



## **JERRY PAUL SHEPPARD, Ph.D.**

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### **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.**      **Pennsylvania 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**

In general, my research looks into why business efforts fail to work as intended. The lessons learned from such failures suggest ways in which future efforts can increase a company's chances for survival. 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 an organization's 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.
- \* Investigation into how stupidity impacts organizations.



**REFEREED PUBLICATIONS****Journal Articles:**

- 2022 Sheppard, Jerry Paul & Jesse Young. (2022). An essential stupidity-based review of the Deepwater Horizon disaster, *Business Horizons*, 66(7). doi:10.1016/j.bushor.2022.02.002
- 2022 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2022). 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(1). doi.10.1002/cjas.1678
- 2021 Sheppard, Jerry Paul & Jesse Young. (2021). Potemkin Stupidity, *Academia Letters*, 2. doi.10.20935/AL471
- 2020 Sheppard, Jerry Paul & Jesse Young. Addressing Sustainable Development Goals for Confronting Climate Change: Insights and Summary Solutions in the Stress Stupidity System, *Journal of Management and Organization*, 26(6): 929-951. doi:10.1017/jmo.2020.9
- 2015 Sheppard, Jerry Paul (2015). Getting published: achieving acceptance from reviewers and editors, *Journal of Asia Business Studies* 9 (2): 117-132
- 2007 Sheppard, Jerry Paul & Marnie Young (2007). The Routes of Moral Development and the Impact of Exposure to the Milgram Obedience Study, *Journal of Business Ethics* 75:315–333.
- 2005 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2005), Riding the Wrong Wave: Organizational Failure: Organizational Failure as a Failed Turnaround, *Long Range Planning*, 38 (3): 239-260.
- 2000 Sheppard, Jerry Paul, Praveen R. Nayyar & Charles E. Summer (2000), Managing your Doctoral Program: A Practical Orientation, *Production and Operations Management*, 9 (4): 414-438.
- 1997 Sheppard, Jerry Paul & Charlene Zietsma (1997), The Childless Corporation: Where does the Family Fit in the Employee's Life?, *Journal of Business & Society*, 10 (2): 238-244.
- 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.
- 1995a Sheppard, Jerry Paul (1995), A Resource Dependence Approach to Failure Prediction, *Social Science Research*: 24 (1): 28-62.
- 1994d Sheppard, Jerry Paul (1994), The Corporate Moral Person: The Organization's Personality and its Board, *Journal of Business and Society*: 7 (2): 151-164.
- 1994c Sheppard, Jerry Paul (1994), Strategy and Bankruptcy: An Exploration into Organizational Death, *Journal of Management*: 20 (4): 795-833.
- 1994b Sheppard, Jerry Paul (1994), The Relationship Between Corporate Board Linkages, Industry Environment, Firm Condition, and Organizational Failure, *American Business Review*, 12 (1): 15-27.
- 1994a Sheppard, Jerry Paul (1994), The Dilemma of Matched Pairs and Diversified Firms in Bankruptcy Prediction Models, *Mid Atlantic Business Review*, 11 (2): 9-25.
- 1993b Sheppard, Jerry Paul (1993), E.O. Inc., *Business Case Journal*: 1 (1): 51-67.
- 1993a Sheppard, Jerry Paul (1993), Organizational Survival and Corporate Level Diversification, *Journal of Financial & Strategic Decisions*, 6 (1): 113-132.
- 1992b 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.
- 1992a Pettit, Dean & Jerry Paul Sheppard (1992), It's Not Easy Being Green: The Limits of Green Consumerism in Light of the Logic of Collective Action, *Queens Quarterly*, 99 (3): 328-350.



