

RESEARCH FLASH

VOL. 4, NO 2, SPRING 2013

INAUGURAL LECTURES	3
RESEARCH DEVELOPMENT	4
NEW GRANTS	5
PUBLICATIONS	6
NEW PROFESSORS	10
RESEARCH AWARDS, GRANTS AND DISTINCTIONS	11
PH.D. STUDENTS: RESEARCH AND DISTINCTIONS	12

SUMMARY

MAJOR GROWTH IN RESEARCH AT HEC MONTRÉAL



Jean-Claude Cosset
Research Director

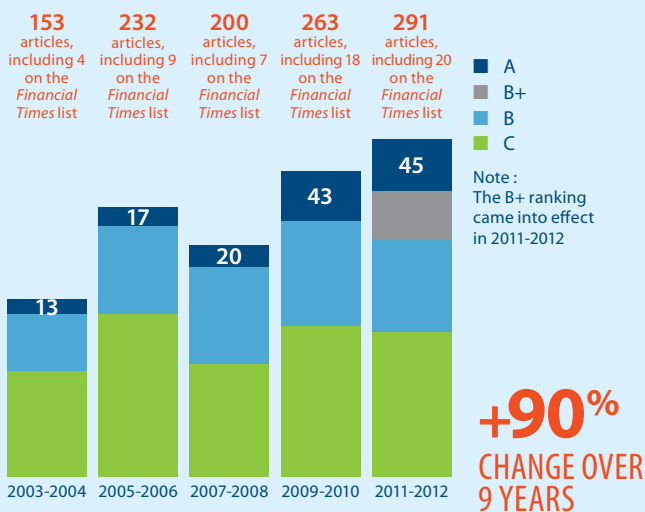
Research at HEC Montréal has made remarkable progress over the past decade. Given these circumstances, the Research Office decided it would be appropriate to take stock of the evolution of research activities at the School since 2003. We considered three main indicators: (1) growth in the number of research chairs and units; (2) change in the total amount of grants received (in constant dollars) and; (3) increase in the number of publications.

The number of research chairs and units has grown by 18% since 2003, bringing the School's share of Canada Research Chairs from four to seven. Considering that the number of these chairs reflects the relative performance of the School's professors

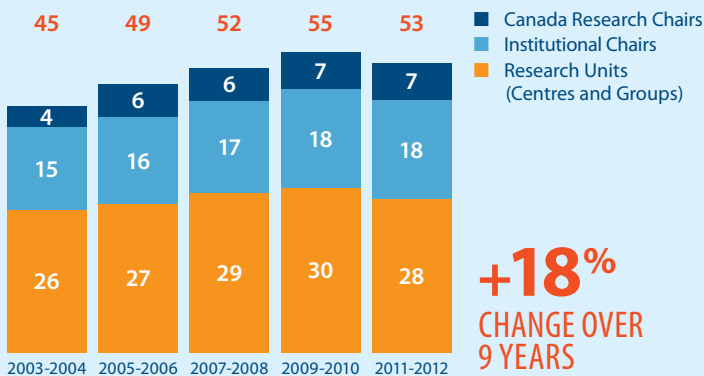
Continued on p.2

CHANGE IN THE NUMBER OF PUBLICATIONS

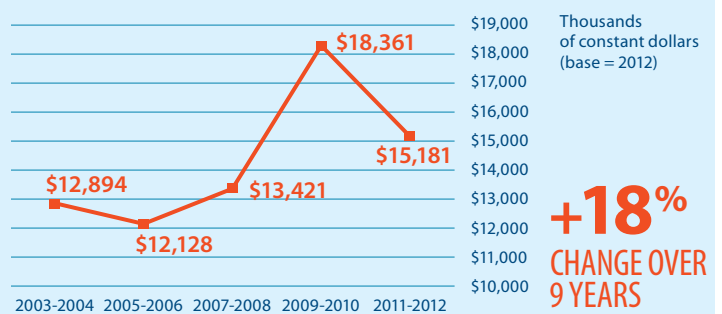
based on the ranking of articles



CHANGE IN THE NUMBER OF CHAIRS



CHANGE IN TOTAL GRANTS OBTAINED BY HEC MONTRÉAL IN CONSTANT DOLLARS



MAJOR GROWTH IN RESEARCH AT HEC MONTRÉAL

(Continued from page 1)

from the perspective of the federal granting agencies (NSERC, SSHRC and CIHR), it is not surprising to observe that the School's share of funding from these agencies has increased. Furthermore, the amount of total grants (in constant dollars) obtained from different sources of funding showed strong growth, rising from \$12,894,000 to \$15,181,000 (+18%). The year 2009-2010 was particularly exceptional, thanks to a major grant obtained from the Canada Foundation for Innovation and the Quebec government for the creation of the Calculation and Data Mining Laboratory (LACED).

The most impressive gain was observed in the number of publications in refereed scientific and professional journals, which rose from 153 to 291 articles, for a total increase of 90%. In the case of the most highly cited journals (Tier A), the number of publications increased from 13 to 45. Finally, the number of articles published in journals used by the *Financial Times* in compiling its international MBA rankings (40 journals from 2003 to 2009, and 45 journals since 2010), rose from 4 to 20 publications. This remarkable progress is a clear sign that the journals in which the School's professors regularly publish their work are not only internationally renowned, but also recognized by the *Financial Times* as important for the training of students in business management. The *Financial Times* is the most authoritative business and financial daily in Europe and the world. None of this progress would have been possible without the efforts of the School's academic departments to recruit professors with a research profile and without the unwavering support of the School's management, which has made it possible for the School to demonstrate its leadership in teaching and research in the French-speaking world.

Over the past six years, the Research Office has been marked by the following milestones:

- The creation of the *Midis de la recherche*, aimed at making the research performed at the School more accessible;
- The launch of *Flash Research*, a semi-annual newsletter highlighting the research activities of HEC Montréal's professors;
- The creation of the *Journée de la recherche*, associated with strategic research workshops;
- Participation in the review of the *Research Incentive Policy* and in the development of the *Professional Publication Incentive Policy*;
- Preparation of a comparative study on the research performance of HEC professors in relation to a sample of 17 business schools in Canada;
- Implementation of ongoing monitoring of the ethical conduct of research projects involving humans;
- Updating of HEC Montréal's *Policy on Ethical Conduct for Research Involving Humans*.

As I approach the end of my second term as Research Director, I would like to express my sincere gratitude to all the staff in the Research Office for their highly professional and dedicated work over the past years, particularly the current members of the Research Office: Léa Blandin, Sophie Briand, Chantal Drolet, Carole Laforge-Khang, Suzanne Lapierre, Éric Lefrançois, Benoît Lussier and Lucie St-Jacques. I have no doubt that the new Research Director, Robert Gagné, whose mandate begins on June 1st, will enjoy their full support. I wish him an excellent term over the next three years!

Jean-Claude Cosset
Research Director

THANK YOU, FRANCE!

