



## JERRY PAUL SHEPPARD, Ph.D.

**Beedie School of Business**  
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April 2023 Summary Update

### AT A GLANCE

#### Education

**Ph.D.** (Business) 1989 U. of Washington    **M.B.A.** 1984 Indiana U.    **B. S.** (Accounting) 1980 Penn State U.

#### Research Interests

My research looks into *why things go wrong*. I look at why individual and organizational assessments lead to inapt decisions and undesired results, to what extent do industrial and institutional conditions lead our efforts failing to work as intended and how do we fail with environmental efforts. Lessons learned from such research suggest ways future efforts can increase our chances for successful outcomes. All my research is approached with these questions: What can go wrong with the way a process is managed? What can we learn from these mistakes? Specifically, my research falls into the categories listed below:

- Empirical research strategies to promote long-term corp. survival and avoid failure.
- Investigation into business ethics, moral failure and personal moral development.
- Enquiry into how external forces impact changes in corporate governance structures.
- Investigation into how stupidity manifests itself in individuals and impacts organizations.

#### Publications

Over 850 Citations from authors in 72 nations. H Index: 13. (See [shorturl.at/cvyA9](http://shorturl.at/cvyA9)) Publications in the following:

212 cites from the 1994 article in the Journal of Management.  
202 cites from the 2005 article in Long Range Planning.  
191 cites from the 1995 article in Social Science Research.  
57 cites from the 1992 article in Queen's Quarterly  
44 cites from the 1994 article in the Mid Atlantic Business Review  
21 cites from the 1994 article in the Journal of Business & Society  
19 cites from the 2007 article in the Journal of Business Ethics  
15 cites from the 1989 dissertation The Strategy of Corp. Survival: A Resource Dependence Approach.\*  
14 cites from the 2002 book Strategic Management: Competitiveness & Globalization, 1st Canadian Ed.  
14 cites from the 2006 book Strategic Management: Competitiveness & Globalization, 2nd Canadian Ed.  
13 cites from the 1993 article in the Journal of Financial & Strategic Decisions  
13 cites from the 1995 article in the Journal of Business Strategies  
13 cites from the 2000 article in Production & Operations Management

\* Winner of the Academy of Management / Strategic Management Society Best Dissertation Award, 1990.

Other publications of note:

2022 article in the *Canadian J. of Administrative Sciences*.    2022 article in *Business Horizons*.  
2020 article in the *Journal of Management and Organization*.    1992 article in the *J. of Management Inquiry*.  
Prepared 4 editions of a casebook. Author on two book chapters. Three print interviews / ten radio interviews.  
Prepared 92 case teaching notes. Proceedings Editorship. Two additional articles (totalling +100,000 views).  
Six articles in conference proceedings (*Administrative Sciences Association of Canada, 1990, 1997, 2000, 2003; Australia New Zealand Academy of Mgmt. 2019; Association of Mgmt. 1994*).

#### Presentations

Twenty five conference presentations at:

*Administrative Sciences Association of Canada* (1990, 1997, 2000, 2001, 2003, 2006, 2010, 2015, 2018, 2022, 2023).  
*Academy of Management* (1991, 1995, 2005, 2013, 2017).  
*Australia New Zealand Academy of Management Annual Meetings* (2019).  
*European Academy of Mgmt.* (2019, 20, 23).    *Understanding Governance Annual Workshop, Barcelona* (2014).  
*Academy of International Business* (2008).    *Western Academy of Mgmt. International Conference* (1992).  
*Association of Management* (1994).    *Annual Conference of the Atlantic Schools of Business* (2014).

**Teaching Interests**

I tell my students that you can get two things from university: education and schooling. Education is the theoretical background. Schooling is the practical tools one can employ in their lives. I try to focus on the schooling. This does not mean my students do not get exposed to theory, but I get them to apply. With casework, I get them to arrive at logical ways to address underlying management problems an organization faces, rather than surface symptoms. I also prompt for alternative solutions. In general, my teaching interests fall into the following categories:

Business Ethics and Corporate Social Responsibility	Business, Government and Society.
Business Policy, Strategic Management.	Research Methods.

**Teaching at Simon Fraser University**

Taught the following courses (a total of more than 4500 students):

Bus. 303 - 3 credit	Undergraduate course in	Business, society, and ethics
Bus. 452 - 3 credit	Undergraduate course in	Seminar in Advanced Strategic Analysis
Bus. 478 - 3 credit	Undergraduate course in	Seminar in Administrative Policy / Strategy
Bus. 478 – 3 credit	Undergraduate course in	Seminar in Administrative Policy
Bus. 498 - 3 credit	Undergraduate course in	Directed Studies
Bus. 499 - 5 credit	Undergraduate course in	Directed Studies
Bus. 578 - 4 credit	Graduate Course in	Strategic Management
Bus. 852 - 5 credit	Graduate Course in	Researching Corporations in Canadian Society
Bus. 897 - 4 credit	Graduate Course in	Directed studies
MBA 696 - 5 credit	Graduate Course in	Applied strategic Analysis

Reader on 35 MBA projects. Case Competition coach on two case competition teams.

**Professional and Academic Employment**

Jan. 2011 - Present	Associate Professor of Business, Simon Fraser U., Beedie School of Business, Burnaby, BC.
Sept. 1997 - Jan. 2011	Associate Professor of Business, Simon Fraser U., Faculty of Business, Burnaby, BC.
Sept. 2004 - Dec. 2004	Instructor, University College of the Fraser Valley, Faculty of Business, Abbotsford, BC.
Sept. 1989 - Aug. 1997	Assistant Professor of Business, Simon Fraser University, Faculty of Business, Burnaby, BC.
Oct. 1984 - June 1989	University of Washington, School of Business Administration, Seattle Washington.
Aug. 1983 - May 1984	Indiana University, School of Business Administration, Bloomington, Indiana.
Dec. 1979 - June 1982	Accountant / CPA, Stockton Bates & Company, Philadelphia, Pennsylvania.

**University Service**

Served on ten faculty level committees (including three terms (of two years each) of the faculty tenure committee).  
 Served on four university committees (including the university tenure committee).  
 Served on the University Research Ethics Board (2007-2011).

**Service to the Academic Community**

Program Chair	Policy Div. of Admin. Sciences Association of Canada 1996 - 1997.
Division Chair	Policy Div. of Admin. Sciences Association of Canada 1997- 1998.
Reviewer	Academy of Management Admin. Sciences Assoc. of Canada Australia New Zealand Academy of Mgmt. Reviewer for 14 journals at various times
Session Chair	for the <i>Australia New Zealand Academy of Management</i> , 2019 for the <i>Academy of Management</i> , 1992, 1997, 2007. for the <i>Administrative Sciences Association of Canada</i> , 1996.

**Community Service**

Consultant	Alouette Addiction Services Society.
Reviewer	Workers Compensation Board of Manitoba. Request for proposals Reviewer 2007-2009.
Board Member	Burquest JCA. 1995 - 1996.
Board Member & Treasurer	Serenity Harbour Recovery Society, a non-profit agency in Maple Ridge, 2014-2018.
Life member	Delta Sigma Pi, Business Fraternity, since 1979.



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April 2023 Detailed Update

### **EDUCATIONAL BACKGROUND**

- Ph.D.** **University of Washington**, Graduate School of Business Administration, Seattle, WA. Aug. 1989. Majors: Business Policy and Business Government and Society.
- M.B.A.** **Indiana University**, Graduate School of Business Administration, Bloomington, IN. June 1984. Majors: Management Information Systems & International Business.
- B.S.** **Penn State University**, College of Business Administration, Univ. Park, PA. June 1980. Major Accounting.

### **ACADEMIC AWARDS & HONORS**

- Annual 2000** **Administrative Sciences Association of Canada, Management Education Division Honourable Mention Paper**, Milgram & the Moral Development of Business Students.
- Annual 1995** **Teaching Award Nominee**. Canada Trust / Simon Fraser University Faculty of Business Award nominee for teaching excellence.
- Annual 1990** **Best Dissertation Award**. Academy of Management, Business Policy and Planning Group, and the Strategic Management Society Award for Outstanding Research in Strategic Management.
- Autumn 1988** **Dean's Social Sciences Fellowship Competition Winner**. University of Washington.
- Spring 1980** **Beta Alpha Psi Honorary Accounting Fraternity**. Pennsylvania State University. Acceptance based on high accounting and overall GPA.

### **ACADEMIC & PROFESSIONAL CERTIFICATION**

- July 1988** **Certificate of Candidate in Philosophy**. University of Washington, Seattle, WA.
- June 1983** **Certificate of European Studies**. Tilburg University, Tilburg, Netherlands. Graduate work in *The International Environment of Enterprises in Western Europe*. Completed a variety of courses in multinational accounting, finance, marketing, law, management, and operations.
- May 1982** **Certified Public Accountant**. Licensed to practice in the Commonwealth of Pennsylvania. Passed the May 1981 exam.

