THE CONTRIBUTION OF THE ODETTE SCHOOL OF BUSINESS TO THE UNIVERSITY STRATEGIC RESEARCH PLAN

The University of Windsor has identified “four grand challenges” in its Strategic Research Plan. These represent significant issues affecting the Windsor region, Canada and the global community. Research across the University of Windsor campus improves our understanding of and response to these issues.

These challenges are:
1. Healthy Great Lakes;
2. Viable, Healthy and Safe Communities;
3. Sustainable Industry; and
4. Understanding Borders

The Odette School of Business contributes to meeting these challenges from the perspective of management. In this edition of the Odette Research Review we highlight our faculty members’ contributions to two of these challenges: Sustainable Industry, and Understanding Borders.

RESEARCH ON SUSTAINABLE INDUSTRY

In business “sustainability” has become synonymous with managing to achieve success on a “triple bottom line” (a term coined by John Elkington in 1998 in the book “Cannibals with forks”) which means ensuring company performance that achieves economic, environmental and social goals. Moving from a focus on a single bottom line – profit – to a triple bottom line requires companies to change their strategies, engage with and report to an extended range of stakeholders, and redesign their operations. Our research has contributed to understanding this shift in management thought and provided guidance to companies seeking to create sustainable value. Examples of our work (the Odette Faculty member involved is shown in bold) in this area over the last 10 years include:


RESEARCH ON UNDERSTANDING BORDERS

The role of borders in managing organizations is multi-faceted. For some time it has been common to exhort businesses to think globally. The speed of communication and transportation has created a “flat earth” (as author Thomas Friedman colorfully described globalization) in which suppliers, customers, competitors and other stakeholders may be anywhere in the world. In spite of this however the world is still divided into political jurisdictions and local practices and cultures matter in how to manage an organization successfully. Given Windsor’s location on the US border and the historical ties between the US and Canada in the production of automobiles, these issues are of particular concern to the Odette School of Business.

Our research explores both the ideal of a world without borders and the realities of managing across borders. Examples of our work (the Odette Faculty member involved is shown in bold) in this area over the last 10 years include:


Each year the Odette School of Business acknowledges the research productivity of its faculty through the Odette Research Awards. The awards are given in two categories: the Odette New Researcher Award for pre-tenure faculty and the Odette Research Excellence Award for tenured faculty. The Odette New Researcher Award is based on the previous year’s published output while the Odette Research Excellence Award is based on the previous three years’ published work.

**ODETTE RESEARCH AWARDS**

**2013 ODETTE RESEARCH EXCELLENCE AWARD WINNER**

Dr. Ma joined the Odette School of Business in 2005, and now he is Associate Professor of Management and the Area Chair for the Management Area. Prior to joining the Odette, he was an instructor at McGill University, Faculty of Management. He is also a visiting professor at the Lingnan College, Sun Yat-sen University (China), and at the School of Management, Harbin Institute of Technology (China), and School of Business, Renmin University of China.

Dr. Ma’s research reflects a growing interest among scholars toward interdisciplinary and multi-level research. His research focus integrates literature from organizational behavior and human resource management, cross-cultural management, and inter-cultural negotiations. His current research projects focus on the following topics:

- **Conflict Management and Negotiation** – examining individual differences in effective conflict management and negotiation
- **Cross-cultural Management** – Exploring the impact of national culture on group dynamics and organizational behaviors
- **International Human Resources Management** – investigating cross-cultural adjustment of expatriates and innovations strategies

Dr. Ma is recognized for his research on conflict management and business negotiation in an international context. It is well-known that some people are better negotiators, but what makes good negotiators remains unclear. Dr. Ma’s research is to help answer this question. More specifically, his research is to explore how the best negotiators behave and think differently from other individuals, what characteristics make the best negotiators, and whether these characteristics differ for people from different cultural backgrounds, including negotiators’ cultural intelligence and global business ethic intelligence. His research provides invaluable insights into understanding what can be done in order to improve negotiation effectiveness. The findings from his research also provide important practical guidelines for selection and training of Canadian negotiators which in turn enhances the global competitiveness of Canadian businesses. Dr. Ma has won wide recognition, both domestic and international, for his explorative work in this field, including various awards as evidence for his important contribution to the field.

Dr. Ma describes the work for which he was recognized in a brief interview posted on the Odette Research Review Blog (www1.uwindsor.ca/research-review-blog)
Dr. Samnani joined the Odette School of Business in 2013. Prior to joining Odette, he was an Assistant Professor in Human Resource Management and Organizational Behaviour at Ryerson University. In addition to his academic roles, Dr. Samnani has held roles in human resource management, recruitment consulting, and advising on business performance. Dr. Samnani has performed consulting services to a wide variety of small, mid-sized, and large organizations in both the public and private sectors. This consulting work has focused on addressing human resource problems, developing human resource plans, and advising on human resource strategy.

Dr. Samnani’s research interests revolve around three main areas: workplace deviance, strategic human resource management, and workplace diversity. In particular, Dr. Samnani has published numerous articles in leading management and psychology-based journals on workplace bullying and workplace victimization. His research on bullying and victimization in the workplace draws on social and cognitive psychology and focuses on the perceptions and attributions about the bullying by targeted employees.