Director of Operations in the Research Office from 2008 to 2012, France Rochette sadly passed away on February 22, 2013. France left a profound mark on her colleagues thanks to her dynamism, her professionalism and her kindness. I personally had the enormous pleasure of working with France, who was an exceptional collaborator and an outstanding manager. Her achievements are many, and over the past years, she played a key role in several projects undertaken by the Research Office. I would mention, in particular, her significant contribution to the initiation and implementation of infrastructure projects funded by the Canada Foundation for Innovation. All of the researchers and administrators who had the opportunity to work with France can attest to her dynamism, her dedication and her desire to do everything possible to make sure that the service offered to the School's faculty members by the Research Office was of the highest quality.

Jean-Claude Cosset



France Rochette

WELCOME TO OUR NEW RESEARCH DIRECTOR

It is with great pleasure that we welcome the new Director of Research at HEC Montreal, **Robert Gagné**, whose mandate begins on June 1st.



Robert Gagné

Robert Gagné is the Director of the Centre for Productivity and Prosperity and a Professor with **HEC Montréal's Institute of Applied Economics**. He holds a Ph.D. in Economics from the Université de Montréal and was Co-chair of the Council of the Federation Advisory Panel on Fiscal Imbalance in 2005-2006 and was Chair of the Task Force on Tax Assistance for the Resource Regions and the New Economy in 2007-2008. In 2009-2010, he acted as Co-Chair of the Advisory committee on Quebec's Public Finances.

Fellow of the Centre for Interuniversity Research and Analysis on Organizations (**CIRANO**) and associate member of **CIRPÉE**, Robert Gagné's main fields of interest are applied econometrics, industrial organization and public policies.

We thank him for accepting the challenges of his new position and wish him every success.

| INAUGURAL LECTURES

NOVEMBER 22, 2012

"LE MONDE DE LA GESTION ET CELUI DES OSBL: RENCONTRE DU 3^e TYPE?"

Johanne Turbide, Professor, Department of Accounting Studies

Johanne Turbide presented an overview of her research, which focuses mainly on governance and strategic and financial management in NPOs, a subject for which she has a professional passion.



FEBRUARY 13, 2013

Veronika Kisfalvi, Professor, Department of Management

"RACONTEZ-MOI UNE (AUTRE) HISTOIRE: LE STORYTELLING EN ENSEIGNEMENT ET EN RECHERCHE"

Veronika Kisfalvi presented her research, which draws on a psychodynamic conceptual framework to study leadership and the role of leaders' emotions and personal history in their strategic decision making.



A copy of the lectures can be obtained by contacting Carole Laforge-Khangji at: carole.laforge-khangji@hec.ca

↩ Summary

| RESEARCH DEVELOPMENT

PATENTS: ARE THEY INDISPENSABLE?



Commercialization = patent. This is an equation that is widely accepted in the academic community. It is, however, an inaccurate perception that leads many researchers to exclude the possibility of commercialization.

Professors, who are required to publish their research findings, ask themselves: “What’s the use of protecting my invention?” or “Why commercialize my invention if I intend to keep on publishing?” And yet, there have been a number of cases in the past that have demonstrated that the path to commercialization does not necessarily involve a patent application and is not an obstacle to continuing to do research and publish findings. This is particularly true in the case of social or human sciences innovations, many of which have high potential for commercialization: software, methodologies, research protocols, questionnaires, etc.

Publication: A barrier to commercialization?

Publishing research findings is not an obstacle. In fact, in some cases, it can actually be an advantage. The dissemination of research findings through traditional academic channels has in the past shown that publishing can contribute to the commercialization

Univalor has been commercializing innovations developed by Université de Montréal and its affiliates, including HEC Montréal, since 2001. While most people still tend to associate the commercialization of academic research with engineering and the physical and health sciences, HEC Montréal has proven that the innovations coming out of business schools can also be successfully transferred.

of innovations developed by HEC Montréal. The publicity generated by these publications leads to increased interest on the part of industry. Univalor has already demonstrated that it is possible to grant a license to a partner without a patent.

“The expertise of the professor is often so extensive that a patent is not necessary,” explains Jean Elsliger, Executive Director of Research Development and Technology Transfer at HEC Montréal. “The level of investment needed to acquire the professor’s knowledge and expertise is such that it places the entry barrier higher for any potential competitors.”

Looking beyond royalties

“The advantages of commercialization go well beyond royalties,” adds Mr. Elsliger. “The spin-off benefits for the researcher are just as valuable. In some cases, there is greater interest in the data obtained than in royalties.”

Licensing agreement means more time for research for Céline Bareil

A good example is the license granted by Univalor to Brio Conseils for a method of assessing the concerns of employees faced with organizational change. This method was developed by Céline Bareil, Associate Professor in the Department of Management at HEC Montréal. “Following the publication of my book *Gérer le volet humain du changement*, in 2004, several organizations approached me to conduct a diagnosis of the

concerns of different employee groups affected by a change,” explains Ms Bareil. “If I had responded to their requests, I wouldn’t have been able to pursue my research further. But with the arrival of Brio Conseils as a partner, I was able to focus on my research.” By expanding the field of application of her method to more companies thanks to the intervention of Brio Conseils, Ms Bareil was able to gain access to much more data and information than would have been possible without this partnership.

The first stage of the commercialization process is a collaboration with the HEC Montréal Research Development and Technology Transfer Department. “When we see a promising product with market potential, we offer our support to professor-researchers for the commercialization process, which is admittedly a demanding process,” explains Mr. Elsliger.

This process is carried out in partnership with Univalor. “Our role is to identify the best business partner possible, while preserving the rights of the institution and the researchers to the invention for teaching and research purposes,” explains Normand Gadoury, Manager, Business Development, Science and Engineering at Univalor. “When a license is granted to a third party, we intervene in several ways, notably by negotiating licensing agreements, establishing the required performance benchmarks for the partner and

managing the distribution of royalties.”

imarklab: Commercializing innovation... creatively

Where justified by the model, Univalor also plays a support role in business start-ups, as was the case for imarklab. Taking into account the extremely competitive environment facing companies today, the RBC Financial Group Chair of E-Commerce at HEC Montréal developed the imarkscore index, which evaluates the quality of companies’ interactive presence by analyzing the performance of their website, their social media activities, their performance on search engines and their mobile sites and applications.

Over the past few years, the research team, along with Univalor and Jean Elsliger, evaluated several models with a view to ensuring the long-term viability of the Chair’s activities regarding the use of this tool. “The Chair was receiving more and more requests for consulting services from industry, which was increasingly posing a challenge for the production of scientific research and knowledge. So creating an enterprise to commercialize this knowledge seemed to be the ideal solution,” mentions Thomas Martinuzzo, Manager, Business Development, Science and Engineering at Univalor. The company imarklab, which manages the imarkscore index, was incorporated in 2011.

