



## HICKSON RESEARCH DAY – WINTER 2011

Friday March 18<sup>th</sup>, 107 Drake Centre

Hickson Research Days are intended as venues for nurturing research-oriented activities within the Asper School of Business. An overview of events planned for the Winter 2011 research day and program details are as follows.

### Program Overview

- 8:45 am Coffee and light snacks available
- 9:00–9:10 Opening remarks by Acting Dean Mossman
- 9:15–9:40 Sue Bruning: “*Global Staffing: An Examination of Top Management in German Multinationals in Japan.*”
- 9:45–10:10 Jennifer Bozeman: “*The Moderating Role of Self-Esteem on the Abusive Supervision-Outcome Relationship: A Test of Self-Verification Theory.*”
- 10:15–10:40 Jairo Viafara: “*Fuel Consumption and Emission Reductions from the Transportation Industry.*”
- 10:40–11:00 Coffee break 
- 11:00–11:25 Luming Wang: “*Simultaneous Scaling of Multiple Domains: Partially Overlapped Design with Application to Country-of-Origin Effects in Asia.*”
- 11:30–11:55 Jijun Gao: “*Corporate Social Responsibility and Social Irresponsibility: Concepts, Evidence and their Interactions.*”
- 12:00–2:00 Catered lunch – Fishbowl 
- 12:30–2:00 Panel Discussion – Fishbowl  
Moderator: Nick Turner  
Panelists: Hari Bapuji, Mohammed El Hazzouri, Sandy Hershcovis, Corey Mackenzie, Usha Mittoo, Malcolm Smith  
*Nurturing the Asper Research Family: A Multi-faceted Examination of the Asper Research Environment.*
- 2:30 pm End of the research day and dispersal for Faculty Council

### PROGRAM DETAILS

#### **Global Staffing: An Examination of Top Management in German Multinationals in Japan.**

**Sue Bruning**

Global staffing decisions are fraught with challenges and opportunities. This study focuses on one issue, how top managers value managerial functions performed by expatriates and local managers. Theoretical perspectives were used to predict changes in the valuation of managerial functions over the life of subsidiaries. The growth in strategic functions of technological leadership and market development/branding in older subsidiaries help explain why the value of functions and staffing priorities change over time and subsidiary development. Interviews and questionnaires gathered from expatriate and local managers provided the data for the study. These results are contrasted with viewpoints from human resource managers.

#### **The Moderating Role of Self-Esteem on the Abusive Supervision-Outcome Relationship: A Test of Self-Verification Theory.**

**Jennifer Bozeman**

We examine the moderating effect of self-esteem on the relationship between abusive supervision, and several outcomes (i.e., supervisor-targeted deviance, intent to quit, supervisor satisfaction, and supervisor avoidance). Drawing on self-verification theory, we hypothesize that individuals with low self-esteem will react differently to abusive supervision than individuals with high self-esteem. That is, mistreatment may serve to verify self-views of low self-esteem targets, whereas it is inconsistent with the self-concept of high self-esteem targets. Based on this theory, we posit and find that when exposed to abusive supervision, those with high self-esteem will be less likely to enact supervisor-targeted deviance and to be satisfied with the supervisor, and more likely to quit and avoid the supervisor than those with low self-esteem.

#### **Fuel Consumption and Emission Reductions from the Transportation Industry.**

**Jairo Viafara**

This presentation will discuss the implementation of the GrEEEn (Economically, Environmentally, Efficient) Trucking Program that has been launched by the Province of Manitoba to—among other goals—reduce idling, fuel consumption and emissions. Vital program objectives include making the purchase and installation of green technologies more economically feasible, thus helping carriers lower vehicle emissions through improvements to vehicle standards, and reduce fuel consumption and other operating costs by improving vehicle and fleet efficiencies. Trucking companies are becoming mindful of energy constraints which chip away at profits, community environmental concerns such as noise in adjacent residential neighbourhoods, and other practices that increase fuel consumption and negatively contribute to air pollution. Financial incentives are being offered to those companies interested in upgrading their fleets and improving their business bottom line by acquiring and installing the most suitable GrEEEn technologies for their vehicles.