### **RESEARCH INTERESTS**

My research looks into *why do things go wrong*. Specifically I look at why do individual and organizational assessments lead to inapt decisions and undesired results, to what extent do industrial and institutional conditions lead our efforts failing to work as intended and how do we fail with our most global / environmental efforts. The lessons learned from such research suggest ways in which future efforts can increase our chances for successful outcomes. All my research is approached with the same questions in mind: What can go wrong with the way a process is managed? What can we learn from these mistakes? Specifically, my research falls into the categories listed below:

- \* Empirical research strategies to promote long-term corp. survival & avoid organizational failure.
- \* Investigation into business ethics, moral failure and personal moral development.
- \* Enquiry into how external forces impact changes in corporate governance structures.
- \* Investigation into how stupidity manifests itself in individuals and impacts organizational outcomes.

## REFEREED PUBLICATIONS

## Journal Articles:

- 2023 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2023). Corporate wrongdoing and board leadership structure: An analysis of the WestJet spying scandal. *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration*, 39(4): 381-395. <https://onlinelibrary.wiley.com/doi/abs/10.1002/cjas.1678> (Journal H Index: 53; Impact Factor: ~ 1.7)
- 2022 Sheppard, Jerry Paul & Young, Jesse (2022). An essential stupidity-based review of the Deepwater Horizon disaster, *Business Horizons*, 66(7): 65-73. doi.org/10.1016/j.bushor.2022.02.002 (Journal H Index: 97; Impact Factor: ~ 10.6)
- 2021 Sheppard, Jerry Paul & Young, Jesse. (2021). Potemkin Stupidity, *Academia Letters*, 2. doi.org/10.20935/AL471
- 2020 Sheppard, Jerry Paul & Young, Jesse (2020). Addressing sustainable development goals for confronting climate change: Insights and summary solutions in the stress stupidity system, *Journal of Management & Organization*, 26(6): 929-951. <https://doi.org/doi:10.1017/jmo.2020.9> (Journal H Index: 38; Impact Factor: ~ 2.2)
- 2015 Sheppard, Jerry Paul (2015). Getting published: Achieving acceptance from reviewers and editors, *Journal of Asia Business Studies*, 9(2): 117-132. doi.org/10.1108/JABS-02-2015-0024 (Journal H Index: 20; Impact Factor: ~ 4.3)
- 2007 Sheppard, Jerry Paul & Young, Marnie (2007). The routes of moral development and the impact of exposure to the Milgram Obedience Study, *Journal of Business Ethics*, 75: 315-333. doi.org/10.1007/s10551-006-9255-6
- 2005 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2005). Riding the wrong wave: Organizational failure as a failed turnaround, *Long Range Planning*, 38(3): 239-260. doi.org/10.1016/j.lrp.2005.03.009 (Journal H Index: 109; Impact Factor: ~ 8.7)
- 2000 Sheppard, Jerry Paul, Nayyar, Praveen R & Summer, Charles E. (2000). Managing your doctoral program: A practical orientation, *Production & Operations Management*, 9(4): 414-438. doi.org/10.1111/j.1937-5956.2000.tb00467.x (Journal H Index: 120; Impact Factor: ~ 4.9)
- 1997 Sheppard, Jerry Paul & Zietsma, Charlene (1997). The childless corporation: Where does the family fit in the employee's life? *Journal of Business & Society*, 10(2): 238-244. [https://www.academia.edu/99482741/The\\_Childless\\_Corporation](https://www.academia.edu/99482741/The_Childless_Corporation)
- 1995a Sheppard, Jerry Paul (1995). A Resource Dependence approach to failure prediction, *Social Science Research*: 24 (1): 28-62. doi.org/10.1006/ssre.1995.1002 (Journal H Index: 36; Impact Factor: ~ 1.4)
- 1995b Sheppard, Jerry Paul (1995). Beautifully Broken Benches: A typology of Strategic Bankruptcies and the opportunities for positive shareholder returns, *Journal of Business Strategies*: 12 (1): 99-134. doi.org/10.54155/jbs.12.2.99-134
- 1994a Sheppard, Jerry Paul (1994). Strategy and bankruptcy: An exploration into organizational death, *Journal of Management*: 20(4): 795-833. doi.org/10.1177/014920639402000406 (Journal H Index: 241; Impact Factor: ~ 12.7)
- 1994b Sheppard, Jerry Paul (1994). The dilemma of matched pairs and diversified firms in bankruptcy prediction models, *Mid Atlantic Business Review*, 11(2): 9-25. [https://www.academia.edu/100183160/Matched\\_pairs](https://www.academia.edu/100183160/Matched_pairs)
- 1994c Sheppard, Jerry Paul (1994). The corporate moral person: The organization's personality and its board, *Journal of Business & Society*: 7(2): 151-164. [https://www.academia.edu/99538499/The\\_Corporate\\_Moral\\_Person](https://www.academia.edu/99538499/The_Corporate_Moral_Person)
- 1994d Sheppard, Jerry Paul (1994). The relationship between corporate board linkages, industry environment, firm condition, and organizational failure, *American Business Review*, 12(1): 15-27. [https://www.academia.edu/99515090/Corporate\\_Board\\_Linkages\\_and\\_Survival](https://www.academia.edu/99515090/Corporate_Board_Linkages_and_Survival)
- 1993a Sheppard, Jerry Paul (1993). Organizational survival and corporate level diversification, *Journal of Financial & Strategic Decisions*, 6(1): 113-132. <https://www.academia.edu/download/65780928/JPS93a.pdf>
- 1993b Sheppard, Jerry Paul (1993). E.O. Inc., *Business Case Journal*: 1(1): 51-67.
- 1992a Sheppard, Jerry Paul (1992). When the going gets tough, The tough go bankrupt: The questionable strategic use of bankruptcy, *Journal of Management Inquiry*, 1(3): 183-192. <https://journals.sagepub.com/doi/pdf/10.1177/105649269213002> (Journal H Index: 67; Impact Factor: ~ 3.0)
- 1992b Pettit, Dean & Sheppard, Jerry Paul (1992). It's not easy being Green: The limits of Green Consumerism in light of the Logic of Collective Action, *Queen's Quarterly*, 99(3): 328-350. <https://www.academia.edu/download/5820965/jps92a.pdf>

**Book Chapters:**

- 2020 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2020). Nothing endures but change: Studying changes in industry choice and determinism, S. Torp & T. J. Andersen (Eds.), *Adapting to environmental challenges: New research in strategy and international business*, 19-34, Bingley, UK: Emerald Publishing Limited. doi.org/10.1108/978-1-83982-476-020200002
- 2012 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2012). The Story of a Tortoise: How Toyota Fell from the Top Spot, *Governance in action globally – Strategy, process and reality*, J. Mueller and P. Wells, Editors 267-283, Oxford, UK: RossiSmith Academic Publications Ltd.

**Conference Proceedings:**

- \* Sheppard, Jerry Paul & Young, Jesse (2019). The stress stupidity system: Solutions and sustainability, *Australia New Zealand Academy of Management, The challenges facing management research and practice: Stream 1 Proceedings: Wicked Solutions to Wicked Problems*, Cairns Queensland Australia: Pullman Cairns International Hotel: 210-235.
- \* Sheppard, Jerry (2003). Creo, Inc., *Administrative Sciences Association of Canada, Case Track Proceedings*, Halifax: St. Marys: 209-224.
- \* Young, Marnie & Sheppard, Jerry Paul (2000). Milgram and the Moral Development of Business Students, *Administrative Sciences Association of Canada, Management Education Division Proceedings*, Honourable Mention, Montreal: UQAM: 36-44.
- \* Sheppard, Jerry (1997). The Nature of Change in Choice and Determinism, *Administrative Sciences Association of Canada, Policy Division Proceedings*, Saint Johns: Memorial University, 18 (6): 31-40.
- \* Sheppard, Jerry Paul (1994). Success Likelihood in Strategic Bankruptcy, *Association of Management: Proceedings of the Management Functions and Applications Group*: 12 (2): 53-58.
- \* Sheppard, Jerry Paul (1990). Bankruptcy Prediction: The Effects of Firm Financial Condition, Size and Industry Environment, *Administrative Sciences Association of Canada: Finance Division Proceedings*, 11 (1): 190-199.