[Continued on p.12](#)

NEW GRANTS

SSHRC – Connection Grants

LANGLEY, Ann, *29th Colloquium of the European Group for Organizational Studies, 2013*, \$50,000.

SSHRC – Insight Grants

COSSET, Jean-Claude, *Privatization and Government Ownership: Their Impact on Firm Decisions and Financial Markets*, \$186,887.

HAFSI, Taïeb, *The Multiple Nature of Board Diversity and its Effects on Organizational Outcomes*, \$87,400.

LANGLEY, Ann, *Strategy and Identity Work*, \$152,000.

LÉVESQUE, Christian, *Dynamiques territoriales et capacités d'innovations en gestion de l'emploi et du travail. Regard croisé dans l'industrie aérospatiale*, \$336,312.

ZACCOUR, Georges, *Exploitation viable, développement durable et gestion des ressources naturelles*, \$375,000.

NSERC – Discovery Grants

BEN AMEUR, Hatem, *Stochastic Dynamic Programming and Monte Carlo Simulation for Valuing Corporate Debts*, \$120,000.

JABALI, Ola, *Freight Transportation Planning*, \$120,000.

LÉGER, Pierre-Majorique, *Systèmes intelligents visant à soutenir de manière non intrusive la collaboration de travailleurs du savoir*, \$105,000

PERRON, Sylvain, *Column Generation for Clustering and Vehicle Routing Problems*, \$105,000.

RÉMILLARD, Bruno, *Statistical Tests Based on Empirical Processes*, \$23,000.

SUCCESS RATE IN THE LATEST COMPETITION OF THE MAIN RESEARCH GRANTING COUNCILS:

42% (SSHRC)* 47% (FRQSC)
83% (NSERC) 100% (FRQNT)

Total of \$2.9 million in grants awarded to HEC Montréal professors

* For SSHRC Insight Grants program, HEC Montréal's success rate is 42%, that is twice the national success rate of 21%.

FRQNT – Team Research Projects

CORDEAU, Jean-François, *Méthodes d'optimisation appliquées à la planification intégrée de la production et de la distribution*, \$117,000.

FRQSC – Concerted Action Program – Academic Research on Road Safety (FRQSC, SAAQ, FRQS)

CHEBAT, Jean-Charles, *Adaptation des messages préventifs à l'orientation régulatrice des conducteurs*, \$90,808.

FRQSC – Start-Up Program for New Research Professors

CHAIGNEAU, Pierre, *L'effet du risque de renouvellement de crédit sur la détention de liquidités et sur l'émission jointe de dette*, \$39,600.

COSSETTE, Michel, *Offrir une performance de service optimale: une approche interactive individu/organisation*, \$39,600.

JOURDAIN, Geneviève, *Présentisme: l'influence des pratiques de gestion à haute implication et les conséquences sur la santé et la performance au travail*, \$39,600.

REID, Wendellyn, *Au début de la philanthropie dans les organisations artistiques à but non lucratif: Une étude sur la gouvernance et le changement*, \$39,600.

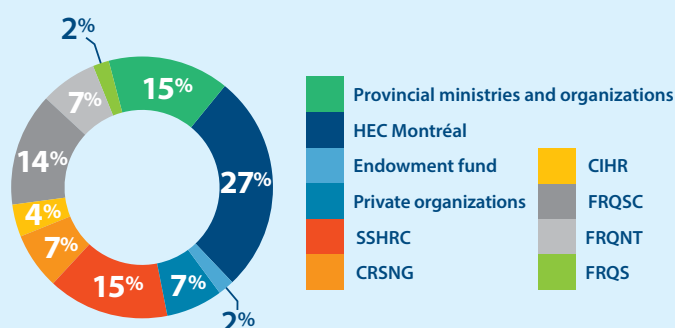
FRQSC – Research Team Support Program

LÉVESQUE, Christian, *Dynamiques territoriales et avantage compétitif institutionnel: les processus d'innovation en matière d'emploi et de travail*, \$511,104.

ROULEAU, Linda, *La pratique de la stratégie*, \$353,760.

TOTAL RESEARCH GRANTS OBTAINED BY HEC MONTRÉAL IN 2011-2012: \$15.2 MILLION

Breakdown of 2011-2012 grants by source



| PUBLICATIONS

**ARTICLES ON THE FINANCIAL TIMES, BUSINESS WEEK
AND UNIVERSITY OF TEXAS AT DALLAS LISTS**

(PERIOD OF JUNE 1 TO NOVEMBER 30, 2012)

BENNASR, Hamdi, BOUBAKRI, Narjess, **COSSET, Jean-Claude**. "The Political Determinants of the Cost of Equity: Evidence from Newly Privatized Firms," *Journal of Accounting Research*, Vol. 50, no. 3, June 2012, p. 605-646.

BEBEGLIA, Gerardo, **CORDEAU, Jean-François, LAPORTE, Gilbert**. "A Hybrid Tabu Search and Constraint Programming Algorithm for the Dynamic Dial-a-Ride Problem," *INFORMS Journal on Computing*, Vol. 24, no. 3, Summer 2012, p. 343-355.

CRILLY, Donal, **SLOAN, Pamela**. "Enterprise Logic: Explaining Corporate Attention to Stakeholders from the 'Inside-Out,'" *Strategic Management Journal*, Vol. 33, no. 10, October 2012, p. 1174-1193.

GABALI, Olla (JABALI, Ola), VAN WOENSEL, Tom, DE KOK, A.G. "Analysis of Travel Times and CO₂ Emissions in Time-Dependent Vehicle Routing," *Production and Operations Management*, Vol. 21, no. 6, November-December 2012, p. 1060-1074.

GUILLEMETTE, Manon, **PARÉ, Guy**. "Toward a New Theory of the Contribution of the IT Function in Organizations," *MIS Quarterly*, Vol. 36, no. 2, June 2012, p. 529-551.

JOZEFOWIEZ, Nicolas, **LAPORTE, Gilbert, SEMET, Frédéric J.** "A Generic Branch-and-Cut Algorithm for Multiobjective Optimization Problems: Application to the Multilabel Traveling Salesman Problem," *INFORMS Journal on Computing*, Vol. 24, no. 4, Fall 2012, p. 554-564.

RIVARD, Suzanne, LAPOINTE, Liette. "Information Technology Implementers' Responses to User Resistance: Nature and Effects," *MIS Quarterly*, Vol. 36, no. 3, September 2012, p. 897-920.

ARTICLES IN REFEREED SCIENTIFIC JOURNALS

(PERIOD OF JUNE 1 TO NOVEMBER 30, 2012)

ANNABI, Amira, **BRETON, Michèle, FRANÇOIS, Pascal**. "Game Theoretic Analysis of Negotiations under Bankruptcy," *European Journal of Operational Research*, Vol. 221, no. 3, September 2012, p. 603-613.