**Book Chapters:**

- 2020 Sheppard, Jerry Paul & Chowdhury, Shamshud D. (2020). Nothing endures but change: Studying changes in industry choice and determinism, S Torp & TJ Andersen (Eds.), *Adapting to environmental challenges: New research in strategy and international business*, 19-34, Bingley, UK: Emerald Publishing Limited.
- 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 & Jerry Paul Sheppard (2000), “Milgram & 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 CASES**

- \* Chowdhury, Shamsud D. and Jerry Paul Sheppard (2009) (Each author a 50% contributor), “Case 4: Becoming competitive: An Industry Note on the Canadian Telecommunications Industry,” *Cases for Strategic Management: Competitiveness & Globalization*, 3rd Canadian Edition by Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Jerry P. Sheppard and R. Glenn Rowe (Toronto: Nelson Education), 37-48.
- \* Sheppard, Jerry Paul (2002), “Investment Opportunities Unlimited”, printed in *Strategic Management: Cases for Competitiveness & Globalization*, First Canadian Edition by Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Jerry P. Sheppard and R. Glenn Rowe (Toronto: Nelson Thompson Learning).
- \* Sheppard, Jerry Paul (1995). “E.O. Inc.”, re-printed in *Strategic Management: Text & Cases*, Third Edition by Peter Wright, Mark J. Kroll and John A. Parnell (Englewood Cliffs, NJ: Prentice Hall).
- \* Sheppard, Jerry Paul (1994). “E.O. Inc.”, re-printed in *Entrepreneurial Strategy: Text & Cases* by Harold P. Welsh and Donald F. Kuratko: 234-250 (New York: Dryden/HBJ).

**PROCEEDINGS EDITORSHIPS**

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



**BOOKS**

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

**DISSERTATION****1989 *The Strategy of Corporate Survival: A Resource Dependence Approach.***

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**

- \* Nutt, R. 1996. "Loewen's best bet bankruptcy, prof says" *Vancouver Sun*: (Jan. 26): D1.
- \* Lloyd, M. & Mason, K. 2016. "What did the Trump campaign and Walmart have in common?"

**Radio**

- ! Recksiedler, D. 2016. *News 1130 PM, CKWX*, Trump Boycott Interview (November 14): 8:10 AM.
- ! Langdon, M. 2009. *Newsline PM, CFAX*, General Motors Interview (April 10): 4:10 PM Part 1; Part 2.
- ! Maliha, P. & Cole, V. 2009. *The Afternoon Buzz, CFUN* Chrysler Bankruptcy Interview (April 30): 5:07 PM.
- ! McComb, J. 2009. *The World Today, CKNW* Chrysler Bankruptcy Interview (April 30): 6:34 PM Part 1; Part 2.
- ! Cuff, R. 2009. *The Early Edition, CBC 1*, Chrysler Bankruptcy Interview (May 1): 7:42 AM.
- ! Chang, J. 2009. *BC Almanac, CBC 1*, General Motors Bankruptcy Interview (June 1): 12:35 PM Part 1; Part 2.
- ! Langdon, M. 2009. *Newsline PM, CFAX*, General Motors Interview (June 1): 3:40 PM Part 1; Part 2.
- ! Gebauer, A. 2009. *The Weekend Morning News, CKNW*, General Motors Interview (June 6): 7:33 AM.



**INSTRUCTIONAL MEDIA**

**Teaching Notes** Edited and developed teaching notes for Hitt, Michael A., R. Duane Ireland, Robert E. Hoskisson, R. Glenn Rowe & Jerry P. Sheppard (2009), *Strategic Management: Competitiveness & Globalization, 3rd Canadian Ed., Instructor Notes: Cases* (Toronto: Nelson Education).