**PUBLISHED ARTICLES**

- \* Sheppard, Jerry Paul (2023, April 4). Forget Stormy Daniels and Michael Cohen – It’s accountants who could seal Trump’s fate. *The Conversation*. <https://theconversation.com/forget-stormy-daniels-and-michael-cohen-its-accountants-who-could-seal-trumps-fate-203128>
- \* Sheppard, Jerry Paul (2023, April 6). Oubliez Stormy Daniels et Michael Cohen – ce sont les comptables qui auront la tête de Donald Trump. *The Conversation*. <https://theconversation.com/oubliez-stormy-daniels-et-michael-cohen-ce-sont-les-comptables-qui-auront-la-tete-de-donald-trump-203372>

**PUBLISHED CASES**

- \* Chowdhury, Shamsud D. & Sheppard Jerry Paul (2009). Case 4: Becoming competitive: An Industry Note on the Canadian Telecommunications Industry, *Cases for Strategic Management: Competitiveness & Globalization*, 3rd Canadian Edition by Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (Toronto: Nelson Education): 37-48.
- \* Sheppard, Jerry Paul (2002). Investment Opportunities Unlimited, printed in *Strategic Management: Cases for Competitiveness & Globalization*, First Canadian Edition by Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glen (Toronto: Nelson Thompson Learning).
- \* Sheppard, Jerry Paul (1995). E.O. Inc., re-printed in *Strategic Management: Text & Cases*, Third Edition by Wright, Peter, Kroll, Mark J. & Parnell, John A. (Englewood Cliffs, NJ: Prentice Hall).
- \* Sheppard, Jerry Paul (1994). E.O. Inc., re-printed in *Entrepreneurial Strategy: Text & Cases* by Welsh, Harold P. & Kuratko, Donald F. (New York: Dryden/HBJ): 234-250.

## PROCEEDINGS EDITORSHIPS

- \* Sheppard, Jerry P. (1996), (Editor), *Administrative Sciences Association of Canada: Policy Division Proceedings*, 17 (6). Montreal: HEC.

## BOOKS

- 2009a Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P. (2009). *Strategic Management: Competitiveness & Globalization, Concepts, 3rd Canadian Ed.* (Toronto Nelson Education), 478 ISBN 10: 0176416013 ISBN-13: 978-0176416010
- 2009b Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2009). *Strategic Management: Cases for Competitiveness & Globalization, 3rd Canadian Ed.* (Toronto: Nelson Education), 351 pages.
- 2009c Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P. (2009). *Strategic Management: Competitiveness & Globalization, 3rd Canadian Ed., Instructor Notes: Concepts* (Toronto: Nelson Education), 300 pages.
- 2007 Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2007). *Strategic Management: Cases for Competitiveness & Globalization, 2nd Canadian Ed Updated.* (Toronto: Nelson Education), 399 pages.
- 2006a Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P. (2006). *Strategic Management: Competitiveness & Globalization, Concepts, 2nd Canadian Ed.* (Toronto: Nelson Thompson), 468 pages. ISBN 10: 0176500065 ISBN 13: 9780176500061
- 2006b Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2006). *Strategic Management: Cases for Competitiveness & Globalization, 2nd Canadian Ed.* (Toronto: Nelson Thompson), 417 pages.
- 2006c Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P. (2006). *Strategic Management: Competitiveness & Globalization, 2nd Canadian Ed., Instructor Notes: Concepts* (Toronto: Nelson Thompson), 290 pages.
- 2006d Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2006). *Strategic Management: Competitiveness & Globalization, 2nd Canadian Ed., Instructor Notes: Cases* (Toronto: Nelson Thompson), 326 pages.
- 2002a Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P. (2002). *Strategic Management: Competitiveness & Globalization, Concepts, 1st Canadian Ed.* (Toronto: Nelson Thompson), 538 pages. ISBN 10: 0176168648 ISBN 13: 9780176168643
- 2002b Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2002). *Strategic Management: Cases for Competitiveness & Globalization, 1st Canadian Ed.* (Toronto: Nelson Thompson), 543 pages.
- 2002c Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P. (2002). *Strategic Management: Competitiveness & Globalization, 1st Canadian Ed., Instructor Notes: Concepts* (Toronto: Nelson Thompson), 294 pages.
- 2002d Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2002). *Strategic Management: Competitiveness & Globalization, 1st Canadian Ed., Instructor Notes: Cases* (Toronto: Nelson Thompson), 334 pages.

## DISSERTATION

- 1989 Sheppard, Jerry Paul (1989). *The strategy of corporate survival: A resource dependence approach*. Doctoral dissertation (Seattle, WA, USA: University of Washington).

**Winner of the Academy of Management and Strategic Management Society Best Dissertation Award. 1990.**

The research developed an integrated, theoretical model to rationally explain and predict organizational survival and failure. Pfeffer & Salancik's Resource Dependency approach provided the theoretical structure for identifying those factors which may lead a firm to fail and then builds on the theory to develop a logically complete model.

## PUBLISHED INTERVIEWS

## Print

- \* Claxton, M. (2023, March 22). What's next for Langley Malls after Nordstrom, Bed, Bath and Beyond close? *Langley Advance Times*. <https://www.langleyadvancetimes.com/business/whats-next-for-langley-malls-after-nordsrom-bed-bath-beyond-close/>
- \* Lloyd, M. & Mason, K. (2016, November 14). "What did the Trump campaign and Walmart have in common?" <https://vancouver.citynews.ca/2016/11/14/trump-campaign-walmart-common/>
- \* Nutt, R. (1996, January 26). "Loewen's best bet bankruptcy, prof says" *Vancouver Sun*: D1. <http://www.sfu.ca/~sheppard/papers/Nutt.pdf>

## Radio

- ! Bynon, A.(2023, April 15: 3:05 PM). *Trump Business Interview. Roy Green Show, Global News, 640 CFIQ Toronto, Ontario.* [http://www.sfu.ca/~sheppard/papers/JPS\\_CFIQ\\_Apr\\_15\\_2023\\_Int\\_3\\_05\\_PM.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CFIQ_Apr_15_2023_Int_3_05_PM.mp3)
- ! Bird, C. (2023, April 6: 4:05 PM). Trump Indictment Interview. *News Talk Sports 630 CHED, Edmonton, Alberta.* [http://www.sfu.ca/~sheppard/papers/JPS\\_CHED\\_Apr\\_6\\_2023\\_Int\\_4\\_05\\_PM.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CHED_Apr_6_2023_Int_4_05_PM.mp3)
- ! Recksiedler, D. (2016, November 14: 8:10 AM) Trump Boycott Interview. *News 1130 PM, CKWX, Vancouver, BC.* [http://www.sfu.ca/~sheppard/papers/JPS\\_CKWX\\_Nov\\_14\\_2016\\_Int\\_8\\_10\\_AM.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CKWX_Nov_14_2016_Int_8_10_AM.mp3)
- ! Gebauer, A. (2009, June 6: 7:33 AM). G.M. Interview. *The Weekend Morning News, CKNW, Vancouver, BC.* [http://www.sfu.ca/~sheppard/papers/JPS\\_CKNW\\_Jun\\_6\\_2009\\_Int\\_07\\_33\\_AM.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CKNW_Jun_6_2009_Int_07_33_AM.mp3)
- ! Langdon, M. (2009, June 1: 3:40 PM). General Motors Interview. *Newsline PM, CFAX, Victoria, BC.*  
Part 1: [http://www.sfu.ca/~sheppard/papers/JPS\\_CFAX\\_Jun\\_1\\_2009\\_Int\\_3\\_40\\_PM\\_1.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CFAX_Jun_1_2009_Int_3_40_PM_1.mp3)  
Part 2: [http://www.sfu.ca/~sheppard/papers/JPS\\_CFAX\\_Jun\\_1\\_2009\\_Int\\_3\\_40\\_PM\\_2.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CFAX_Jun_1_2009_Int_3_40_PM_2.mp3)
- ! Chang, J. (2009, June 1: 12:35 PM). General Motors Bankruptcy Interview. *BC Almanac, CBC 1.*  
Part 1: [http://www.sfu.ca/~sheppard/papers/JPS\\_CBC1\\_Jun\\_1\\_2009\\_Int\\_12\\_35\\_PM\\_1.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CBC1_Jun_1_2009_Int_12_35_PM_1.mp3)  
Part 2: [http://www.sfu.ca/~sheppard/papers/JPS\\_CBC1\\_Jun\\_1\\_2009\\_Int\\_12\\_35\\_PM\\_2.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CBC1_Jun_1_2009_Int_12_35_PM_2.mp3)
- ! Cuff, R. (2009, May 1: 7:42 AM). *The Early Edition, CBC 1, Chrysler Bankruptcy Interview* [http://www.sfu.ca/~sheppard/papers/JPS\\_CBC1\\_May\\_1\\_2009\\_Int\\_7\\_40\\_AM.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CBC1_May_1_2009_Int_7_40_AM.mp3)
- ! McComb, J. (2009, April 30: 6:34 PM). Chrysler Bankruptcy Interview. *The World Today, CKNW, Vancouver, BC.*  
Part 1: [http://www.sfu.ca/~sheppard/papers/JPS\\_CKNW\\_Apr\\_30\\_2009\\_Int\\_06\\_33\\_PM\\_1.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CKNW_Apr_30_2009_Int_06_33_PM_1.mp3)  
Part 2: [http://www.sfu.ca/~sheppard/papers/JPS\\_CKNW\\_Apr\\_30\\_2009\\_Int\\_06\\_33\\_PM\\_2.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CKNW_Apr_30_2009_Int_06_33_PM_2.mp3)
- ! Maliha, P. & V. Cole (2009, April 30: 5:07 PM). Chrysler Bankruptcy Interview. *Afternoon Buzz, CFUN, Vancouver, BC.* [http://www.sfu.ca/~sheppard/papers/JPS\\_CFUN\\_Apr\\_30\\_2009\\_Int\\_5\\_07\\_PM.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CFUN_Apr_30_2009_Int_5_07_PM.mp3)
- ! Langdon, M. (2009, April 10: 4:10 PM). General Motors Interview. *Newsline PM, CFAX, Victoria, B.C.*  
Part 1: [http://www.sfu.ca/~sheppard/papers/JPS\\_CFAX\\_Apr\\_10\\_2009\\_Int\\_4\\_10\\_PM\\_1.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CFAX_Apr_10_2009_Int_4_10_PM_1.mp3)  
Part 2: [http://www.sfu.ca/~sheppard/papers/JPS\\_CFAX\\_Apr\\_10\\_2009\\_Int\\_4\\_10\\_PM\\_2.mp3](http://www.sfu.ca/~sheppard/papers/JPS_CFAX_Apr_10_2009_Int_4_10_PM_2.mp3)