ARCAND, Manon, **NANTEL, Jacques**. "Uncovering the Nature of Information Processing of Men and Women Online: The Comparison of Two Models Using the Think-Aloud Method," *Journal of Theoretical and Applied Electronic Commerce Research*, Vol. 7, no. 2, August 2012, p. 106-120.

ARCAND, Sébastien, DUPUIS, Jean-Pierre, LANGIS, Stéphanie. "Language Skills and Efficient Knowledge Transfer: Evaluating Possibilities from the Case of Young Managers," *The International Journal of Knowledge, Culture and Change Management*, Vol. 11, no. 4, 2012, p. 297-315.

AUBERT, Benoit A., HOUDE, Jean-François, PATRY, Michel, RIVARD, Suzanne. "A Multi-Level Investigation of Information Technology Outsourcing," *Journal of Strategic Information Systems*, Vol. 21, no. 3, September 2012, p. 233-244.

BAUWENS, Luc, **ROMBOUTS, Jeroen**. "On Marginal Likelihood Computation in Change-point Models," *Computational Statistics & Data Analysis*, Vol. 56, no. 11, November 2012, p. 3415-3429.

BEN ABDALLAH, Ramzi, **BEN AMEUR, Hatem, BRETON, Michèle**. "Pricing the Chicago Board of Trade T-Bond Futures," *Quantitative Finance*, Vol. 12, no. 11, November 2012, p. 1663-1678.

BEN AMOR, Mourad, **PINEAU, Pierre-Olivier, GAUDREULT, Caroline, SAMSON, Réjean**. "Assessing the Economic Value of Renewable Distributed Generation in the Northeastern American Market," *Renewable & Sustainable Energy Reviews*, Vol. 16, no. 8, October 2012, p. 5687-5695.

BEN DOR, Arik, JAGANNATHAN, Ravi, **MEIER, Iwan, XU, Zhe**. "What Drives the Tracking Error of Hedge Fund Clones?" *The Journal of Alternative Investments*, Vol. 15, no. 2, Fall 2012, p. 54-74.

BENLIAN, Alexander, **TITAH, Ryad, HESS, Thomas**. "Differential Effects of Provider Recommendations and Consumer Reviews in E-Commerce Transactions: An Experimental Study," *Journal of Management Information Systems*, Vol. 29, no. 1, Summer 2012, p. 231-265.

BERTHELOT, Sylvie, **FRANCOEUR, Claude, LABELLE, Réal**. "Corporate Governance Mechanisms, Accounting Results and Stock Valuation in Canada," *International Journal of Managerial Finance*, Vol. 8, no. 4, 2012, p. 332-343.

BETTINELLI, Andrea, **HANSEN, Pierre, LIBERTI, Léo**. "Algorithm for Parametric Community Detection in Network," *Physical Review E*, Vol. 86, no. 1, July 2012, 11 p.

BOILEAU, Martin, **NORMANDIN, Michel**. "Do Tax Cuts Generate Twin Deficits? A Multi-Country Analysis," *Canadian Journal of Economics - Revue canadienne d'économique*, Vol. 45, no. 4, November 2012, p. 1667-1699.

- BORDENAVE, Charles, GENDREAU, Michel, **LAPORTE, Gilbert**. "A Branch-and-Cut Algorithm for the Preemptive Swapping Problem," *Networks*, Vol. 59, no. 4, July 2012, p. 387-399.
- BOUBAKRI, Narjess, **COSSET, Jean-Claude**, SAFFAR, Walid. "The Impact of Political Connections on Firms' Operating Performance and Financing Decisions," *The Journal of Financial Research*, Vol. XXXV, no. 3, Fall 2012, p. 397-423.
- BOUJBEL, Lilia, **D'ASTOUS, Alain**. "Voluntary Simplicity and Life Satisfaction: Exploring the Mediating Role of Consumption Desires," *Journal of Consumer Behavior*, Vol. 11, no. 6, November-December 2012, p. 487-494.
- BRETON, Michèle**, KHARBACH, Mohammed. "Transportation and Storage Under a Dynamic Price Cap Regulation Process," *Energy Economics*, Vol. 34, no. 4, July 2012, p. 918-929.
- BRIEN, Maryse, FOREST, Jacques, MAGEAU, Geneviève A., BOUDRIAS, Jean-Sébastien, DESRUMAUX, Pascale, BRUNET, Luc, **MORIN, Estelle M.** "The Basic Psychological Needs at Work Scale: Measurement Invariance between Canada and France," *Applied Psychology: Health and Well-Being*, Vol. 4, no. 2, July 2012, p. 167-187.
- CARBONNEAU, Réal, **CAPOROSSI, Gilles, HANSEN, Pierre**. "Extensions to the Repetitive Branch and Bound Algorithm for Globally Optimal Clusterwise Regression," *Computers & Operations Research*, Vol. 39, no. 11, November 2012, p. 2748-2762.
- CENESIZOGLU, Tolga**, TIMMERMANN, Allan. "Do Return Prediction Models Add Economic Value?" *Journal of Banking & Finance*, Vol. 36, no. 11, November 2012, p. 2974-2987.
- CHARLAND, Patrick, ALLAIRE-DUQUETTE, Geneviève, **LÉGER, Pierre-Majorique**. "Collecting Neurophysiological Data to Investigate Users' Cognitive States During Game Play," *GSTF Journal on Computing*, Vol. 2, no. 3, October 2012, p. 20-24.
- CHEN, Ming-Jer, **MILLER, Danny**. "Competitive Dynamics: Themes, Trends, and a Prospective Research Platform," *Academy of Management Annals*, Vol. 6, no. 1, June 2012, p. 135-210.
- COELHO, Leandro, **CORDEAU, Jean-François, LAPORTE, Gilbert**. "The Inventory-Routing Problem with Transshipment," *Computers & Operations Research*, Vol. 39, no. 11, November 2012, p. 2537-2548.
- COELHO, Leandro, **CORDEAU, Jean-François, LAPORTE, Gilbert**. "Consistency in Multi-Vehicle Inventory-Routing," *Transportation Research Part C-Emerging Technologies*, Vol. 24, October 2012, p. 270-287.
- COHENDET, Patrick Serge R.**, GAFFARD, Jean Luc. "Coordination, incitation et création de connaissance," *Management international*, Vol. 16, special edition, 2012, p. 11-19.
- COITEUX, Martin**. "La mondialisation et le quasi pouvoir de régulation des ONG à vocation politique," *Management international*, Vol. 16, no. 4, Summer 2012, p. 57-69.
- CONTRERAS AGUILAR, Ivan Alonso, **CORDEAU, Jean-François, LAPORTE, Gilbert**. "Exact Solution of Large-Scale Hub Location Problems with Multiple Capacity Levels," *Transportation Science*, Vol. 46, no. 4, November 2012, p. 439-459.
- CORDEAU, Jean-François**, MAISCHBERGER, Mirko. "A Parallel Iterated Tabu Search Heuristic for Vehicle Routing Problems," *Computers & Operations Research*, Vol. 39, no. 9, September 2012, p. 2033-2050.
- COSSETTE, Michel, GOSSELIN, Alain**. "Quitter, rester ou progresser? Les profils d'intentions des agents en centre d'appels," *Relations industrielles-Industrial Relations*, Vol. 67, no. 4, 2012, p. 703-725.
- CRONAN, Timothy Paul, **LÉGER, Pierre-Majorique, ROBERT, Jacques, BABIN, Gilbert**, CHARLAND, Patrick. "Comparing Objective Measures and Perceptions of Cognitive Learning in an ERP Simulation Game: A Research Note," *Simulation & Gaming*, Vol. 43, no. 4, August 2012, p. 461-480.
- DAHER, Wassim, MIRMAN, Leonard J., **SANTUGINI, Marc**. "Information in Cournot: Signaling with Incomplete Control," *International Journal of Industrial Organization*, Vol. 30, no. 4, July 2012, p. 361-370.
- DA SILVA, Laurent, **VINCENT, Nicolas**. "Taux de change et décisions d'investissement au Canada : une analyse réalisée au niveau des emplacements," *Canadian Public Policy - Analyse de politiques*, Vol. XXXVIII, no. 3, 2012, p. 375-393.
- DINIZ, Eduardo, BIROCHI, René, **POZZEBON, Marlei**. "Triggers and Barriers to Financial Inclusion: The Use of ICT-based Branchless Banking in an Amazon County," *Electronic Commerce Research and Applications*, Vol. 11, no. 5, September-October 2012, p. 484-494.
- DIONNE, Georges**, LAAJIMI, Sadok. "On the Determinants of the Implied Default Barrier," *Journal of Empirical Finance*, Vol. 19, no. 3, June 2012, p. 395-408.
- DI VITO, Jacqueline, BOZEC, Yves**. "Controlling Shareholder Entrenchment, Corporate Governance and Corporate Performance," *International Journal of Accounting and Finance*, Vol. 3, no. 3, 2012, p. 273-289.
- DOSTIE, Benoit, DUPRÉ, Ruth**. "'The People's Will': Canadians and the 1898 Referendum on Alcohol Prohibition," *Explorations in Economic History*, Vol. 49, October 2012, p. 498-515.
- DUCHESNE, Pierre, GHOUDI, Kilani, **RÉMILLARD, Bruno**. "On Testing for Independence Between the Innovations of Several Time Series," *Canadian Journal of Statistics - Revue canadienne de statistique*, Vol. 40, no. 3, September 2012, p. 447-479.
- DUPUIS, Jean-Pierre**. "Enquête sur les relations problématiques entre Français et Québécois francophones," *Recherches socio-graphiques*, Vol. 53, no. 2, May-August 2012, p. 357-387.
- DUPUIS, Jean-Pierre**. "Performance et organisation multiculturelle : le cas d'entreprises montréalaises," *Les Cahiers du Cedimes*, Vol. 5, no. 2, Summer 2011 (publication 2012), p. 9-28.
- EYLAND, Terry, **ZACCOUR, Georges**. "Strategic Effects of a Border Tax Adjustment," *International Game Theory Review*, Vol. 14, no. 3, 2012, 22 p.

