

31 December 2007

CURRICULUM VITAE
FOR
SHEEHAN, Norman T.
Department of Accounting

1. PERSONAL:

Born: May 7, 1963

2. ACADEMIC CREDENTIALS:

Ph.D (in Strategy), BI Norwegian School of Management and Copenhagen Business School,
2002

MBA (with Honours), BI Norwegian School of Management, 1994

B.Comm (with Distinction), University of Alberta, 1985

3. OTHER CREDENTIALS:

CGA, Certified General Accountants Association of Saskatchewan, 2005

CMA, The Society of Management Accountants of Alberta, 1988

4. APPOINTMENT(S) AND PROMOTION(S) (U OF S):

Associate Professor, July 1, 2002-present, Department of Accounting

Associate Professor, July 1, 2001-June 30, 2002, Department of Management and
Marketing

5. ASSOCIATE MEMBERSHIPS:

Nil

6. LEAVES:

Nil

7. HONOURS (MEDALS, FELLOWSHIPS, PRIZES):

Canadian Academic Accounting Association's Innovation in Accounting Education Award, 2005

Canadian Academic Accounting Association's Short Case Award, 2002 (with co-authors Tammi Feltham and Fred Phillips)

Best in Class MBA, 1994

8. PREVIOUS POSITIONS RELEVANT TO U OF S EMPLOYMENT:

Assistant Professor in Strategy, BI Norwegian School of Management, Sept.-Dec. 2000

Research Assistant, BI Norwegian School of Management, 1996-2000

Corporate Controller, Petroleum Geo-Services ASA, Oslo, Norway, 1994-1996

Divisional Controller, Golden Star Resources Ltd., Georgetown, Guyana and Paramaribo, Surinam, 1992-1993

Financial Analyst and Financial Accountant, Luscar Ltd., Edmonton, Alberta, 1985-1990

9. TEACHING AT U OF S:

	Number of Students
<i>Instructor for Comm 438 - Management Planning and Control</i>	
Undergraduate - Winter 2007 (2 sections)	75
Undergraduate - Winter 2006 (2 sections)	65
Undergraduate - Winter 2005 (2 sections)	66
Undergraduate - Winter 2004 (2 sections)	67
Undergraduate - Winter 2003 (2 sections)	74
Undergraduate - Fall 2002	41
Undergraduate - Winter 2002	40
Undergraduate - Fall 2001 (2 sections)	64
<i>Instructor for MPAcc 801 - Business Environment and Strategy</i>	
MPAcc - Spring 2007 (2 sections)	70
MPAcc - Spring 2006 (2 sections)	65
MPAcc - Spring 2005 (2 sections)	65
MPAcc - Spring 2004 (2 sections)	64
MPAcc - Spring 2003 (2 sections)	63
<i>Instructor for Acc 823 - Ph.D Seminar in Management Control and Strategy</i>	

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Ph.D in Accounting - Winter 2005 3

Instructor for *MBA 856 - e-Commerce Strategy*
MBA - Winter 2002 18

Instructor for *MBA 802 - Management Accounting*
MBA - Fall 2002 9

Instructor for *Comm 498 - e-Commerce Strategy and Marketing*
Undergraduate - Fall 2002 29

10. THESES SUPERVISED:

Ph.D Advisory Committee Member, Monica Adeler, Ph.D Candidate in Interdisciplinary Studies, Transactions and Co-operative Memberships, 2004-present. In progress.

Ph.D Advisory Committee Member, Glen Kobussen, Ph.D Candidate in Accounting, Balanced Scorecard Implementation, 2003-present. In progress.

MSc Thesis Committee Member, Marvin Soderberg, MSc in Accounting, The Balanced Scored: Structure and Use in Canadian Companies, 2002-2006. Successfully completed April 2006.