- Case 1: *Activplant: The European Opportunity* (Extensive information was drawn from the original note by Brodie B. Christ & William Ho, under Stewart Thornhill’s supervision, with added prep. by Jerry Sheppard.)
- Case 2: *AGF Management Limited* (This drew extensively from information in the original note developed and written by the case author Joe Martin , with added preparation by Jerry Sheppard.) [2009 Update]
- Case 3: *AMD in 2005* (Extensive information was drawn from the original note written by R. Apana and Tamela D. Ferguson, with added preparation by Jerry Sheppard.)
- Case 4: *Becoming competitive: An Industry Note on the Canadian Telecommunications Industry* (Extensive information was drawn from information in the original note written by Shamsud Chowdhury & Jerry Paul Sheppard, with added preparation by Jerry Sheppard.)
- Case 5: *Bell Canada: The VoIP Challenge* (Extensive information was drawn from the original note written by Dan Day and Rod White, with added preparation by Jerry Sheppard.)
- Case 6: *Blu-Ray & HD DVD: Betamax - VHS 'Format Wars' Redux?* (Extensive information was drawn from the original note available from the ICFAI teaching note, with added preparation by Jerry Sheppard.)
- Case 7: *CCL Industries: Divesting the Custom Division* (Extensive information was drawn from the original note written by Trevor Hunter, with added preparation by Jerry Sheppard.)
- Case 8: *Coach Inc.: From Staid To Stylish* (Extensive info. was drawn from the ICFAI original note, and the case by Smitha Moganty under Shirisha Regani & SS George’s direction, with added prep. by Jerry Sheppard.)
- Case 9: *Compassion Canada* (Extensive information was drawn from the original note developed and written by the case author, Hari Bapuji and supervisor, Glenn Rowe, with added preparation by Jerry Sheppard.) [2009 Update]
- Case 10: *Cott Corporation: World’s Biggest Maker of Retailer-Brand Carbonated Soft Drinks: Growth Strategies* (This case note was developed and written by Jerry Sheppard. Extensive information was drawn from the case by Punam Bihani under Srinath Manda’s direction, with added material adapted from a partial analysis by Patrick Onyeukwu.)
- Case 11: *DHL Bangladesh: Managing HQ-Subsidiary Relations* (Extensive information was drawn from the original note by Hemant Merchant with assistance from Masud Chand, with added prep. by Jerry Sheppard.)
- Case 12: *East Coast Trail Association* (Extensive information was drawn from the original note written by Natalie Slawinsk under the supervision of W. Glenn Rowe, with added preparation by Jerry Sheppard.)
- Case 13: *Embraer: The Brazilian Aircraft Manufacturer’s Turnaround & Growth* (Extensive info. was drawn from ICFAI’s note and the case by Shirisha Regani under SS George, with added prep. by Jerry Sheppard.)
- Case 14: *Entrepreneurial Search: Growing From a Monopoly Situation Med-Eng Systems Inc.* (Extensive info. was drawn from the original note written by Scott Ensign, with added preparation by Jerry Sheppard.)
- Case 15: *Global Luxury Hospitality Industry & the Four Seasons Hotels & Resorts* (Extensive info. was drawn from the note by case authors Kendra Hart & Shamshud Chowdhury, with added prep. by Jerry Sheppard.)
- Case 16: *GVM Exploration Limited* (Extensive information was drawn from the note written by Guo-Liang Frank Jiang under the supervision of Professor Michael Rouse, with added preparation by Jerry Sheppard.)
- Case 17: *Haier - The Chinese Global Competitor* (Extensive information was drawn from the ICFAI original note, with added preparation by Jerry Sheppard.)
- Case 18: *Innovation At Cirque Du Soleil* (Extensive information was drawn from the original note available from the ICFAI, with added preparation by Jerry Sheppard.)
- Case 19: *The Interbrew-AMBEV Merger Story* (This note was developed and written by Jerry Sheppard.) [2009 Update]
- Case 20: *L’Oréal’s Business Strategy* (Extensive information was drawn from the teaching note written by Marta Szabo White, and U.S. and Canadian Government sites, with added preparation by Jerry Sheppard.)
- Case 21: *MTV Networks International: Localizing Globally* (Extensive information was drawn from the note by Hema M under the direction of, Shirisha Regani and S.S. George, with added prep. by Jerry Sheppard.)
- Case 22: *Nintendo Wii: A ‘Revolution’ in Gaming?* (Extensive information was drawn from the note by Namratha V. Prasad and Sachin Govind, under the direction of S.S. George, with added prep. by Jerry Sheppard.)
- Case 23: *Nokia and the Global Mobile Phone Industry* (Extensive information was drawn from the original teaching note by Shirisha Regani, under Sanjib Dutta’s direction, with added preparation by Jerry Sheppard.) [2009 Update]
- Case 24: *Nucor in 2005* (Extensive info. was drawn from the original note by Tamela D. Ferguson, with added prep. by Jerry Sheppard.)
- Case 25: *The Print Shop at Eva’s Phoenix: “Training Youth for Life”* (Extensive information was drawn from original note written by the case author, Ann Armstrong, with added preparation by Jerry Sheppard.) [2009 Update]
- Case 26: *Ryan Air* (This case note was developed and written by Jerry Sheppard and drew on info. in the case by David Dunne with info. by Y. Mei, G. Guo & R. Barnard, and Derek Lehmborg and Ron White.)
- Case 27: *Selectpower - Green Energy in Ontario* (Extensive information was drawn from the original note written by Arif Merchant under the supervision of Rob Klassen, with added preparation by Jerry Sheppard.)
- Case 28: *Target Stores’ Differentiation Strategy* (Extensive info. was drawn from the original note by case authors Suchitra Jampani & Ajith Sankar, under Sanjib Dutta’s direction, with added prep. by Jerry Sheppard.) [2009 Update]
- Case 29: *Worldspace Satellite Radio: Fading Signals?* (Extensive information was drawn from original note by Hema M under Shirisha Regani and S.S. George’s direction, with added preparation by Jerry Sheppard.)
- Case 30: *YMCA of London: Ontario* (Extensive information was drawn from the original note written by Pat MacDonald under the supervision of W. Glenn Rowe, with added preparation by Jerry Sheppard.)