GALBRAITH, John W., **VAN NORDEN, Simon**. "Assessing Gross Domestic Product and Inflation Probability Forecasts Derived from Bank of England Fan Charts," *Journal of the Royal Statistical Society - Series A*, Vol. 175, no. 3, 2012, p. 713-727.

GAUTHIER, Geneviève, SIMONATO, Jean-Guy. "Linearized Nelson-Siegel and Svensson Models for the Estimation of Spot Interest Rates," *European Journal of Operational Research*, Vol. 219, no. 2, June 2012, p. 442-451.

GUILLEMETTE, Manon Ghislaine, **PARÉ, Guy**. "Transformation of the Information Technology Function in Organizations: A Case Study in the Manufacturing Sector," *Canadian Journal of Administrative Sciences - Revue canadienne des sciences de l'administration*, Vol. 29, no. 2, June 2012, p. 177-190.

HARBOUR, Michelle; **KISFALVI, Veronika**. "Looking Desperately for Courage or How to Study a Polysemic Concept," *Qualitative Research in Organizations and Management*, Vol. 7, no. 2, 2012, p. 166-188.

HARVEY, Jean-François. "Managing Organizational Memory with Intergenerational Knowledge Transfer," *Journal of Knowledge Management*, Vol. 16, no. 3, 2012, p. 400-417.

HENNEBERT FAULKNER, Marc-Antonin, FAIRBROTHER, Peter David, LÉVESQUE, Christian. "The Mobilization of International Framework Agreements: A Source of Power for Social Actors?" *Comparative Labor Law & Policy Journal*, Vol. 33, no. 4, summer 2012, p. 691-714.

LAMBERT, Caroline, **SPONEM, Samuel**. "Roles, Authority and Involvement of the Management Accounting Function: A Multiple Case-study Perspective," *European Accounting Review*, Vol. 21, no. 3, 2012, p. 565-589.

LANDRY, Guylaine, **VANDENBERGHE, Christian**. "Relational Commitments in Employee-Supervisor Dyads and Employee Job Performance," *Leadership Quarterly*, Vol. 23, no. 3, June 2012, p. 293-308.

LANGLEY, Ann, GOLDEN-BIDDLE, Karen, REAY, Trish, DENIS, Jean-Louis, HÉBERT, Yann, LAMOTHE, Lise, GERVAIS, Julie. "Identity Struggles in Merging Organizations: Renegotiating the Sameness-Difference Dialectic," *Journal of Applied Behavioral Science*, Vol. 48, no. 2, June 2012, p. 135-167.

LANOIE, Paul, ROCHON-FABIEN, Alexandra. "Promoting Pollution Prevention in Small Businesses: Costs and Benefits of the «Enviroclub» Initiative," *Canadian Public Policy - Analyse de politiques*, Vol. 38, no. 2, June 2012, p. 217-232.

LAPORTE, Gilbert, PASCOAL, Marta M.B. "The Pipeline and Valve Location Problem," *European Journal of Industrial Engineering*, Vol. 6, no. 3, 2012, p. 301-321.

LAURENT, Sébastien, **ROMBOUTS, Jeroen, VIOLANTE, Francesco**. "On the Forecasting Accuracy of Multivariate GARCH Models," *Journal of Applied Econometrics*, Vol. 27, no. 6, September-October 2012, p. 934-955.

LÉGER, Pierre-Majorique, CRONAN, Paul, CHARLAND, Patrick, PELLERIN, Robert, BABIN, Gilbert, ROBERT, Jacques. "Authentic OM Problem Solving in an ERP Context," *International Journal of Operations & Production Management*, Vol. 32, no. 12, 2012, p. 1375-1394.

LEI, Hongtao, **LAPORTE, Gilbert, GUO, Bo**. "Districting for Routing with Stochastic Customers," *EURO Journal on Transportation and Logistics*, Vol. 1, nos. 1-2, June 2012, p. 67-85.