## INSTRUCTIONAL MEDIA

- Web Page Content** Developed the instructors' web page content for *Strategic Management: Competitiveness & Globalization, Concepts, 1st Canadian Edition*, (2002) by Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P.
- Power Point Slides** Developed instructors' power point slides with M. Young, for *Strategic Management: Competitiveness & Globalization, Concepts, First Canadian Ed.*, (2002) by Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Rowe, W. Glenn & Sheppard, Jerry P., about 500 slides.

## INSTRUCTIONAL MEDIA (Continued)

- Teaching Notes** Developed and edited teaching notes for Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2009). *Strategic Management: Competitiveness & Globalization, 3<sup>rd</sup> Canadian Ed., Instructor Case Notes* (Toronto: Nelson Education).
- Case 1: *Activplant: The European opportunity*. (Drawn from B.B. Christ & W. Ho's note, (S. Thornhill supervising); added prep. by J. P. Sheppard.)
- Case 2: *AGF Management*. (Drawn from J. Martin's note; added prep. by J. P. Sheppard.) [2009 Update]
- Case 3: *AMD in 2005* (Drawn extensively from R. Apana & T. D. Ferguson's note; added prep. by J. P. Sheppard.)
- Case 4: *Becoming competitive: An Industry Note on the Canadian Telecommunications Industry*. (Drawn from S. D. Chowdhury & J. P. Sheppard's original note; added prep. by J. P. Sheppard.)
- Case 5: *Bell Canada: The VoIP challenge*. (Drawn from D. Day & R. White's note; added prep. by J. P. Sheppard.)
- Case 6: *Blu-Ray & HD DVD: Betamax - VHS 'Format Wars' Redux?* (Drawn from ICFAI's note; added prep. by J. P. Sheppard.)
- Case 7: *CCL Industries: Divesting the Custom Division* (Drawn from T. Hunter's note; added prep. by J. P. Sheppard.)
- Case 8: *Coach Inc.: From Staid To Stylish* (Drawn extensively from the ICFAI original note, and the case by Smitha Moganty (S. Regani & S. S. George directing); added prep. by J. P. Sheppard.)
- Case 9: *Compassion Canada* (Drawn from H. Bapuji's & W. G. Rowe's note; added prep. by J. P. Sheppard.) [2009 Update]
- Case 10: *Cott Corporation: World's biggest maker of retailer-brand carbonated soft drinks: Growth strategies*. (Note by J. P. Sheppard with info. from P. Bihani's case (S. Manda directing); added analysis by P. Onyeukwu.)
- Case 11: *DHL Bangladesh: Managing HQ-subsidiary relations*. (Drawn extensively from H. Merchant's original note with assistance from M. Chand; added prep. by J. P. Sheppard.)
- Case 12: *East Coast Trail Association*. (Drawn from N. Slawinsk's note (W. G. Rowe supervising); added prep. by J.P. Sheppard.)
- Case 13: *Embraer: The Brazilian aircraft manufacturer's turnaround and growth*. (Drawn from ICFAI's note and the case by S. Regani (S.S. George directing); added prep. by J. P. Sheppard.)
- Case 14: *Entrepreneurial Search: Growing From a Monopoly Situation Med-Eng Systems Inc.* (Drawn extensively from S. Ensign's original note; added prep. by J. P. Sheppard.)
- Case 15: *Global Luxury Hospitality Industry & the Four Seasons Hotels & Resorts*. (Drawn extensively from K. Hart & S. Chowdhury's note; added prep. by J. P. Sheppard.)
- Case 16: *GVM Exploration Limited*. (Drawn from G. F. Jiang's note (M. Rouse supervising); added prep. by J. P. Sheppard.)
- Case 17: *Haier: The Chinese global competitor*. (Drawn extensively from the ICFAI note; added prep. by J. P. Sheppard.)
- Case 18: *Innovation at Cirque Du Soleil*. (Drawn extensively from the ICFAI note; added prep. by J. P. Sheppard.)
- Case 19: *The Interbrew-AMBEV merger story*. (This note was developed and written by J. P. Sheppard.) [2009 Update]
- Case 20: *L'Oréal's Business Strategy*. (Drawn extensively from M. S. White's original note, and U.S. and Canadian government sites; added prep. by J. P. Sheppard.)
- Case 21: *MTV Networks International: Localizing globally*. (Drawn extensively from H. M. Hema's note (under the direction of S. Regani and S. S. George); added prep. by J. P. Sheppard.)
- Case 22: *Nintendo Wii: A 'Revolution' in Gaming?* (Drawn extensively from N. V. Prasad and S. Govind (under the direction of S. S. George); added prep. by J. P. Sheppard.)
- Case 23: *Nokia & the global mobile phone industry*. (Drawn from S. Regani's note (S. Dutta directing); added prep. by J. P. Sheppard.) [2009 Update]
- Case 24: *Nucor in 2005*. (Drawn from T. D. Ferguson's note; added prep. by J. P. Sheppard.)
- Case 25: *The Print Shop at Eva's Phoenix: "Training Youth for Life."* (Drawn from A. Armstrong's note; added prep. by J. P. Sheppard.) [2009 Update]
- Case 26: *Ryan Air*. (This case note was developed and written by J. P. Sheppard and drew on info. in the case by D. Dunne with info. by Y. Mei, G. Guo & R. Barnard, D. Lehmborg and R. White.)
- Case 27: *Selectpower: Green energy*. (Drawn from A. Merchant's note (R. Klassen supervising); added prep. by J. P. Sheppard.)
- Case 28: *Target stores' differentiation strategy*. (Drawn from S. Jampani & A. Sankar's note (S. Dutta directing); added prep. by J. P. Sheppard.) [2009 Update]
- Case 29: *Worldspace Satellite Radio: Fading signals?* (Drawn from H. M. Hema's note (S. Regani & S. S. George directing); added prep. by J. P. Sheppard.)
- Case 30: *YMCA of London Ontario*. (Drawn from P. MacDonald's note (W. G. Rowe supervising); added prep. by J. P. Sheppard.)