Edited and developed teaching notes for Hitt, Michael A., R. Duane , Robert E. Hoskisson, R. Glenn Rowe and Jerry P. Sheppard (2007), *Cases for Strategic Management: Competitiveness & Globalization, 2nd Canadian Edition, Instructors Notes Updated* (Toronto: Nelson Education).

- Case 1: *Adventus* (Extensive information was drawn from the original note written by the Case author, Mary Brooks, with added preparation by Jerry Sheppard.)
- Case 2: *AGF Management* (Extensive information was drawn from the original note developed and written by the Case author Joe Martin, with added preparation by Jerry Sheppard.)
- Case 3: *Apple Computer Inc. iPods and iTunes* (Extensive information was drawn from the original note written by Ken Mark and Mary Crossen, with added preparation by Jerry Sheppard.)
- Case 4: *Biosonics Incorporated* (Extensive information was drawn from the original note written by the Case author, David House; with added preparation by Jerry Sheppard.) [2007 Update]
- Case 5: *Cquay Technologies Corp.* (Extensive information was drawn from the original note written by Kevin K. Boeh and prepared under Paul W. Beamish's supervision, with added preparation by Jerry Sheppard.)
- Case 6: *De Beers and the Global Diamond Industry* (Extensive information was drawn from the original note developed and written by David Conklin, with added preparation by Jerry Sheppard.)
- Case 7: *eBay.com: Profitably Managing Growth from Start-Up to 2000* (This note was prepared by Jerry Sheppard and drew extensively from information in C. Bradley Shrader's original teaching note.) [2007 Update]
- Case 8: *Environmental Management in the Rockies: Entrepreneurship versus Sustainability* (Extensive information was drawn from Case author Simon Hudson's original note, with added preparation by Jerry Sheppard.)
- Case 9: *Frontier Adventure Racing: Pack Lightly, Go Like Hell, Never Give Up* (Extensive information was drawn from Charlene Zietsma & Stewart Thornhill's original note, with added preparation by Jerry Sheppard.) [2007 Update]
- Case 10: *The Interbrew AmBev Merger Story* (This Case note was developed and written by Jerry Sheppard.)
- Case 11: *Landville Limited* (Extensive information was drawn from the original teaching note developed and written by Sally Gunz, with added preparation by Jerry Sheppard.) [2007 Update]
- Case 12: *Loblaw Companies Limited* (Extensive information was drawn from the original teaching note written by Case author Charlene Zietsma, with includes added preparation by Jerry Sheppard.)
- Case 13: *Lufthansa 2000: Maintaining the Change Momentum* (This Case note was prepared by C. Bradley Shrader and Jerry Sheppard, and edited by Marnie Young to match the Canadian format.)
- Case 14: *Meridco Magnesium: International Technology Transfer (A)* (Extensive information was drawn from Case author Tima Bansal's original teaching note, with added preparation by Jerry Sheppard.)
- Case 15: *Mission Air* (This Case note drew extensively from information in the original teaching note written by John Melnyk & Daniel Gendron (© 2002), with some added preparation by Jerry Sheppard.)
- Case 16: *Monsanto: Better Living through Genetic Engineering?* (This note was prepared by C. Bradley Shrader, edited by Jerry Sheppard and drew extensively from information in the original note by Case authors, Seth Brooks, Melissa Schilling & John Scrofani.) [2007 Update]