LEMPONEN, Riina, **LAROCQUE, Denis, NEVALAINEN, Jaakko, HANNU, Oja**. "Weighted Rank Tests and Hodges-Lehmann Estimates for the Multivariate Two-Sample Location Problem with Clustered Data," *Journal of Nonparametric Statistics*, Vol. 24, no. 4, 2012, p. 977-991.

LEROUX, Justin, RIZZO, John A., SICKLES, Robin. "The Role of Self-Reporting Bias in Health, Mental Health and Labor Force Participation: A Descriptive Analysis," *Empirical Economics*, Vol. 43, no. 2, October 2012, p. 525-536.

LEROUX, Justin, MARROUCH, Walid. "Bargaining with Linked Disagreement Points," *Strategic Behavior and the Environment*, Vol. 2, no. 3, September 2012, p. 259-277.

LIMBOURG, Sabine, SCHYNS, Michaël, **LAPORTE, Gilbert**. "Automatic Aircraft Cargo Load Planning," *Journal of the Operational Research Society*, Vol. 63, no. 9, September 2012, p. 1271-1283.

LOMBARDO, Giovanni, **RAVENNA, Federico**. "The Size of the Tradable and Non-tradable Sectors: Evidence from Input-output Tables for 25 Countries," *Economics Letters*, Vol. 116, no. 3, September 2012, p. 558-561.

MAFAKHERI, Fereshteh, **BRETON, Michèle, CHAUHAN, Satyaveer Singh**. "Project-to-Organization Matching: An Integrated Risk Assessment Approach," *International Journal of Information Technology Project Management*, Vol. 3, no. 3, 2012, p. 45-59.

MARROUCH, Walid, **SINCLAIR-DESGAGNÉ, Bernard**. "Emission Taxes when Pollution Depends on Location," *Environment and Development*, Vol. 17, no. 4, August 2012, p. 433-443.

MARTEL, Louise, PAUL, Diane. "Floriculture du Suroît," *Accounting Perspectives - Perspectives comptables*, Vol. 11, no. 3, Fall 2012, p. 212-224.

MARTIN-HERRAN, Guiomar, **TABOUBI, Sihem, ZACCOUR, Georges**. "Dual Role of Price and Myopia in a Marketing Channel," *European Journal of Operational Research*, Vol. 219, no. 2, June 2012, p. 284-295.

MESNY, Anne, MAILHOT, Chantale. "Control and Traceability of Research Impact on Practice: Reframing the 'Relevance Gap' Debate in Management," *M@n@gement*, Vol. 15, no. 2, 2012, p. 180-207.

NOLLET, Jean, REBOLLEDO, Claudia, POPEL, Victoria. "Becoming a Preferred Customer One Step at a Time," *Industrial Marketing Management*, Vol. 41, no. 8, November 2012, p. 1186-1193.

ORTIZ DE GUINEA LOPEZ DE ARANA, Ana, WEBSTER, Jane, STAPLES, Sandy D. "A Meta-Analysis of the Consequences of Virtualness on Team Functioning," *Information & Management*, Vol. 49, no. 6, October 2012, p. 301-308.

OUMET, Gérard. "Analyse comparative du leadership transformationnel et du leadership narcissique," *Psychologie du travail et des organisations*, Vol. 18, no. 3, September 2012, p. 277-290.

OUTREVILLE, Jean-François. "Les services d'assurance : mesure de leur rôle et création de valeur ajoutée," *Revue d'économie financière*, no. 106, June 2012, p. 63-75.

OUTREVILLE, Jean-François. "The Geneva Risk and Insurance Review 2011: A Catalyst for New Research Ideas," *Geneva Papers on Risk and Insurance - Issues and Practice*, Vol. 37, no. 3, July 2012, p. 594-602.

OUTREVILLE, Jean-François. "A Note on Geographical Diversification and Performance of the World's Largest Reinsurance Groups," *Multinational Business Review*, Vol. 20, no. 4, 2012, p. 376-391.

PANACCIO, Alexandra-Joëlle, **VANDENBERGHE, Christian.** "Five-Factor Model of Personality and Organizational Commitment: The Mediating Role of Positive and Negative Affective States," *Journal of Vocational Behavior*, Vol. 80, no. 3, June 2012, p. 647-658.

PARRAGH, Sophie N., **CORDEAU, Jean-François**, DOERNER, Karl F., HARTL, Richard F. "Models and Algorithms for the Heterogeneous Dial-a-Ride Problem with Driver-related Constraints," *OR Spectrum*, Vol. 34, no. 3, July 2012, p. 593-633.

POZZEBON, Marlei, MAILHOT, Chantale. "Citizens Engaged to Improve the Sustainability and Quality of Life of Their Cities: The Case of Nossa Sao Paulo," *Journal of Change Management*, Vol. 12, no. 3, September 2012, p. 301-321.

POZZEBON, Marlei, DINIZ, Eduardo. "Theorizing ICT and Society in the Brazilian Context: A Multilevel, Pluralistic and Remixable Framework," *Brazilian Administration Review*, Vol. 9, no. 3, July-September 2012, p. 287-307.

QIAN, Fubin, GRIBKOVSKAIA, Irina, **LAPORTE, Gilbert**, HALSKAU, Oyvind. "Passenger and Pilot Risk Minimization in Offshore Helicopter Transportation," *Omega*, Vol. 40, no. 5, October 2012, p. 584-593.

RAKKE, Jorgen G., CHRISTIANSEN, Marielle, FAGERHOLT, Kjetil, **LAPORTE, Gilbert.** "The Traveling Salesman Problem with Draft Limits," *Computers & Operations Research*, Vol. 39, no. 9, September 2012, p. 2161-2167.

RÉMILLARD, Bruno, PAPAGEORGIOU, Nicolas, SOUSTRA, Frederic. "Copula-Based Semiparametric Models for Multivariate Time Series," *Journal of Multivariate Analysis*, Vol. 110, September 2012, p. 30-42.

RIBEIRO, Celso C., **LAPORTE, Gilbert**, MAURI, Geraldo Regis. "A Comparison of Three Metaheuristics for the Workover Rig Routing Problem," *European Journal of Operational Research*, Vol. 220, no. 1, July 2012, p. 28-36.

ROY, Marie-Hélène, **LAROCQUE, Denis.** "Robustness of Random Forests for Regression," *Journal of Nonparametric Statistics*, Vol. 24, no. 4, 2012, p. 993-1006.

SALAZAR AGUILAR, María Angélica, LANGEVIN, André, **LAPORTE, Gilbert.** "Synchronized Arc Routing for Snow Plowing Operations," *Computers & Operations Research*, Vol. 39, no. 7, July 2012, p. 1432-1440.

SOLYALI, Oguz, **CORDEAU, Jean-François, LAPORTE, Gilbert.** "Robust Inventory Routing Under Demand Uncertainty," *Transportation Science*, Vol. 46, no. 3, August 2012, p. 327-340.

