisions in and around Projects: A Case Study

Author(s): Magali Simard, Danielle Laberge

Melanie Lavoie-Tremblay,

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A Health Care Project Management Office's Strategies for Continual Change and Continuous Improvement

Author(s): Melanie Lavoie-Tremblay, Marie-Claire Richer, Guylaine Cyr

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Integration of the Project Management and Traditional Departmental Structures: Identification of Managerial Best Practices

Author(s): Jocelyne G elinas

Lunch Break - Complimentary lunch by IAMB on Location

Thursday 2:30 PM – 4:10 PM – Room I

Track: MIXED

Award Ceremony Session

Chairs: Kent Rondeau, Ph.D. and Marie-Eve Dufour, Ph.D.

Award Ceremony

Myriam Ertz

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Montreal, QC, Canada

Impact of Perceptions of Eco-Packaging on Purchases of Eco-Packaged Goods

Author(s): Tian Zeng, Fabien Durif, Myriam Ertz

Tonja Blom**South Africa**

Ph.D. Student

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Johannesburg, Gauteng, South Africa

Human Reaction to Change: The Reality and Impact of Stress

Author(s): Tonja Blom, Rica Viljoen

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Isabelle Lescent-Giles, Ph.D.

Visiting Assistant Professor of International Business

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University of San Francisco,

San Francisco, California, USA

The Role of Culture and Modes of Learning in Ambidexterity-Building

Author(s): Nicole Jackson, Isabelle Lescent-Giles

Yunmei Wang, Ph.D.**USA**

Assistant Professor

Case Reserve University

Cleveland, Ohio, USA

Socio-Cultural Factors Influencing Academic-Practitioner Collaboration in Medicine

Author(s): Yunmei Wang, Philip Cola

Refreshment BreakThursday 4:30 PM– 6:30 PM –Room ITrack: MAR/HRM**Chairs: Ketra Schmitt, Ph.D. and Richard Dool, Dmgt****Ali Bhayani, Ph.D.****UAE**

Assistant. Professor

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Dubai, United Arab Emirate (UAE)

Word of Mouth in Consumers Purchase Decisions: The Moderating Role of Product Type

Author(s): Ali Bhayani

Dr. Eliane Karsaklian

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Negotiating with the Chinese: Paradox and Invisibility Management

Author(s): Eliane Karsaklian

Pooria Assadi

USA

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University of Pennsylvania

Philadelphia, PA, USA

Ethics of Sorting Talent on Wall Street

Author(s): Pooria Assadi, Andrew von Nordenflycht

Mohamed Amal, Ph.D.

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University of Blumenau/Brazil

New York, NY, USA

Institutional Distances and the Performance of Multinational Subsidiaries in Brazil

Author(s): Henrique Correa da Cunha, Mohamed Amal, Marianne Hoeltgebaum, William Newburry

Wen-chun Huang

Taiwan

Ph.D. Student

National Taiwan Normal University

Taipei, Taiwan

The Teamwork Effect in the Relationship between Psychological Capital and Organizational Citizenship Behavior: A Preliminary Analysis

Author(s): Wen-chun Huang, Chu-Chen Yeh

Yoshitaka Yamazaki, Ph.D.

Japan

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Bunkyo University

Chigasaki, Kanagawa, Japan

How Managers Differ from Nonmanagers in Indonesia: Learning Style, Skills, and self-confidence Approaches

Author(s): Yoshitaka Yamazaki, Yoshitaka Yamazaki

Thursday 4:30 PM– 6:30 PM –Room II

Track: MSI/EDU/ORG

Chairs: Bernard S. Desgagne, Ph.D. and Dr. Eliane Karsaklian

Tejendra (Tej) Kalia, DBA

USA

Associate Professor

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Practical and Pedagogical Applications of a Modified Accounting Equation

Author(s): Tejendra (Tej) Kalia

Leanna Lawter, Ph.D.

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Undergraduates' Satisfaction and Perceptions of Learning Outcomes by Teaching Pedagogy

Author(s): Petra Garnjost, Leanna Lawter

Kaspar Schattke, Ph.D.

Canada

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Montreal, QC, Canada

*Millennial's Perception of Greenwashing after Exposure to Corporate and Societal Websites
about the Energy East Pipeline*

Author(s): Juliana Mendonça, Kaspar Schattke, Michele Paulin, Michele Paulin,
Ronald Ferguson, Catherine Alarie.

Eddy Souffrant, Ph.D.

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The Case for Business Ethics: Ethics and Capitalism

Author(s): Eddy Souffrant

Pardeep Singh Walia, Ph.D.

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Workers' Participation in Management: Reforms and Legislation

Author(s): Pardeep Singh Walia

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Paris, France

Leadership During Trans-Boundary Crisis Management: The Challenges of Cultural Variance

Author(s): Christine Pearson, Amy Sommer

Friday 9:00 AM– 10:40 AM –Room I

Track: ORG

Chairs: Natalie DuMont, and Mohamed Amal,

Natasha Fogaça, M.Sc. Brazil

Ph.D. Student

Faculty of Economics, Administration and Accounting

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Brasilia, Distrito Federal, Brazil

Job Performance: Scenario of the Scientific Production between 2011 e 2015.