Dr. Samnani is recognized for research that draws on theory in social and cognitive psychology to understand three key areas and how they intersect: victimization in the workplace, human resource management (HRM) practices, and workplace diversity. His published research has focused on understanding victimization in the workplace and victims’ interpretations of such behaviour, how HRM practices may influence victimization and these interpretations, and how victimization and victims’ interpretations may differ across cultures and gender. His research has also explored how HRM practices can be “strategic” and the importance of fit among these practices. Finally, some of Dr Samnani’s research focuses on acculturation processes among newcomers and the implications for their psychological well-being. His research has been published in scholarly outlets in the fields of organizational psychology, human resource management, leadership, and business ethics, and include The Leadership Quarterly, Organizational Psychology Review, and Human Resource Management, among others.

Dr. Samnani describes the work for which he was recognized in a brief interview posted on the Odette Research Review Blog (www1.uwindsor.ca/research-review-blog).

The University of Windsor Outstanding Scholars Program [www1.uwindsor.ca/outstandingscholars] is a unique scholarship program that allows high performing students to work with faculty on research projects throughout their undergraduate degree. In the first year, students receive a scholarship and are mentored by the Program coordinator. Students who achieve an 80% or better grade average over a minimum of eight courses in their first year (and maintain this level of performance over subsequent years) are then eligible to receive a research assistantship and will develop their research skills by working closely with faculty on a continuing research program.

In 2013 the Outstanding Scholars program was extended to the Odette School of Business and the first outstanding scholars were welcomed to the School. These scholars will enter the research phase of the Outstanding Scholars program in September 2014. This is an exciting opportunity to engage Odette students in the research programs of faculty across all of our areas of expertise.

Shown with Dean Conway are 2013/2014 Odette Outstanding Scholars Meghan Kachler, Krisa Cunha, Giancarlo Iannicello, and Claudia Cheng.
In each edition of the Odette Research Review we provide an update on the research of our faculty. This edition includes work that has been published, presented or accepted since October 2013. For summaries of earlier work please refer to our web site (business.uwindsor.ca/research-review).

**JOURNAL ARTICLES – 2014**


**Wu, Yuanyuan.** 2013. “Strengthened Government Role in Facilitating Inter-organizational Knowledge Transfer in the Chinese Context” Chapter 17 in Building Businesses in Emerging and Developing Countries: Challenges and Opportunities; Editors – E. Chrysostome, R. Molz, and Y. Li. Routledge Publishing.

**BOOK REVIEWS**


**BOOKS, BOOK CHAPTERS**


**Richardson, A.J.** and Eksa Kilfoyle. 2014. (Forthcoming). “To Tip or Not to Tip, That is the Question: Rewarding service encounters.” Accounting Perspectives, 2014.

**Shih, Michael.** (Forthcoming). “Measuring Discretionary Accruals: Are ROA-matched models better than the original Jones type models?” Review of Accounting Studies, 2014.


**Wu, Yuanyuan.** 2013. “Strengthened Government Role in Facilitating Inter-organizational Knowledge Transfer in the Chinese Context” Chapter 17 in Building Businesses in Emerging and Developing Countries: Challenges and Opportunities; Editors – E. Chrysostome, R. Molz, and Y. Li. Routledge Publishing.

**CONFERENCE PROCEEDINGS AND PUBLICATIONS**

(alphabetical by Odette author)


**SEMINARS & WORKSHOPS**

Mateja, Pete and Tony Faria, Co-Directors of the Office of Automotive and Vehicle Research (OAVR) Co-Chaired, organized and promoted an automotive conference held at the Odette School of Business on March 7, 2014.

**JOURNAL ARTICLES – 2013**

(Continued on back cover)


(Continued on back cover)
INTERNAL RESEARCH GRANTS

The Odette School of Business provides competitive research grants to support new faculty research projects. These grants are designed, in particular, to allow faculty to develop work sufficiently to attract external research grants. We congratulate this year’s winners.

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<tr>
<th>PROPOSER(S)</th>
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<td>SUN, Jerry</td>
<td>Did the SEC Enforcement of Cross-border Auditing Oversight Affect Auditor Conservatism?</td>
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<td>AN, Yunbi</td>
<td>How Characteristics of bribe takers and payers affect bribe payments: Evidence from China</td>
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<td>BAKI, Fazle CHAOUCH, Ben</td>
<td>A Hierarchical Solution Procedure for the Operating Room Block Allocation and Scheduling Problem with Consideration of the Impact on the Recovery</td>
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<td>VOYER, Peter</td>
<td>Word of Mouth Processes in Service Purchase Decisions: an empirical examination of the role of co-creation</td>
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<td>POWER, Jacqueline MAHAHAN, Ashish</td>
<td>Engagement and Employee Performance</td>
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<td>A network approach to understanding the relationship between leader political skill and team effectiveness</td>
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<td>MA, Zhenzhong</td>
<td>Principles vs. Profits: Canadian companies’ social responsibilities and competitiveness in the Chinese market</td>
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<td>OKECHUKU, Chike</td>
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ODETTE JOINS THE UNIVERSITY OF WINDSOR PSYCHOLOGY DEPARTMENT PARTICIPANT POOL

Researchers interested in the behavioural aspects of management will sometimes conduct experiments to determine how people react to situations such as cross-cultural negotiations, new incentive schemes or various ways of marketing a product. This year the Odette School of Business joined the Psychology Department “participant pool” (www1.uwindsor.ca/psychology/participant-pool-1) to facilitate this type of research.

Students in Odette’s business ethics course could earn course credit by becoming a member of the participant pool and contributing towards business research. This arrangement provides students with an opportunity to experience business research first-hand, allows business ethics instructors to discuss research ethics in their classroom, and allows experimental researchers to gain access to subjects for their research. We are grateful to all of our students who have contributed to this process.

DR. PETER VOYER coordinates the School’s involvement in the participant pool.