

# HEC MONTRÉAL – STRATEGIC RESEARCH PLAN

## Summary

### 1. Objectives of the strategic plan

HEC Montréal is a business school with a student body of close to 12,000 and a staff of over 250 professors teaching in ten academic departments: International Affairs, Finance, Operations Management and Logistics, Human Resource Management, Institute of Applied Economics, Management, Marketing, Quantitative Methods for Management, Accounting Studies and Information Technology. In terms of numbers of students and professors, HEC Montréal is Canada's largest business school.

Excellence, relevance and innovation are HEC Montréal's key values. As a world-class business school, HEC Montréal has a responsibility to foster superior-quality research projects of international scope. Our research must be relevant, reflecting the needs of its target clientele, and it must nourish the teaching of new knowledge and skills. HEC Montréal has drawn up its strategic research plan with concerns like these in mind. The result is a plan that identifies the means and conditions that will enable us to maintain the extremely high standards of our research activities.

### 2. Progress made through the Canada Research Chairs Program

The Strategic Research Plan submitted in 2000 allowed HEC Montréal to obtain the chairs it needed to retain or recruit exceptional research candidates. Specifically, four Level 1 Canada Research Chairs and three Level 2 Canada Research Chairs were obtained, making HEC Montréal the business school with the largest number of Canada Research Chairs in the country.

In 2001, we obtained the *Canada Research Chair in Distribution Management* (Level 1), presently held by Professor Gilbert Laporte of the Department of Quantitative Methods for Management. In 2003, Professor Henri Barki from the Department of Information Technologies became the holder of the *Canada Research Chair in Information Technology Implementation and Management* (Level 1). In 2003, the School also obtained a *Canada Research Chair in Risk Management* (Level 1), held by Georges Dionne, professor in the Department of Finance. Three Level 2 Canada Research Chairs were later granted to HEC Montréal: (1) a *Canada Research Chair in Logistics and Transportation*, currently held by Professor Jean-François Cordeau in the Department of Operations Management and Logistics; (2) a *Canada Research Chair in the Management of Employee Commitment and Performance*, held by Christian Vandenberghe, professor in the Department of Management; (3) a *Canada Research Chair in Information Technology in Health Care*, held by Guy Paré, professor in the Department of Information Technologies. In 2008, Department of Management professor Ann Langley obtained a *Canada Research Chair in Strategic Management in Pluralistic Settings* (Level 1).

The following table indicates the year each chair was obtained, its level (1 or 2) and the area of research.

<b>Canada Research Chairs</b>		
<b>Year obtained</b>	<b>Chair – Level</b>	<b>Area of research</b>
2000-2001	Level 1 chair	Operations research
2001-2002	Level 2 chair	Information technologies
2003-2004	Level 1 chair	Information technologies
2003-2004	Level 1 chair	Risk management
2004-2005	Level 2 chair	Human resource management
2004-2005	Level 2 chair	Logistics management
2007-2008	Level 1 chair	Corporate strategy

### **3. Key priority research areas at HEC Montréal**

HEC Montréal has decided to develop and consolidate its research activities in areas that already have significant research expertise and the necessary infrastructure to support researchers’ activities. In several of these areas, HEC Montréal has faculty members with international reputations in their respective fields.

HEC Montréal’s strategic plan thus focuses on eight priority research areas:

- ❖ Decision support
- ❖ Finance, risk management and financial engineering
- ❖ Energy, environment, sustainable development and social responsibility
- ❖ Information technologies
- ❖ Governance
- ❖ Organization, management, strategy
- ❖ Marketing

Over the coming years, HEC Montréal intends to prioritize these key research areas by providing the organization with the necessary research infrastructure and chairs it needs to maintain its research excellence. In order to do this, one of the steps we plan to take is to renew the mandate of our Canada Research Chair in Information Technology in Health Care—a chair that is important to our priority research area in information technologies. HEC Montréal also proposes to create a business simulation laboratory: a facility that would put HEC Montréal at the leading edge of experimental research in information technology. We would also like to set up a research and data mining laboratory that would offer researchers a state-of-the-art infrastructure for management research, including all necessary equipment and databases.