Author(s): Natasha Fogaça, Mariana Carolina Barbosa Rego, Ladilucy Pereira Armond,
Juliana Moro Bueno Mendonça

Barbara Mather, Ph.D. USA

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Tempe, AZ, USA

***Making Organizations Meaningful to Young Adults with ADHD: Qualitative, Descriptive
Research Design***

Author(s): Mehdi Rhaiem, Barbara Mather

Kirti Sharda, Ph.D. India

Assistant Professor

Indian Institute of Management Ahmedabad

Ahmedabad, Gujarat, India

Making of A Good Soldier: Sensemaking Efforts in Armed Conflict

Author(s): Kirti Sharda

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Department of International Trade

Keşan Yusuf Çapraz College of Applied Science

Trakya University

Edirne, Turkey

***Evaluation of Psychological Empowerment, Job Satisfaction and Employee Performance
in Turkey's Universities***

Author(s): Mubeyyen Tepe Kucukoglu, Muhammed Parlak, Yusuf Yildirim

Paul Pensabene, Ph.D. USA

Berkeley College

Holbrook, NY, USA

Egalitarian Leadership as an Optimized for the Present

Author(s): Paul Pensabene

Refreshment Break

Friday 11:00 AM– 12:40 AM –Room I

Track: TECH/FIN

Chairs: Steven Berkshire, DHA and Pardeep Singh Walia, Ph.D.

Mónica del Carmen Blasco-López **Canada**

Ph.D. Student

Station Expérimentale des Procédés Pilotes en Environnement

École de Technologie Supérieure

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Information Overload in organizations: A New Model to Diagnose

Author(s): Mónica del Carmen Blasco-López, Robert Hausler, Rabindranarth Romero-López,
Mathias Glaus

Li Haiyan **China**

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Structure of VC-E Trust Based on the "GuanXi" Culture in China

Author(s): Yang Hongtao, Li Haiyan, Yu Li

Sylvain Goyette, Ph.D. **Canada**

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Montreal, QC, Canada

Enterprise Resource Planning Evolution Process: A Portfolio Management Approach

Author(s): Sylvain Goyette, Luc Cassivi, Sylviane Glaude

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Trust Cognition and Behavior of Consumers Based on the 'GuanXi' Culture in China

Author(s): Yang Hongtao, Yu Li, Li Haiyan

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Lead-Lag Analysis of BM&F Bovespa Future and Spot Markets

Author(s): Amanda Paiva

Barry Brock, Ed.D.

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Barry University (PACE)

Miami Shores, FL, USA

Efficiency vs. Effectiveness: The Potential Conflict of Budget Rigidity

Author(s): Robert E. Scully, Barry Brock, Álvaro, Jr Carreras, Edward Scott

Lunch Break - Complimentary Lunch by IAMB on Location

Friday 11:00 AM– 12:40 AM –Room II

Track: MGT

Chairs: Dr. David Wagner and Christiana Benjamin Nsien

Megan Pepe

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Power imbalance in exchange relationships: The effects of exploitation, tie strength and centrality on performance

Author(s): Megan Pepe

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Measurement and Determinants of Academic Research Efficiency: A Systematic Review of the Evidence

Author(s): Mehdi Rhaïem, Barbara Mather

Martin Yelle, Ph.D.

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Developing a Canadian Armed Forces Integrated Institutional Leadership Model: A Behavioural Perspective

Author(s): Martin Yelle

Richard Dool, Dmgt

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Leadership™: Communicating at the Speed of Now: Three Modalities

Author(s): Richard Dool

Ángeles Muñoz-Fernández, Ph.D.

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Women-owned Firms in an International Context. Author(s): Rasmi Assudani, Imane Khayat, Ángeles Muñoz-Fernández

Yvonne Du Plessis, Ph.D.

South Africa

Professor

North-West University

Mafikeng, North-West Province, South Africa

Stress and Emotional Labor Experienced by Construction Project Managers in South Africa

Author(s): Yvonne Du Plessis, John Malan

Lunch Break - Complimentary Lunch by IAMB on Location

Friday 2:30 PM– 4:10 AM –Room I

Track: MIXED

Chairs: Eddy Souffrant, Ph.D. and Patrick Gaston

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The Determinants of Organizational Withdrawal Behaviors

Author(s): Wassila Merkouche, Alain Marchand, Stéphane Renaud

Farah Naz, MSc.

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Social Media Use, Narcissism and the Role of Positive Self-Views and Religiosity

Author(s): Farah Naz, Zain Iqbal

Mohamad Cherchem, Ph.D.

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Oran, Ouahran, Algeria

Mimicry and Imitation Marketing in Services: The Case of the Banks and Insurance

Author(s): Mohamad Cherchem, Sara Berached, Mustefa Bouaite

Dr. Chandra Dhungel

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Kathmandu, Bagmati, Nepal

Human Recourse Development progarmmes in Agriculture Development Bank Limited

Author(s): Chandra Dhungel

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*The Emergence of Social Entrepreneurs in the Informal Sector: Case Study of Paper
Bead making Business in Kampala*

Author(s): Ronald Kasule, Emmanuel Okechukwu Dike

Sehrish Malik

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Lower Female Representation at Top Positions: A Study in Telecom Sector

Author(s): Sehrish Malik, Arooj Aamir

Jitender Madaan, Ph.D.

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Indian Institute of Technology Delhi
New Delhi, Delhi
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*DIS Models for Improving Product Recovery Process: A Proposed Flexible Return Management
Model*

Author(s): Jitender Madaan, Parikshit Charan