## INSTRUCTIONAL MEDIA (Continued)

- Teaching Notes** Developed and edited teaching notes for Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2007). *Cases for Strategic Management: Competitiveness & Globalization, 2nd Canadian Edition, Instructors Notes Updated* (Toronto: Nelson Education).
- Case 1: *Adventus*. (Drawn from M. Brooks' note; added prep. by J. P. Sheppard).
- Case 2: *AGF Management*. (Drawn from J. Martin's note; added prep. by J. P. Sheppard).
- Case 3: *Apple Computer Inc. IPods and iTunes* (Drawn from K. Mark & M. Crossen's note; added prep. by J. P. Sheppard).
- Case 4: *Biosonics Incorporated*. (Drawn from D. House's note; added prep. by J. P. Sheppard.) [2007 Update]
- Case 5: *Cquay Technologies Corp.* (Drawn from K. K. Boeh's note (P. W. Beamish supervising); added prep. by J. P. Sheppard.)
- Case 6: *De Beers & the global diamond industry* (Drawn from D. Conklin's note; added prep. by J. P. Sheppard.)
- Case 7: *eBay.com: Profitably managing growth from start-up to 2000* (Prepared by J. P. Sheppard, drawn from C. B. Shrader's note.) [2007 Update]
- Case 8: *Environmental management in the Rockies: Entrepreneurship versus sustainability*. (Drawn extensively from S. Hudson's original note; added prep. by J. P. Sheppard.)
- Case 9: *Frontier Adventure Racing: Pack lightly, go like Hell, Never give up*. (Drawn extensively from C. Zietsma's & S. Thornhill's original note; added prep. by J. P. Sheppard.) [2007 Update]
- Case 10: *The Interbrew AmBev merger Story*. (This Case note was developed and written by J. P. Sheppard).
- Case 11: *Landville Limited*. (Drawn extensively from S. Gunz's note; added prep. by J. P. Sheppard.) [2007 Update]
- Case 12: *Loblaw Companies Limited*. (Drawn from C. Zietsma's note & added prep. by J. P. Sheppard.)
- Case 13: *Lufthansa 2000: Maintaining change*. (C. B. Shrader & J. P. Sheppard's note edited by M. Young to a Canadian format.)
- Case 14: *Meridco Magnesium: International Technology Transfer (A)*. (Drawn from T. Bansal's note; added prep. by J. P. Sheppard.)
- Case 15: *Mission Air* (Drawn from J. Melnyk & D. Gendron's note (© 2002); added prep. by J. P. Sheppard.)
- Case 16: *Monsanto: Better Living through Genetic Engineering?* (Drawn extensively from C. B. Shrader's original note, edited by J. P. Sheppard and drew extensively from the teaching note by S. Brooks, M. Schilling & J. Scrofani.) [2007 Update]
- Case 17: *New Century Brewing: Moonshot Caffeinated Beer*. (Drawn from D. Wesley's note (C. Robertson supervising); added prep. by J. P. Sheppard.)
- Case 18: *Newfoundland Centre for the Arts*. (Drawn extensively from C. Zietsma's note; added prep. by J. P. Sheppard.)
- Case 19: *Nokia & the Global mobile phone industry*. (Drawn from S. Regani's note (S. Dutta, directing); added prep. by J. P. Sheppard.)
- Case 20: *Paradise Farm Organics*. (This note was prepared by J. P. Sheppard with contributions from C. B. Shrader, J. M. Bruton, J. J. Reddish, R. E. Goldsmith, D. Brady, and case author A. Smith.) [2007 Update]
- Case 21: *Perdue Farms Inc.: Responding to 21<sup>st</sup> Century challenges*. (Drawn extensively from C.B. Shrader's note, and G.C. Rubenson & F.M. Shipper's note, with editing from J. P. Sheppard to match a Canadian format.) [2007 Update]
- Case 22: *Pinnacle Tech: Middle East*. (Drawn from A. J. Morrison's note, & added prep. by J. P. Sheppard.) [2007 Update]
- Case 23: *The Printshop at Eva's Phoenix*. (Drawn from A. Armstrong's note; added prep. by J. P. Sheppard.)
- Case 24: *Restructuring CNPC & the proposed listing of Petrochina*. (Drawn from S. Riaz's note (W. G. Rowe supervising); added prep. by J. P. Sheppard.)
- Case 25: *Stretching the brand: A review of the Virgin Group*. (Prepared by C. B. Shrader, edited by J. P. Sheppard.) [2007 Update]
- Case 26: *Talisman Energy Inc.* (Drawn from T. Hunter & G. Robertson's note; added prep. by J. P. Sheppard.) [2007 Update]
- Case 27: *Target: The upscale discounter* (Drawn extensively from S. Jampani & A. Sankar's original note (under Sanjib Dutta's direction); added prep. by J. P. Sheppard.)
- Case 28: *Tata Tea Ltd.* (Drawn from R. Subramanian, P. Gopalakrishna & V. J. Sivakumar's note; added prep. by J. P. Sheppard.)
- Case 29: *Unicord: The Bumble Bee acquisition* (Drawn from H. Merchant's note; added prep. by J. P. Sheppard.) [2007 Update]
- Case 30: *Vic Young and Fishery Products International (B): Winds of Change* (Drawn extensively from info. in J. Melynk, T. Hynes & G. Rowe's original note; added prep. by J. P. Sheppard.) [2007 Update]
- Case 31: *Wal-Mart's German misadventure*. (Drawn from K. Subhadra's note (S, Dutta directing); added prep. by J. P. Sheppard and added info. from J. Ewing.)
- Case 32: *WestJet Airlines (B): The Pearson decision* (Drawn from D. Lehmborg's note (R. White supervising); added prep. by J. P. Sheppard.)

## INSTRUCTIONAL MEDIA (Continued)

- Teaching Notes** Developed and edited teaching notes for Hitt, Michael A., Ireland, R. Duane, Hoskisson, Robert E., Sheppard, Jerry P. & Rowe, W. Glenn (2006). *Cases for Strategic Management: Competitiveness & Globalization, 2nd Canadian Edition, Instructors Notes* (Toronto: Nelson Education).
- Case 1: *Adventus*. (Drawn extensively from M. Brooks' original note; added prep. by J. P. Sheppard.)
- Case 2: *Affymetrix: A business of mapping genes*. (C.B. Shrader's note edited by J. P. Sheppard to a Canadian format and drawn from D. R. Wood, Jr. & G. George's original note.)
- Case 3: *AlarmForce: The launch of AlarmFog*. (Drawn from D. Singer & J. Cotte's note; added prep. by J. P. Sheppard.)
- Case 4: *Biosonics Incorporated*. (Drawn extensively from D. House's original note; added prep. by J. P. Sheppard.)
- Case 5: *The Comeback of Caterpillar 1985-2001*. (C.B. Shrader's note edited by J. P. Sheppard to Canadian a format and drawn from I. Cohen's original note.)
- Case 6: *Compassion Canada*. (Drawn from H. Bapuji's note (W. G. Rowe supervising); added prep. by J. P. Sheppard.)
- Case 7: *eBay.com: Profitably managing growth from start-up to 2000*. (Drawn from C.B. Shrader's note; prep. by J.P. Sheppard.)
- Case 8: *Etraffic Solutions: The future of E-learning*. (Drawn from M. Jeske & M. Albas's note (R. Grant supervising); added prep. by J. P. Sheppard.)
- Case 9: *Frontier Adventure Racing: Pack lightly, go like Hell, Never give up*. (Drawn extensively from C. Zietsma and S. Thornhill's note, added prep. by J. P. Sheppard.)
- Case 10: *Global Healthcare Exchange Canada* (Drawn from D. Gruber's note (T. Deutscher supervising); added prep. By J. P. Sheppard.)
- Case 11: *Global Vision*. (Drawn from S. Tremblay's note (E. M. A. Grasby supervising); added prep. by J. P. Sheppard.)
- Case 12: *Heat Saver Distributors Ltd*. (Drawn extensively from C. Jones & J. Melnyk's note; added prep. by J. P. Sheppard.)
- Case 13: *Innomedia Logic Inc*. (Drawn from W. Roll's note (J. E. Hatch supervising) and added prep. by J. P. Sheppard.)
- Case 14: *Landville Limited*. (Drawn from S. Gunz's note; added prep by J. P. Sheppard.)
- Case 15: *Lufthansa 2000: Maintaining change*. (C. B. Shrader & J. P. Sheppard's note edited by M. Young to a Canadian format.)
- Case 16: *Meridian Magnesium: International technology transfer*. (Drawn from T. Bansal's note and her discussion of C.A. Bartlett & S. Ghoshal's 1998, *Managing across borders*; added prep. by J. P. Sheppard.)
- Case 17: *Monsanto: Better Living through Genetic Engineering*. (Drawn extensively from C. B. Shrader's note edited by J. P. Sheppard to a Canadian format and a teaching note by S. Brooks, M. Schilling & J. Scrofani.)
- Case 18: *Paradise Farm Organics*. (This note was prepared by J. P. Sheppard with contributions from C. B. Shrader, J. M. Bruton, J. J. Reddish, R. E. Goldsmith, D. Brady, and case author A. Smith.)
- Case 19: *Perdue Farms Inc.: Responding to 21<sup>st</sup> Century Challenges*. (Drawn from C. B. Shrader's note, and G. C. Rubenson and F. M. Shipper's note; editing from J. P. Sheppard to match a Canadian format.)
- Case 20: *Pinnacle Tech: Middle East*. (Drawn from A. J. Morrison's note, & added prep. by J. P. Sheppard.)
- Case 21: *Plastics R Us Ltd*. (Drawn extensively from T. Deutscher's note; added prep. by J. P. Sheppard and Y. Jiang.)
- Case 22: *Priceline.com*. (Prepared by C. B. Shrader and J. P. Sheppard.)
- Case 23: *Prosoft Systems Canada (A)*. (Drawn from E. O'Neil's note (T. Deutscher supervising); added prep. by J.P. Sheppard.)
- Case 24: *Sony Playstation 2: Just Another Competitor?* (Drawn from C. B. Shrader's note and R. Chiu, C. Chou and M. A. Schilling's note; edited by J. P. Sheppard for a Canadian format.)
- Case 25: *Stretching the brand: A review of the Virgin Group*. (Prepared by C. B. Shrader, edited by J. P. Sheppard.)
- Case 26: *Talisman*. (Drawn from T. Hunter and G. Robertson's note; added prep. by J. P. Sheppard.)
- Case 27: *Unicord: The Bumble Bee acquisition*. (Drawn from H. Merchant's note; added prep. by J. P. Sheppard.)
- Case 28: *Vic Young and Fishery Products International (B): Winds of change / (C): Change at the helm*. (Drawn extensively from J. Melynk, T. Hynes & W. G. Rowe's original note; added prep. by J. P. Sheppard.)
- Case 29: *Vincor and the new world of wine*. (Drawn from N. Celly's note (P. W. Beamish supervising); added prep. by Y. Jiang and added editing by J. P. Sheppard.)
- Case 30: *Wal-Mart's German misadventure*. (Drawn K. Subhadra's note (S. Dutta's directing); with added prep. by J. P. Sheppard and added info. from J. Ewing.)
- Case 31: *WestJet Airlines: Stakeholder management in the aftermath of September 11 The Pearson decision*. (Drawn from K. Mark's note (C. Pearson, supervising); added prep. by J. P. Sheppard and Y. Jiang.)
- Case 32: [www.HomeImprovement.com](http://www.HomeImprovement.com) (Drawn from J. Lachowitz, B. Rogers & N. Kumar's note; added prep. by J.P. Sheppard.)