## 4. Inter-institutional groups

HEC Montréal has been active in setting up inter-institutional groups with other universities. This strategy focuses on programs for the strategic grouping of researchers sponsored by the *Fonds québécois de recherche sur la nature et les technologies* (FQRNT) and the *Fonds québécois de recherche sur la société et la culture* (FQRSC). By creating research groups in which its researchers and students can participate, HEC Montréal makes maximum use of its researchers' expertise. These research groups also act as orientation structures for new professors recruited by HEC Montréal who are likely to enhance the School's ability to attract students and staff. Researchers from HEC Montréal are involved in the seven following inter-institutional groups:

- ❖ **CIRAIG** Inter-university Research Centre for the Life Cycle of Products, Processes and Services
- ❖ **CRIMT** Inter-university Research Centre on Globalization and Work
- ❖ **CIREQ** Inter-university Research Centre in Economics and Quantitative Analysis
- ❖ **CRISES** Centre for Research on Social Innovations
- ❖ **CIRRELT** Inter-university Research Centre on Corporate Networks, Logistics and Transportation
- ❖ **CIRPÉE** Inter-university Centre on Risk, Economic Policies and Employment
- ❖ **GERAD** Group for Research in Decision Analysis

## 5. Research support

In May 2000, the School adopted a research incentives policy. Under this policy, the publication of a research paper or work related to HEC Montréal's areas of business management earns "research points" for the author (or co-authors). These points may be (a) converted and paid in the form of a lump sum and/or (b) used to obtain a reduced teaching load. This policy was revised in 2003.

In addition, like many other universities, HEC Montréal has adapted its research management methods to comply with Quebec's *Plan d'action en gestion de la propriété intellectuelle*. It is important to mention that HEC Montréal has a research ethics policy; the Research Ethics Committee ensures that all our researchers respect the code of ethics of the federal and provincial granting agencies.

In the next few years, HEC Montréal will face an even greater challenge in terms of attracting and retaining qualified researchers. It will therefore become increasingly crucial for HEC Montréal to offer its researchers competitive employment conditions, not only in terms of compensation, but also working conditions (e.g.: seed research funding for young recruits, infrastructures, chair nominations, facilities and research equipment).

Over the past decades, HEC Montréal has realized the importance of providing infrastructures to support research. Given the Quebec government's major investments in strategic groups, HEC Montréal intends to maintain its participation and support in the form of matching funding for the strategic groups to which its researchers belong. In addition, through the *Fondation Universitaire Mercure*, HEC Montréal offers competition-based research infrastructure funding to strong performing research groups and emerging groups. The *Fondation Mercure* also offers funding for scientific seminar series, scientific journals and research awards. In addition to a trading room, a finance and insurance laboratory has been created. HEC

Montréal plans to expand the vocation of this laboratory to provide an infrastructure for all management research.

HEC Montréal fully intends to continue its tradition of supporting and promoting grant applications submitted by individual researchers. Since the School has hired many professors and plans to hire many more during the coming years, this incentive will be very important for new recruits as it will enable them to enrich their portfolio and increase their chances of joining research groups. We would also point out that HEC Montréal encourages multidisciplinary research projects: every year, the School supports some ten projects in the form of workshops on multidisciplinary research. These projects are financed based on an internal competition. Pluridisciplinary research projects are actively promoted as they advance penetration into several very promising sectors. Multidisciplinary, collaboration and research partnerships are all strongly encouraged by HEC Montréal.

## **6. Training researchers**

Research training for graduate and postdoctoral students is a priority for the School and its various affiliated chairs and research centres. Directors of centres and research groups as well as research chairholders at HEC Montréal work to ensure that research training is an important part of researchers' activities and projects. This translates into student days for doctoral students organized by research centres associated with HEC Montréal, seminars and joint publications.

HEC Montréal boasts one of Canada's largest doctoral programs in administration, offered in French and English by HEC Montréal and three other Montreal universities (Concordia, McGill and UQÀM). HEC Montréal's policy is aimed at attracting top doctoral candidates by providing institutional support in the form of recruitment and accelerated program bursaries to all students admitted to its doctoral program. These funds complement fellowships granted by professor-researchers from their research funds. Thanks to these measures, HEC Montréal succeeded in attracting 233 new doctoral students during the period from 2002 to 2008.