- Case 17: *New Century Brewing: Moonshot Caffeinated Beer* (Extensive info. was drawn from the original note by Case author David Wesley, under Chris Robertson's supervision, with added prep. by Jerry Sheppard.)
- Case 18: *Newfoundland Centre for the Arts* (Extensive information was drawn from the original note developed and written by Professor Charlene Zietsma, with added preparation by Jerry Sheppard.)
- Case 19: *Nokia and the Global Mobile Phone Industry* (Extensive information was drawn from the original note written by Shirisha Regani, under Sanjib Dutta's direction, with added preparation by Jerry Sheppard.)
- Case 20: *Paradise Farm Organics* (This Case note was prepared by Jerry Sheppard with contributions from C. Bradley Shrader, J. M. Bruton, J. J. Reddish, R. E. Goldsmith, D. Brady, and Case author Anne Smith.) [2007 Update]
- Case 21: *Perdue Farms* (This note was prepared by C. Bradley Shrader, edited by Jerry Sheppard and drew extensively on information in the original note written by Case authors, George Rubenson & Frank Shipper) [2007 Update]
- Case 22: *Pinnacle Technologies - Middle East* (This Case note drew extensively from information in Case author Allen J. Morrison's original note, with added preparation by Jerry Sheppard.) [2007 Update]
- Case 23: *The Printshop at Eva's Phoenix* (Extensive information was drawn from the original note written by the Case author, Ann Armstrong, with some added preparation by Jerry Sheppard.)
- Case 24: *Restructuring CNPC & the Proposed Listing of Petrochina* (This note drew extensively from info. in the original note by Suhaib Riaz under Glenn Rowe's supervision, with added prep. by Jerry Sheppard.)
- Case 25: *Stretching the Brand: A Review of the Virgin Group* (This note was prepared by C. Bradley Shrader and edited by Jerry Sheppard.) [2007 Update]
- Case 26: *Talisman Energy Inc.* (Extensive information was drawn from the original written by Trevor Hunter and Gail Robertson, with additional preparation Jerry Sheppard.) [2007 Update]
- Case 27: *Target The Upscale Discounter* (Extensive info. was drawn from the original note written by Case authors Suchitra Jampani & Ajith Sankar, under Sanjib Dutta's direction, with added prep. by Jerry Sheppard.)
- Case 28: *Tata Tea Limited* (Extensive information was drawn from the original note written by Case authors Ram Subramanian, Pradeep Gopalakrishna and V.J. Sivakumar, with added prep. by Jerry Sheppard.)
- Case 29: *Unicord: The Bumble Bee Acquisition* (Extensive information was drawn from in Case author, Hemant Merchant's original teaching note, with added preparation by Jerry Sheppard.) [2007 Update]
- Case 30: *Vic Young and Fishery Products International (B): Winds of Change* (This drew extensively from info. in John Melynck, Tami Hynes & Glenn Rowe's original note, with added preparation by Jerry Sheppard.) [2007 Update]
- Case 31: *Wal-Mart's German Misadventure* (Extensive info. was drawn from the original note by K. Subhadra, under Sanjib Dutta's direction, with added prep. by Jerry Sheppard and added info. from J. Ewing.)
- Case 32: *WestJet Airlines (B): The Pearson Decision* (Extensive information was drawn from the original note written by Derek Lehmborg under Ron White's supervision, with added preparation by Jerry Sheppard.)