SOTIROPOULOS, Veneta, **D'ASTOUS, Alain.** "Social Networks and Credit Card Overspending Among Young Adult Consumers," *Journal of Consumer Affairs*, Vol. 46, no. 3, Fall 2012, p. 457-484.

TESSIER, Sophie, OTLEY, David. "A Conceptual Development of Simons' Levers of Control Framework," *Management Accounting Research*, Vol. 23, no. 3, September 2012, p. 171-185.

TESSIER, Sophie. "From Field Notes, to Transcripts, to Tape Recordings: Evolution or Combination?" *International Journal of Qualitative Methods*, Vol. 11, no. 4, 2012, p. 447-460.

TESSIER, Sophie, OTLEY, David. "From Management Controls to the Management of Controls," *Accounting, Auditing & Accountability Journal*, Vol. 25, no. 5, 2012, p. 776-805.

TÊTU, Bernard, BOULANGER, Jean, HOUDE, Christine, FORTIN, Jean-Paul, GAGNON, Marie-Pierre, ROCH, Geneviève, **PARÉ, Guy, TRUDEL, Marie-Claude**, SICOTTE, Claude. "Le réseau de télépathologie de l'Est du Québec : un véritable projet collectif," *Médecine/Sciences*, Vol. 28, no. 11, November 2012, p. 993-999.

THAI, Mai Thi Thanh, CHOY CHONG, Li, AGRAWAL, Narendra M. "Straussian Grounded Theory: An Illustration," *The Qualitative Report*, Vol. 17, no. 52, September 2012, p. 1-55.

TREMBLAY, Michel, CHÊNEVERT, Denis, HÉBERT, Audrey. "Le rôle des conditions de travail dans la satisfaction et la loyauté des infirmières d'agence au Québec," *Relations industrielles - Industrial Relations*, Vol. 67, no. 3, 2012, p. 477-504.

TRUONG, Dothang, LE, Thuong T., **SÉNÉCAL, Sylvain**, SUBBARAO, S. "Electronic Marketplace: A Distinct Platform for Business-to-Business (B-to-B) Procurement," *Journal of Business-to-Business Marketing*, Vol. 19, no. 3, July 2012, p. 216-247.

TURKINA, Ekaterina, POSTNIKOV, Evgeny. "Cross-Border Inter-Firm Networks in the European Union's Eastern Neighbourhood: Integration via Organizational Learning," *Journal of Common Market Studies*, Vol. 50, no. 4, July 2012, p. 632-652.

VANDENBERGHE, Christian, PANACCIO, Alexandra-Joëlle. "Perceived Sacrifice and Few Alternatives Commitments: The Motivational Underpinnings of Continuance Commitment's Subdimensions," *Journal of Vocational Behavior*, Vol. 81, no. 1, August 2012, p. 59-72.

ARTICLES IN REFEREED PROFESSIONAL JOURNALS

(PERIOD OF JUNE 1 TO NOVEMBER 30, 2012)

ARCAND, Sébastien, HERNANDEZ BAEZ, Annabel. "Gestion de soi : Les cadres expatriés au Mexique : défis et conseils clés," *Gestion - revue internationale de gestion*, Vol. 37, no. 2, Summer 2012, p. 15-22.

BOYER, Martin, FAVARO, Amélie, **STENTOFT, Lars**. "Pricing Survivor Forward and Swaps in Incomplete Markets Using Simulation Techniques," *Longevity Risk Management for Institutional Investors*, no. 1, Fall 2012, p. 69-87.

BRUNET, Johanne, DESCHÊNES, Jonathan, LAMBERT, Emanuelle. "Gestion des magasins entrepôts : défis et stratégies," *Gestion - revue internationale de gestion*, Vol. 37, no. 2, Summer 2012, p. 85-93.

CHARLAND, Patrick, **LÉGER, Pierre-Majorique**. "De nouvelles méthodologies de recherche pour mesurer l'engagement cognitif d'apprenants en science et technologie," *Spectre*, Vol. 42, November 2012, p. 26-29.

DALLAIRE, Géraldine, **COLBERT, François**. "Sustainable Development and Cultural Policy: Do They Make a Happy Marriage," *ENCATC Journal of Cultural Management and Policy*, Vol. 2, no. 1, 2012, p. 6-11.

DESCHAMPS, Bérangère, **CISNEROS MARTINEZ, Luis Felipe**. "Co-leadership en succession familiale : un partage à définir," *Entreprendre & Innover*, Vol. 2, no. 14, September 2012, p. 49-57.

DOMARD, Jean-Michel, **LANOIE, Paul**. "Des bâtiments écologiques : un moyen d'améliorer la rentabilité des organisations," *Gestion - revue internationale de gestion*, Vol. 37, no. 3, Fall 2012, p. 68-76.

DULIPOVICI, Alina Maria, CAMERON, Ann-Frances. "We Gave Them a Tool, but Hardly Anyone's Using It! Untangling the Knowledge Management Dilemma at TPA," *International Journal of Case Studies in Management*, Vol. 10, no. 3, September 2012, 33 p.

GAUDET, Marie-Claude, **TREMBLAY, Michel**. "Les oubliés du leadership : comprendre l'effet des leadership de structure et de considération sur la rétention et la performance discrétionnaire des ressources humaines," *@GRH*, no. 3, 2012, p. 11-42.

JOLY, Allain. "Comprendre le cycle émotionnel des expatriés de longue durée pour mieux le gérer," *Gestion - revue internationale de gestion*, Vol. 37, no. 2, Summer 2012, p. 54-63.

LÉVESQUE, Raymonde, **KISFALVI, Veronika**. "Lili-Anna Peresa: Pour faire une différence," *International Journal of Case Studies in Management*, Vol. 10, no. 3, September 2012, 45 p.

MORIN, Danielle. "Les auditeurs législatifs : héros intouchables ?" *Télescope*, Vol. 18, no. 3, Fall 2012, p. 110-130.

NTYONGA-PONO, Marie-Pierrette, **RAYNAULD, Jacques, GERBÉ, Olivier**. "Le sac d'école électronique : un outil technologique pouvant faciliter la mise en place de l'alignement curriculaire," *Canadian Journal of Learning and Technology - La Revue canadienne de l'apprentissage et de la technologie*, Vol. 38, no. 2, 2012, 16 p.

SARDAIS, Cyrille, MILLER, Danny. "Qu'est-ce que le leadership ?" *Gestion - revue internationale de gestion*, Vol. 37, no. 3, Fall 2012, p. 77-84.

TCHOKOGUÉ, André, JIE, Pan, PICARD-DUFRESNE, Pierre. "La planification des opérations de production et de distribution chez NEUTRON inc.," *International Journal of Case Studies in Management*, Vol. 10, no. 3, September 2012, 36 p.