## **7. Planning, approval and evaluation process**

The strategic research plan is approved by HEC Montréal's Research Committee and Management Committee. This plan reflects our institutional priorities and is revised periodically. The financing of research activities is revised annually as part of the School's budget management and allocation process. Every year, the Director of the School assigns an institutional envelope to the financing of research infrastructures. The Research Committee evaluates the performance of each infrastructure prior to issuing its funding recommendations, which are forwarded to the Board of Directors of HEC Montréal.

All research Chairs and main research groups are required to submit annual activity reports. At the end of their mandates, they must submit an exhaustive productivity report for evaluation purposes, detailing their mission, objectives, financial results, resources and all activities and achievements: publications, training and development, internal and external outreach, research funds obtained and impacts of their research activities.

## 8. Conclusion

Research at HEC Montréal has seen significant growth over the past eight years. Thanks to the creation of research chairs—seven of which are Canada Research Chairs—and the hiring of several new professor-researchers, HEC Montréal now has the necessary qualified human resources to realize research projects of superior quality.

Our researchers' participation in several strategic research groups is evidence of our involvement in the most significant areas of management research. HEC Montréal encourages the creation of chairs and institutional research groups, and supports its researchers by financing research infrastructures and training highly qualified personnel. Infrastructure financing and the creation of Canada Research Chairs and institutional chairs enable the School to offer students and faculty a quality research environment and conditions that promote the retention and hiring of experienced management researchers. Over the past two years, for example, we have recruited 23 new professors, all of whom have come to us with excellent research profiles from world-class establishments. HEC Montréal is committed to providing a stimulating, exceptional research environment for the professors of our remarkable world-class management school.

**APPENDIX**

**Table of main research units and related priority areas**

Key priority areas	Main research units
Decision support	Canada Research Chair in Distribution Management Canada Research Chair in Logistics and Transportation Data Mining Chair Chair in Game Theory and Management Group for Research on Decision Analysis (GERAD) Inter-university Research Centre on Corporate Networks, Logistics and Transportation (CIRRELT) Inter-university Research Centre for the Life Cycle of Products, Processes and Services (CIRAIG)
Applied economics	Inter-university Research Centre in Economics and Quantitative Analysis (CIREQ) Inter-university Centre on Risk, Economic Policies and Employment (CIRPÉE)
Energy, sustainable development and social responsibility	<i>Interdisciplinary Research Group on Sustainable Development (GRIDD-HEC)</i> Inter-university Research Centre for the Life Cycle of Products, Processes and Services (CIRAIG) Humanism and Management Group Research Group on Ethics and Social Responsibility in Organizations
Finance, risk management and financial engineering	Canada Research Chair in Risk Management Omer Deserres Chair of Retailing Inter-university Research Centre in Economics and Quantitative Analysis (CIREQ) Inter-university Centre on Risk, Economic Policies and Employment (CIRPÉE) Centre for research on E-Finance (CREF) Desjardins Centre for Studies in Management of Financial Services Cooperatives
Governance	Chair of International Economics and Governance Chair in Governance and Forensic Accounting CMA International Centre for Studies of Business Processes <i>Research Group in International Business (GRAI)</i> Institute for Governance of Private and Public Organizations (IGPPO)

Key priority areas	Main research units
Marketing	RBC Financial Group Chair of E-Commerce Carmelle and Rémi-Marcoux Chair in Arts Management Chair in Supply Management Chair of Commercial Space and Customer Service Management
Organization, management and strategy	Canada Research Chair in the Management of Employee Commitment and Performance Canada Research Chair in Strategic Management in Pluralistic Settings Chair of SME Development and Succession Pierre-Péladeau Chair of Leadership Chair in Ethical management Walter-J.-Somers Chair in International Strategic Management Rogers - J.A. Bombardier Chair of Entrepreneurship Inter-university Research Centre on Globalization and Work (CRIMT) Centre for Research on Social Innovations (CRISES) Research Centre for Work, Health and Organizational Effectiveness (CRITEOS) Strategy as Practice Study Group (SAPHEC) Centre for the Promotion of Excellence in Municipal Management International Business Families Centre MosaiC - <i>Managing Creation in an Innovative Society</i>
Information technologies	Canada Research Chair in Information Technology Implementation and Management Canada Research Chair in Information Technology in Health Care Chair in Strategic Management of Information Technology Chair of Learning and Teaching Technologies in Management Education ERPsim Laboratory Centre for Research on Organizational Transformation (CETO) Research Group on Information Systems (GReSI)