<b>Web Page Content</b>	Developed the instructors' web page content for <i>Strategic Management: Competitiveness &amp; Globalization, 1st Canadian Edition</i> , (2002) by Michael Hitt, A., R. Duane, Robert E. Hoskisson, R. Glenn Rowe and Jerry P. Sheppard.
<b>Power Point Slides</b>	Developed instructors' power point slides with M. Young (Sheppard performed 75% of the work), for <i>Strategic Management: Competitiveness &amp; Globalization, First Canadian Ed.</i> , (2002) by M. Hitt, A., R. D. Ireland, R. E. Hoskisson, R. G. Rowe & J. P. Sheppard, about 500 slides.

### **ACCEPTED FOR PUBLICATION**

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

### **CONFERENCE PRESENTATIONS AND WORKSHOPS**

- \* Sheppard, Jerry Paul, Chowdhury, Shamshud D. Young, Marnie (2022), Moral Action Failure: The Case of Eddie Lampert and the Looting of Sears, Roebuck, and 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, 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, FL, Aug. 9 -13.



**CONFERENCE PRESENTATIONS AND WORKSHOPS (continued)**

- \* Sheppard, Jerry Paul & Shamshud D. Chowdhury (2010), The Bumpy Road of the Business Cycle, *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) (Each author a 50% contributor), 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) (Each author a 50% contributor), 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 and Jerry Paul Sheppard (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.
- \* Young, Marnie and Jerry Paul Sheppard (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 and Christopher H. Zacharias (1995) (Each author a 50% contributor), 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: Aug. 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, Praveen R. Nayyar & Charles E. Summer (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, Praveen R. Nayyar & Charles E. Summer (1994). (First author was a 50% contributor). *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**

- \* Chowdhury, Shamshud D. & Sheppard, Jerry Paul. *Corporate Wrongdoing and Board Leadership Structure: A Comparative Analysis of the Hewlett Packard Espionage Scandal*. Submitted in January 2023 to the *European Academy of Management*: to be held at Trinity Business School, Dublin, Ireland, from June 14-16, 2023.

**WORK TO BE REVISED AND RESUBMITTED**

\*

**WORK IN PROGRESS**

- \* Sheppard, Jerry Paul & Young, Jesse. *The Shopping Gig*. To be Submitted in February 2023 to the *Administrative Sciences Association of Canada Annual Conference*: to be held at Ted Rogers School of Management at Toronto Metropolitan University, Toronto, Ontario, Canada, from June 3 to 6, 2023.
- \* Sheppard, Jerry Paul & Young, Jesse. *The Shopping Gig*. To be submitted to the *Journal of Business Anthropology* in May 2023.
- \* Sheppard, Jerry Paul & Shamshud D. Chowdhury, *Choice and the Coevolution of Populations and Environments in US Manufacturing Industries*. Tentatively scheduled for April 2023 submission.
- \* Chowdhury, Shamshud D. & Sheppard, Jerry Paul. *Corporate Wrongdoing and Board Leadership Structure: A Comparative Analysis of the Hewlett Packard Espionage Scandal*. To be submitted to the *Journal of Business Ethics* in May 2023.
- \* Sheppard, Jerry Paul & Young, Jesse. *The folly pile: The mechanics of organizational stupidity and how poor decisions get made*. Tentatively scheduled for September 2023 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 & 96	Government of Canada Challenge Grant: Strategic Bankruptcy & Firm Survival. Research into the effects of bankruptcy strategy on corp. reorganization success likelihood.
Apr.-Aug. 1992 & 93	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 try to get them to apply the theory. With casework, I try to get them to arrive at logical ways to address underlying management problems a company 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. 2004 - Dec. 2004      Instructor, Univ. College of the Fraser Valley, Faculty of Business Admin., 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.