## ACCEPTED FOR PUBLICATION

- \* Sheppard, Jerry Paul, Nayyar, Praveen R. & Summer, Charles E. Managing your Doctoral Program: A Practical Orientation, to be reprinted in *Business Education Review* (Accepted Jan. 2000).

## CONFERENCE PRESENTATIONS AND WORKSHOPS

- \* Chowdhury, Shamshud D. & Sheppard, Jerry Paul (2023). Corporate wrongdoing and board leadership structure: An analysis of the Hewlett Packard pretexting scandal. *European Academy of Management*: to be held at Trinity Business School, Dublin, Ireland, from June 14-16, 2023.
- \* Sheppard, Jerry Paul & Young, Jesse (2023). The shopping gig. *Administrative Sciences Association of Canada Annual Conference*: to be held at Ted Rogers School of Management at Toronto Metropolitan University, Toronto, Ontario from June 3 to 6, 2023.
- \* Sheppard, Jerry Paul, Chowdhury, Shamshud D., Young, Marnie (2022). Moral Action failure: The Case of Eddie Lampert and the looting of Sears, Roebuck & Co., *Administrative Sciences Association of Canada*, Halifax, Nova Scotia, June 4 - 7.
- \* Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2020). Plunder amid the pardons: A cautionary tale of preventative restructuring, *European Academy of Management*, Online / Covid, December 4 - 6.
- \* Sheppard, Jerry Paul & Young, Jesse (2019). The stress stupidity system: Solutions and sustainability, *Australia New Zealand Academy of Management Annual Meetings*, Cairns Queensland Australia, December 3 - 6.
- \* Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2019) Nothing endures but change: A study of changes in industry choice and determinism over time, *European Academy of Management*, Lisbon Portugal, June 26 - 28.
- \* Chowdhury, Shamshud D. & Sheppard, Jerry Paul (2018). Corporate Espionage, Board Leadership Structure, and a Market's Moral Desensitization: An Analysis of WestJet Airlines, *Administrative Sciences Association of Canada*, Toronto, Ontario, May 27 - 29.
- \* Shamshud D. Chowdhury & Sheppard, Jerry Paul (2017). Corporate Wrongdoing and Board Leadership Structure: The Stories of WestJet and Hewlett-Packard, *Academy of Management, Annual Conference*: Atlanta, GA, USA August 4-8.
- \* Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2015). A longitudinal empirical analysis of reciprocal changes in Minimum Choice Environments *Academy of Management, Annual Conference*: Vancouver, BC, August 7-11.
- \* Shamshud D. Chowdhury & Sheppard, Jerry Paul (2014). A tale of two corporations: Corporate wrongdoing and board leadership structure, *The 44th Annual Conference of the Atlantic Schools of Business*, Halifax, Nova Scotia, September 27.
- \* Shamshud D. Chowdhury & Sheppard, Jerry Paul (2014). Corporate espionage and board leadership structure: A tale of two corporations in North America. *Understanding Governance Annual Workshop*, Barcelona, Spain, June 9-10.
- \* Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2013). Strategy, choice, determinism & change in organizational task environments: Empirical evidence, *Academy of Management, Annual Conference*: Buena Vista, Florida, USA, August 9 -13. doi.org/10.5465/ambpp.2013.14379abstract [https://www.academia.edu/99537079/Choice\\_Change\\_Task\\_Environ](https://www.academia.edu/99537079/Choice_Change_Task_Environ)
- \* Sheppard, Jerry Paul & Shamshud D. Chowdhury (2010). The Bumpy Road of the Business Cycle, Annual Conference *Administrative Sciences Association of Canada*, Regina, Saskatchewan, May 12 - 25.
- \* Sheppard, Jerry Paul & Shamshud D. Chowdhury (2008). How good business models go bad: The rap, the map, the trap, and the gap, *Long Range Planning's Special Workshop on Business Models*, Cass Business School, London, UK, December 15 - 17.
- \* Sheppard, Jerry Paul (2008). Choice, determinism, and dealing with inconsistency in organizational task environments, *Academy of International Business*, Strategy Track, Milan, Italy, June 30 - July 4.
- \* Chowdhury, Shamsud D. and Jerry Paul Sheppard (2006). An Industry Note on the Canadian Telecommunications Industry, *Administrative Sciences Association of Canada*, Case Track, Banff, AB, June 3-6.
- \* Sheppard, Jerry Paul & Marnie Young (2005). Who's on the Job: The Importance of explicit gender identifiers in Job Titles, *Academy of Management*, Gender and Diversity in Organization's Division, Honolulu, HI. August 5-10.
- \* Sheppard, Jerry (2003). Creo, Inc. *Administrative Sciences Association of Canada*, Case Track, Halifax, NS, June 14-17.
- \* Young, Marnie & Sheppard, Jerry Paul (2001). On the Uselessness of Gender-Neutral Job Titles & the Importance of Implicit and explicit gender identifiers, *Administrative Sciences Association of Canada*, Women in Management Division presentation at the annual conference in London, ON, June 6-8.

**CONFERENCE PRESENTATIONS AND WORKSHOPS (Continued)**

- \* Young, Marnie & Sheppard, Jerry Paul (2000). Milgram and the Moral Development of Business Students, *Administrative Sciences Association of Canada, Education Division* presentation at the annual conference in Montreal, QC, June 8-10. Honourable Mention Award.
- \* Sheppard, Jerry (1997). The Nature of Change in Choice and Determinism, *Administrative Sciences Association of Canada, Policy Division* presentation at the annual conference in Saint Johns, Newfoundland, June 2-4.
- \* Sheppard, Jerry Paul & Zacharias, Christopher H. (1995). When Laws Collide: The Abandoned Earth and Cleaning Up the Bankrupt Polluter. *Academy of Management Annual Conference*: Vancouver, BC: August 9-12.
- \* Sheppard, Jerry Paul (1994). Success Likelihood in Strategic Bankruptcy. *Association of Management*, Dallas TX, USA: August 10-12.
- \* Sheppard, Jerry Paul (1992). The Relationship Between Corporate Board Linkages, Industry Environment, Firm Condition and Organizational Survival. *Western Academy of Management International Conference*, Leuven, Belgium: June 21-24.
- \* Sheppard, Jerry Paul, Nayyar, Praveen R. & Summer, Charles E. (1991). Business Policy & Planning Dissertation Workshop. Topics included: Forming the committee; defending the proposal; managing the process; procrastination/anxiety & what makes a good dissertation. *Academy of Management*, Miami, FL.: Aug. 11-14.
- \* Sheppard, Jerry Paul (1990). Bankruptcy Prediction: The Effects of Firm Financial Condition, Size & Industry Environment. *Administrative Sciences Association of Canada*, Whistler, BC: June 2-4.