TYAGI, Rajesh Kumar, PICCOTTI, Jen. "A Service Framework," *Quality Progress*, October 2012, p. 40-45.

| NEW PROFESSORS

INSTITUTE OF APPLIED ECONOMICS

Ana Damas De Matos
Assistant Professor

Ph.D. (pending), (Economics),
London School of Economics

Expertise

Labour economics
Applied econometrics



| RESEARCH AWARDS, GRANTS AND DISTINCTIONS

EXTERNAL AWARDS AND DISTINCTIONS

BRETON, Michèle. Elected president of the International Society of Dynamic Games.

FRANCOEUR, Claude, LABELLE, Réal, SINCLAIR-DESGAGNÉ, Bernard. Citation of Excellence Award, for the article: "Gender Diversity in Corporate Governance and Top Management," published in the *Journal of Business Ethics*, 2008, Emerald Group.

GAUDET, Marie-Claude, **TREMBLAY, Michel.** Best Paper Award for: "Les oubliés du leadership: comprendre l'effet des leadership de structure et de considération sur la rétention et la performance discrétionnaire des ressources humaines," presented at the 23rd annual convention of the Association francophone de gestion des ressources humaines (AGRH), September 2012.

GUILLEMETTE, Manon, MIGNERAT, Muriel, **PARÉ, Guy.** Best Paper Award, Information Systems Division, for: "Au coeur de la transformation de la fonction TI: une analyse du travail institutionnel de ses entrepreneurs," Administrative Sciences Association of Canada (ASAC), June 2012.

GUILLEMETTE, Manon, **PARÉ, Guy.** European 2012 CIGREF-AIM Award for the Best Paper in the Information Systems category: "La dynamique de transformation de la direction des systèmes d'information."

JACOB, Réal. Award for Innovation and Knowledge Transfer, Centre francophone d'informatisation des organisations (CEFRIO).

LANOIE, Paul, LAURENT-LUCCHETTI, Jérémy, JOHNSTONE, Nick, AMBEC, Stefan. "Finance and Sustainability" European Research Award, in the research paper category, for the article: "Environmental Policy, Innovation and Performance: New Findings on the Porter Hypothesis," published in the *Journal of Economics and Management Strategy*, awarded by the Forum pour l'investissement responsable (FIR) and Principles for Responsible Investment (PRI).

LE BRETON, Isabelle, MILLER, Danny. Award for the best paper published in the *JMS* in 2011: "Family and Lone Founder Ownership and Strategic Behavior," *Journal of Management Studies*.

MILLER, Danny. Elected a Fellow of the Academy of Management.

MILLER, Danny. 2012 Falcone Distinguished Entrepreneurship Scholar, Entrepreneurship & Emerging Enterprises, Martin J. Whitman School of Management, Syracuse University.

MILLER, Danny, LE BRETON, Isabelle. Named one of the top three books of the past 25 years: *Managing for the Long Run: Lessons in Competitive Advantage from Great Family Businesses*, Harvard Business School Press, 2005, *Family Business Review*, 2012.

PARÉ, Guy. Elected a Member of the Academy of Social Sciences of the Royal Society of Canada.

PARÉ, Guy, TRUDEL, Marie-Claude, JAANA, Mirou. Honourable mention for the presentation: "Stand-Alone Literature Reviews in

Information Systems Research: Development of a Taxonomy of Review Types and Assessment of Current Practice," Conference of the Administrative Sciences Association of Canada (ASAC), June 2012.

RAKOTO, Philémon. Named a CPA, CGA Fellow.

RAUFFLET, Emmanuel. Best case award, Dark Side Case-Writing Competition, Critical Management Studies section, for: "Hydro-Québec and the Crees: The Great Whale 2 Project," August 2012.

RAUFFLET, Emmanuel, LAVOIE, Frédéric. Third place in the oikos Global Case Writing Competition, social entrepreneurship track, for: "Crediamigo: Partnering with VivaCred?" oikos Foundation for Economy and Ecology.



| PH.D. STUDENTS: RESEARCH AND DISTINCTIONS

LIST OF DOCTORAL DISSERTATIONS

(PERIOD OF JUNE 1 TO NOVEMBER 30, 2012)

LALONDE, Jean-François

"Entrepreneuriat arabe, cultures et équipes entrepreneuriales multiethniques"

CHANLAT, Alain (Supervisor)**COULOMBE, Caroline**

"Plurality in Business Ethics: Creating an Instrument to Measure the Various Ethical Frameworks in Organizations"

PAUCHANT, Thierry C. (Co-supervisor)**ROUX-DUFORT, Christophe (Co-supervisor)****CAMUS, Annie**

"La construction des relations entre les organisations du tiers secteur et l'État"

ROULEAU, Linda (Co-supervisor)**MALO, Marie-Claire (Co-supervisor)****DAVID IGNATIEFF, Arabella**

"Détermination de l'âge de l'avatar en fonction de l'âge de l'internaute cible du site internet"

SÉNÉCAL, Sylvain (Supervisor)**AWARDS AND DISTINCTIONS – PH.D. STUDENTS****GIBEAU, Émilie.** Award for best paper for: "Multiple Identities: Suturing the Literature on the Suturing of the Self," Annual Conference of the Administrative Sciences Association of Canada (ASAC), June 2012.**SOMÉ, Hyacinthe.** Award for best paper for: "Competition, Corporate Governance and Country Characteristics," Annual Conference of the Administrative Sciences Association of Canada (ASAC), June 2012.**PATENTS: ARE THEY INDISPENSABLE?**

(Continued from page 4)

And all of this without a patent?

The commercialization of academic research has changed significantly in the past few years. For example, although imarkscore is not protected by a patent, this innovation represents a genuine business opportunity. According to Jean Elsliger, "in today's environment, we have to find

creative ways of transferring and developing knowledge. For some innovations, patent protection is more appropriate, while for others, a licensing agreement is the better way to go."

"When it comes to knowledge transfer, we are always eager to explore new avenues that address the challenges facing our researchers in terms

of commercialization, while at the same time responding to the needs of industry," explains Mr. Gadoury.

In this regard, Univalor recently implemented a new commercialization tool, known as eValorix. This online transactional platform is designed to make documents, software, questionnaires and case studies available on the Web.

Which of these avenues is the most appropriate for your work? The first step: the declaration of invention!



HEC Montréal – Sustainable Campus is a movement that mobilizes the entire university community around three main themes: teaching, research and the living environment.

RESEARCH FLASH PRODUCTION TEAM

Produced by Research Office,
HEC Montréal

Director: Jean-Claude Cosset

Editors and Coordinators: Research Office

Collaborators: Communications Department,
HEC Montréal

Commercialization, Technology Transfer
and Executive Training Department,
HEC Montréal

Translation: Andrea Neuhofer

Photos: Jean Martin photographer

Design: Graphic Design Studio,
Communications Department
HEC Montréal

Contact: recherche.info@hec.ca

Web site : www.hec.ca/en/research_publications/index.html