**Simultaneous Scaling of Multiple Domains:  
Partially Overlapped Design with Appl. to Country-of-Origin Effects in Asia.**  
*Luming Wang*

Recent years have seen a proliferation of applications of market structure analysis, especially studies for inferring market structure from consumer preference and choice data. The analyst infers brand positions in an (intangible) attribute space from the data, given a market in which consumers have heterogeneous tastes for these attributes. Two critical issues have drawn the authors' attention. First, most market structure analyses are restricted to two modes (i.e., brands and consumers) and are applied to a single product category. Second, the analyses use two-step approaches (i.e., generating dimensions first and then labeling them). The current research presents a probabilistic spatial model on partially overlapped domains (a) to provide a flexible approach to dealing with more complex market structures (e.g., across product categories), (b) to both examine the served and explore the un-served marketplaces, and (c) to make the choice map self-explainable (by simultaneously scaling spaces with possibly different natures). The authors demonstrate the proposed method using country of origin as an application area. The results also provide useful insight for the market structure in Asia.

**Corporate Social Responsibility and Social Irresponsibility: Concepts, Evidence and their Interactions.**  
*Jijun Gao*

Research interests on corporate social responsibility (CSR) have been increasing and a good body of literature has been accumulated with various theoretical models and empirical evidence. The focus of this research, however, has been positive corporate actions such as donations and green initiatives. The dark side of corporate operations such as unethical labor practices and exploitation of local communities, i.e. corporate social irresponsibility (CSiR), has been overlooked. More often than not, corporations engage in both socially responsible and irresponsible practices in order to remain competitive. This presentation will explain some key concepts and important evidence regarding CSR and CSiR, and explore their interactions as corporations manage social and environmental issues strategically.

**Panel Discussion. Nurturing the Asper Research Family: A Multi-faceted Examination of the Asper Research Environment.**

**Moderator:** *Nick Turner*

**Representatives:**

**Faculty** *Hari Bapuji, Sandy Hershcovis, Usha Mittoo, Malcolm Smith*

**External** *Corey Mackenzie, Department of Psychology*

**Grad students** *Mohammed El Hazzouri*

The aim of the panel discussion is to examine a variety of research related issues at the Asper School in a supportive and inclusive fashion. The intended areas of discussion include: (a) short-term pressures prior to tenure, (b) keeping the spark alive and mentorship roles in the long-term, (c) good research habits and strategies, (d) seeking research funding, (e) dean's office and department heads' expectations from and responsibilities toward new and established colleagues, (f) growing the next generation of Asper researchers via recruiting, developing, and sustaining long-term relationships with Asper graduates, (g) perspectives from graduate students, and (h) perspectives from elsewhere—specifically, related to the challenges and benefits of research initiatives adopted outside of the Asper School.

A mix of panelists—representing the dean's office, department heads, new and established faculty members and graduate students from within the school, as well as academics from the broader university community—will speak to these and related topics. It is hoped that insights garnered from discussions amongst the panelists and audience members will help spark further conversations about issues of import for the Asper Research Family. Key points from the panel discussion will be made available for future reference by the committee.

**IN MEMORY OF ALLISTER HICKSON**



Dr. Allister Hickson of the Department of Supply Chain Management helped conceptualize the notion of specific days devoted to research activities at the Asper School in his role as a member of the Research and Publications committee. Hickson Research Days have been instituted in order to remember him, his love for research and teaching, and his collegiality.

**Thank you for your participation!**

The Research and Publications committee consists of Namita Bhatnagar, Fang Chen, Jijun Gao, Nathan Greidanus, and Nick Turner. Many thanks to Kate Davis and Mary Ellen White for their help while organizing the event. Thanks also to all presenters and attendees of the research day. We welcome your feedback related to initiatives undertaken by the committee. To learn more about research activities at the Asper School of Business, please visit the Asper research website at: <http://umanitoba.ca/faculties/management/research/>