**DISCUSSION PAPERS**

- \* Sheppard, Jerry Paul, Nayyar, Praveen R. & Summer, Charles E. (1994). Managing the Dissertation: A Practical Orientation. (Burnaby BC: Simon Fraser University Faculty of Business Administration Discussion Paper Series, #94-4918-01).
- \* Sheppard, Jerry Paul (1994). Strategic Bankruptcy: Typology & Success Likelihood. (Burnaby BC: Simon Fraser University Faculty of Business Administration Discussion Paper Series, #94-4918-02).
- \* Sheppard, Jerry Paul (1994). A Strategic Analysis for the Burquest Community Association. (Burnaby BC: Simon Fraser University Faculty of Business Administration Discussion Paper Series, #94-4918-03).

**WORK UNDER REVIEW**

- \* Sheppard, Jerry Paul & Young, Jesse. (2023). An essential stupidity-based review of the Deepwater Horizon disaster, Submitted to *ASAC Management Dialogue*.
- \* Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2023). Corporate wrongdoing and board leadership structure: An analysis of the WestJet spying scandal. Submitted to *ASAC Management Dialogue*.

**WORK TO BE REVISED AND RESUBMITTED****WORK IN PROGRESS**

- \* Sheppard, Jerry Paul & Young, Jesse. The shopping gig. To be submitted to the *Business Horizons* in July 2023.
- \* Sheppard, Jerry Paul & Chowdhury, Shamshud D. Choice and the coevolution of populations and environments in US manufacturing industries. Tentatively scheduled for August 2023 submission.
- \* Chowdhury, Shamshud D. & Sheppard, Jerry Paul. Corporate wrongdoing and board leadership structure: A comparative analysis of the Hewlett Packard pretexting and WestJet espionage scandals. To be submitted to the *Journal of Business Ethics* in December 2023.
- \* Sheppard, Jerry Paul & Young, Jesse. The folly pile: The mechanics of stupidity and how poor decisions get made, or how Presumption, Myth, Stupidity and Folly trump Data, Information, Knowledge, and Wisdom. Tentatively scheduled for May 2024 submission.

**FUNDED RESEARCH**

June 2019	Dean's Conference Travel Grant for paper presentation to the <i>European Academy of Management Conference</i> in Lisbon, Portugal, June 26 – 28, 2019.
May 2018	Dean's Conference Travel Grant for paper presentation to the <i>Administrative Sciences Association of Canada</i> , Toronto, Ontario, May 27 – 29, 2018.
August 2017	Dean's Conference Travel Grant for paper presentation to the <i>Academy of Management Conference</i> : Atlanta, GA, August 4 – 8, 2017.
June 2014	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) / Simon Fraser University Travel Grant for presentation to the <i>Understanding Governance Workshop</i> , Toulouse Business School, Barcelona Campus, Barcelona, Spain, June 9-10, 2014.
August 2013	Dean's Conference Travel Grant for paper presentation to the <i>Academy of Management Conference</i> , Buena Vista, Florida, August 9 – 13, 2013.
June 2012	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) / Simon Fraser University Travel Grant for presentation to the <i>Administrative Sciences Association of Canada</i> , Regina, Saskatchewan, May 12 – 25, 2012.
June 2008 - July 2008	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) / Simon Fraser University Travel Grant for presentation to the <i>Academy of International Business</i> , Milan Italy, June 30 – July 4, 2008.
June 2003 - April 2006	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) Grant. DIT test Differences over time and the Impact of Business Education versus Self Selection into a Business Program.
June 1997 - Dec. 2000	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) Grant. Business Strategy & Corp. Social Responsibility in a Simulated Environment.
May-Aug. 1994 & 1996	Government of Canada Challenge Grant: Strategic Bankruptcy & Firm Survival. Research into the effects of bankruptcy strategy on corp. reorganization success likelihood.
Apr.-Aug. 1992 & 1993	Government of Canada Challenge Grants: Corporate Board Attributes and Bankruptcy Prediction. Research into effects of board attributes firm failure.
Dec. 1991 - Dec. 1994	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) Grant. Business Bankruptcy & Reorganization Laws: An International Comparison & Analysis of Trends.
Feb. 1990 - April 1993	Government of Canada, Social Sciences & Humanities Research Council (SSHRC) Grant: Who's Minding the Store? How Board Interlocks, Board Composition & Board Characteristics Affect Corporate Survival and Failure.
Apr.-Aug. 1990 & 1991	Government of Canada Challenge Grants: The Diversified Firm & Bankruptcy prediction. Research into the effects of diversification on firm failure.
Feb. 1990 - Aug. 1992	Simon Fraser University. President's Research Grant: Diversification & Death: the Effects of Corporate Strategy of the Likelihood of Firm Failure.
Sept. - Dec. 1988	University of Washington Dean's Social Sciences Competition Fellowship Grant Winner: The Strategy of Corporate Survival: A Resource Dependence Approach.
June - Aug. 1985	University of Washington Research Assistantship: Industry Maturity & Diversification. Study of the industry maturity/firm diversification relationship.

**OTHER PUBLICATIONS**

- \* Sheppard, Jerry Paul, 2005, *Why it Pays to be a Mensh*. Web editorial.

**TEACHING INTERESTS**

I tell my students that there are two things one can get from university: education and schooling. Education is the theoretical background instructors typically test. Schooling is the practical tools one can employ in their jobs and lives. I try to focus on the schooling. This does not mean my students do not get exposed to theory, but I get them to apply the theory. With casework, endeavour to get them to arrive at logical ways to address underlying management problems an organization faces, rather than surface symptoms. I also, of course, look at finding alternative problem solutions. In general, my teaching interests fall into the following categories:

Business Ethics and Corporate Social Responsibility

Business, Government and Society.

Business Policy, Strategic Management.

Research Methods.

**TEACHING EXPERIENCE**

January 2011 - Present	Associate Professor of Business Administration, Simon Fraser University, Beedie School of Business, Burnaby BC. Teaching fourth year Strategy.
Sept. 1997-January 2011	Associate Professor of Business Administration, Simon Fraser University, Faculty of Business Administration, Burnaby BC. Teaching fourth year and graduate level Strategy and Administrative Policy, and third- and fourth-year level Business & Society classes.
Sept. 1989 - May 2004	Business Administration, Simon Fraser University, Undergraduate directed studies: Averaged two students per year.
Sept. 2004 - Dec. 2004	Instructor, Univ. College of the Fraser Valley, Faculty of Business Administration, Abbotsford BC. Teaching first and second year Introductory Accounting.
Sept. 1989 - Aug. 1997	Assistant Professor of Business Administration, Simon Fraser University, Faculty of Business Administration, Burnaby BC. Teaching fourth year and graduate level Administrative Policy, third- and fourth-year level Business & Society classes.
Oct. 1987 - Dec. 1987	Central Washington University, Lynnwood WA. Extension Center. Taught senior level Marketing Research.
Oct. 1984 - June 1989	Univ. of Washington, School of Business Admin., Seattle, WA. Taught junior / senior level Organization & Environment and Business and Society classes.
Aug. 1983 - May 1984	Indiana University, School of Business Administration, Bloomington, IN. Instructed Introductory Financial Accounting classes.

Taught the following courses at Simon Fraser University (a total of more than 4500 students):

Bus. 303 - 3	Business, society, and ethics	Bus. 578 - 4	Strategic Management
Bus. 452 - 3	Seminar in Advanced Strategic Analysis	Bus. 852 - 5	Researching the corporation in Canadian Society
Bus. 478 - 3	Seminar in Administrative Policy / Strategy	Bus. 897 - 4	Directed studies
Bus. 478 - 3	Seminar in Administrative Policy		
Bus. 498 - 3	Directed Studies	MBA 696 - 5	Applied strategic Analysis
Bus. 499 - 5	Directed Studies		

**PROFESSIONAL EXPERIENCE**

Dec. 1979 - June 1982	Accountant / CPA, Stockton Bates & Company. Audited, reviewed, and prepared taxes for small to large manufacturing, wholesale and sales firms (receipts from under one million to one billion). In charge of the audits, compilations and reviews for a wide range of non-profit agencies (e.g. charitable, social service and quasi-governmental).
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**SENIOR SUPERVISORY DUTIES OF A THESIS OR MAJOR PROJECT**

Reader on the following MBA projects:

- Cretelli, D. G. (1999) *A business strategy for an information technology services firm.*  
 Cullingworth, R. (1999) *Strategic analysis of a not-for-profit association : differentiate or disappear.*  
 Duncan, R. (1999) *Strategic analysis of an in-house engineering group.*  
 Gillam, A. (1999) *Strategic analysis of a management system registrar.*  
 Katrusiak, R.M.A. (1999) *Strategic analysis of a software company.*  
 Kruk, A. R. (1999) *Wireless telecom technology: A strategic analysis of low-earth-orbit satellite systems.*  
 Levajac, D. (1999) *Strategy for a fiber optic transmission equipment provider.*  
 Lines, R. B. (1999) *A strategic analysis of a global high technology company.*  
 McCloskey, J. M. (1999) *A strategic analysis of the Western Canadian sales group of an international software firm.*  
 Ponich, G. J. (1999) *Strategic analysis of ISM-BC electronic document production services.*  
 Sinclair, S. (1999) *Hedging the bet: an organizational strategy for a Canadian insurer.*  
 Soregaroli, B. A. (1999) *Strategic Analysis of a Resource Sector Software Firm.*  
 Sorlie, D. J. (1999) *Key Success Factors and Guidelines for Implementation for Jewelco.com: An Emerging Jewelry e-tail and Virtual Distribution Company.*  
 Bell, M. (1997) *A strategic analysis of product and service delivery of a major Canadian financial institution.*  
 Dardick, E. (1997) *A strategic analysis for an oxygen leasing company.*  
 Erickson, D. L. (1997) *A strategic analysis for a smaller business supplying the forest industry.*  
 Fraske, J. (1997) *A strategic analysis of a potential target market for ALI Technologies Inc.*  
 Hancock, P. (1997) *Business Plan for an East Coast Beverage Manufacturing Operation.*  
 Jackson, M. (1997) *A Strategic Analysis Of A Furniture Designer/Manufacturer.*  
 Maligiannis, G. (1997) *A feasibility study of establishing a foreign bank subsidiary in Canada.*  
 Markle, B. (1997) *Evaluation of the Government Policy on Advertising Gambling.*  
 Racine, T. (1997) *A review of the Internet banking strategy of a Canadian chartered bank.*  
 Susak, W. J. (1997) *Strategic analysis of the Paramedic Academy.*  
 Wilson, B. (1997) *Strategic Analysis of a Mid-sized Manufacturer and Exporter of Agricultural Products.*  
 Adam, K. L. (1996) *An Industry Investigation for EAC Systems.*  
 Kenney, E. A. (1996) *Feasibility of Diversifying a Vancouver-Based Laundry Business.*  
 Kuntz, T. D. (1996) *A Strategic Analysis of a Company in the Leisure Industry.*  
 Uhm, M. (1996) *A Strategic Analysis of a B.C. Meat Processing Company.*  
 Chakrabarti, R. J. (1995) *A Strategic Analysis of a Company in the Interactive Sports Industry.*  
 Dewar, K. S. (1995) *Feasibility of CFM56 Engine Maintenance.*  
 Kaas, E. (1995) *A Strategic Analysis of a Sound Reinforcement Company.*  
 Murzello, R. D. (1995) *A Business Plan for a Surgical Scalpel Blade Manufacturing Facility.*  
 Narusis, N. F. F. (1995) *Strategic Analysis of a BC Company in the Service/Hospitality Industry.*  
 Tuck, R. W. (1995) *A Strategic Analysis of a Vancouver Island Engineering Firm.*  
 Bader, M. (1991) *Foreign Direct Investment Opportunities for Telecom Equipment Manufacturers in Mexico.*

**UNIVERSITY COMMITTEE WORK AT SIMON FRASER UNIVERSITY**

- 2007 - 2011 Research Ethics Board  
 2001 - 2002 Tenure Committee (Member at large)  
 2001 - 2002 Salary Appeals Committee  
 1995 - 1998 Graduate Programs Approval Committee  
 1993 - 1997 Graduate Admissions / Appeals Committee  
 1994 - 1996 Senate Graduate Awards Adjudication Committee

**FACULTY COMMITTEE WORK AT SIMON FRASER UNIVERSITY**

2017 - 2023	Case Competitions Committee	2006 - 2008	Tenure and Promotions Committee
2020 - 2021	Teaching Awards Committee	2005 - 2006	Nominations Committee
2015 - 2018	Assurance of Learning Committee	2002 - 2003	Graduate Diploma Advisory Committee
2014 - 2015	Case Competitions Committee	1996 - 2001	Policy Area Coordinator
2014 - 2015	Tenure and Promotions Committee	1995 - 1996	Ad-Hoc Bus. Undergrad. Planning Task Force
2009 - 2013	Academic Appeals Committee	1992 - 1996	Academic Discipline / Appeals Committee
2010 - 2011	Assurance of Learning Taskforce	1990 - 1992	Business Faculty Tenure Committee
2010 - 2011	Tenure and Promotions Committee		

**ACADEMIC SERVICE**

Case Competition Coach	Royal Roads Design Thinking Challenge, 2021 (third place team). Intercollegiate Business Competition (ICBC), 2019.	
Academic Reviewer	Reviewing coordinator Policy Div. <i>Administrative Sciences Assoc. of Canada</i> , 1995-1996.	
Program Chair	Policy Division of Administrative Sciences Association of Canada 1996 - 1997.	
Division Chair	Policy Division of Administrative Sciences Association of Canada 1997- 1998.	
Reviewer	Academy of Management Annual Meetings Admin. Sciences Association of Canada Inderscience <i>Alliance Journal of Business Research</i> <i>Canadian Journal of Administrative Sciences</i> <i>Earth &amp; Environmental Sciences</i> <i>Journal of Asia Business Studies</i> <i>Journal of Business Ethics</i> <i>Journal of Business Governance and Ethics</i> <i>Journal of Organizational Behavior</i> Special Issue: The brave new workplace, 2001. <i>JAI</i> Special Issue on Sustaining the Natural Environment, 1995.	Australia New Zealand Academy of Mgmt. European Academy of Management Graphy Publications <i>Journal of Management</i> <i>Journal of Management Inquiry</i> . <i>Long Range Planning</i> . <i>Managing Global Transitions</i> <i>Social Science Research</i> <i>Academia</i>
Session Chair	<i>Australia New Zealand Academy of Management</i> , 2019 Annual Meeting, Cairns, Queensland, Australia, Wicked Solutions to Wicked Problems Delivered Paper Session, December.  <i>Academy of Management</i> , 2007. Annual Meeting, Philadelphia, PA, Capabilities: Knowledge Transfer and Replication session in the Business Policy & Strategy Division, August.  <i>Academy of Management</i> , 1997 Annual Meeting, Boston MA, Market Entry and Exit Session of the Policy & Strategy Division, August.  <i>Administrative Sciences Association of Canada</i> , 1996. Annual Meetings, Montreal Quebec, “Strategy and Structure” Session of the Policy & Strategy Division, May.  <i>Academy of Management</i> . Strategic Change, 1992. Turnaround and Performance Session of the Policy & Strategy Division, August.	



**COMMUNITY SERVICE**

Consultant	Alouette Addiction Services Society. Assisted this non-profit agency in proposal development for three funding projects totaling about \$500,000, 2008.
Reviewer	Workers Compensation Board of Manitoba. Request for proposals Reviewer 2007-2009.
Board Member	Burquest JCA. 1995 – 1996.
Board Member & Treasurer	Serenity Harbour Recovery Society, a non-profit agency in Maple Ridge, 2014-2018.

**PROFESSIONAL AFFILIATIONS****Academy of Management:**

- Invited Chair: Business Policy & Strategy Div. 1991 Dissertation Workshop. Strategic Change, Turnaround & Performance Session 1992. Strategic Management and Policy session 1997 & 2007.
- Admin. Committee Member: Local Arrangements Committee 1995 Conference.
- Invited Participant: Social Issues in Management 1988 Doctoral Consortium. Social Issues in Mgmt. 1990 Faculty Development Consortium.
- Div./Caucus/Int. Group Member: Social Issues in Management Division. Business Policy & Strategy Division. Organizations & the Natural Environment Caucus. Organizations & the Natural Environment Interest Group.
- Contributor: Business Policy & Strategy Division Newsletter.

**Administrative Sciences Assoc. of Canada:**

Member  
 1996 Policy Division Academic Reviewer.  
 1997 Policy Division Program Chair.  
 1998 Policy Division Division Chair.

**Australia New Zealand Academy of Management**

2019 Session Chair.

**European Academy of Management**

Member

**Academy of International Business**

Past member.

**Institute of Financial & Strategic Decisions**

Past member.

**Society for Case Research**

Past member.

**Strategic Management Society**

Past member.

**Western Academy of Management**

Past member.

**OTHER AFFILIATIONS**

Delta Sigma Pi, Business Fraternity

Life member since 1979.

Doctor of Business Administration Association

Representative: Management & Organization Department:  
 University of Washington 1986 to 1989.