**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).



**COMMITTEE WORK AT SIMON FRASER UNIVERSITY**

2017 – 2023	Faculty Case Competition Committee
2020 – 2021	Faculty Teaching Awards Committee
2015 – 2018	Faculty Assurance of Learning Committee
2014 – 2015	Faculty Case Competitions Committee
2014 – 2015	Faculty Tenure and Promotions Committee
2009 – 2013	Faculty Academic Appeals Committee
2007 – 2011	University Research Ethics Board
2010 – 2011	Faculty Assurance of Learning Taskforce
2010 – 2011	Faculty Tenure and Promotions Committee
2006 – 2008	Faculty Tenure and Promotions Committee
2005 – 2006	Faculty Nominations Committee
2002 – 2003	Faculty Graduate Diploma in Business Administration Advisory Committee
2001 – 2002	University Tenure Committee (Member at large)
2001 – 2002	University Salary Appeals Committee
1996 & 2001	Faculty Policy Area Coordinator
1995 – 1998	University Graduate Programs Approval Committee
1993 – 1997	University Graduate Admissions / Appeals Committee
1995 – 1996	Faculty Ad-Hoc Business Undergraduate Planning Task Force
1994 – 1996	University Senate Graduate Awards Adjudication Committee
1992 – 1996	Faculty Academic Discipline / Appeals Committee
1990 – 1992	Business Faculty Tenure Committee
1989 – 2004	EMBA / MBA Final Project Advisor: Supervised 35 / Second reader for 30 students.
1989 – 2004	Undergraduate Directed Studies: Averaged two students per year.



**ACADEMIC SERVICE**

Case Competition Coach	Intercollegiate Business Competition (ICBC), 2019. Royal Roads Design Thinking Challenge, 2021 (third place team).
Academic Reviewer	Reviewing coordinator Policy Div. <i>Administrative Sciences Association 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	Australia New Zealand Academy of Mgmt.      Academy of Management <i>Canadian Journal of Administrative Sciences.</i> Admin. Sciences Association of Canada <i>Journal of Asia Business Studies.</i> <i>Alliance Journal of Business Research.</i> <i>Journal of Business Ethics.</i> <i>Long Range Planning.</i> <i>Journal of Management.</i> <i>Managing Global Transitions.</i> <i>Journal of Business Governance and Ethics.</i> <i>Social Science Research.</i> <i>Journal of Management Inquiry.</i> <i>Inderscience.</i> <i>Journal of Organizational Behavior</i> Special Issue: The brave new workplace, 2001. JAI Special Issue on Sustaining the Natural Environment, 1995. Academy of Management Annual Meetings 1990-2017. Administrative Sciences Association of Canada Annual Meetings 1992-2017.
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 Mgmt. 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: 1996 Policy Division Academic Reviewer,  
1997 Policy Division Program Chair, and  
1998 Policy Division Division Chair.
- Australia New Zealand Academy of Mgmt. 2019 Session Chair.
- European Academy of Mgmt. Member
- Academy of International Business: Past member.
- Inst. 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 Admin. Assoc. Representative: Management & Organization Department:  
University of Washington 1986 to 1989.