External Examiner, Master of Science Theses, BI Norwegian School of Management, January and February, 2002 (two theses)

11. BOOKS, CHAPTERS IN BOOKS, EXPOSITORY AND REVIEW ARTICLES:

Nil

12. PAPERS IN REFEREED JOURNALS:

PUBLISHED:

Sheehan, N. T. 2007. The Coffee Pot: A Management Control Exercise. *Journal of Accounting Education*, 25, pp. 193-206.

Sheehan, N. T., G. Vaidyanathan. 2007. The Path to Growth. *The Wall Street Journal, Business Insight: The Journal Report, A Joint Venture with MIT Sloan Management Review*, Sat, 03 Mar, pp. R8.

Sheehan, N. T., N. J. Foss. 2007. Enhancing the Prescriptiveness of the Resource-Based View Through Porterian Activity Analysis. *Management Decision*, Vol 45(3), pp. 450-461.

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- Sheehan, N. T., C. B. Stabell. 2007. Discovering New Business Models for Knowledge Intensive Firms. *Strategy & Leadership*, Vol 35(2), pp. 22-29.
- Sheehan, N. T. 2006. Want to Improve Strategy Execution? Simons Says Levers. *Journal of Business Strategy*, Vol 27(6), pp. 56-64.
- Sheehan, N. T., C. B. Stabell. 2006. Reputation and Value Creation in Search Shops. *Service Industries Journal*, Vol 26(6), pp. 597-613.
- Sheehan, N. T. 2006. Understanding How Resources and Capabilities Impact Performance: Actively Applying the Resource-Based View in the Classroom. *Journal of Management Education*, Vol 30(3), pp. 421-430.
- Sheehan, N. T. 2005. Why Old Tools won't work in the "New" Knowledge Economy. *Journal of Business Strategy*, Vol 26(4), pp. 53-60.
- Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2005. Value Creation Logics and the Choice of Management Control Systems. *Qualitative Research in Accounting and Management*, Vol 2(1), pp. 1-28.
- Carter, J., N. T. Sheehan, 2004. From Competition to Cooperation: E-tailing's Integration with Retailing. *Business Horizons*, Vol 47(2), pp. 71-78.
- Feltham, T. S., F. Phillips, N. T. Sheehan. 2003. The Same Difference? A Transfer-Pricing Case. *Issues in Accounting Education*, Vol 18(1), pp. 93-99 (plus teaching note).

ACCEPTED:

Sheehan, N. T. 2007. Enticing Employees to Lie: Using Role Play to Understand and Mitigate Unintended Consequences of Budgeting. *Accounting Perspectives*, Forthcoming.

Sheehan, N. T. G. Vaidyanathan, S. Kalagnanam. 2007. A Balanced Scorecard for State U's Facilities Management Division?. *Accounting Perspectives*, Forthcoming.

13. PAPERS IN NON-REFEREED JOURNALS:

PUBLISHED:

Stabell, C. B., N. T. Sheehan. 2001. Competitive Advantage in Petroleum Exploration, *Oil & Gas Journal*, 23 April, Vol 99(17), pp. 30-36.

ACCEPTED:

Nil

14. INVITED PAPERS IN PUBLISHED CONFERENCE PROCEEDINGS AND ABSTRACTS:

Nil

15. CONTRIBUTED PAPERS IN PUBLISHED CONFERENCE PROCEEDINGS AND ABSTRACTS:

Nil

16. TECHNICAL REPORTS RELEVANT TO ACADEMIC FIELD:

Sheehan, N. T. 1998. A Note on the Upstream Petroleum Industry: Adding Oil Reserves in The North Sea. Norwegian School of Management Research Report No.7/1998.

17. BOOK REVIEWS:

Nil

18. INVITED LECTURES OUTSIDE U OF S AND INVITED CONFERENCE PRESENTATIONS:

Sheehan, N. T. 2007. Blue Ocean Strategy, Executive CMA Program, November, Edmonton, Alberta

Sheehan, N. T. 2007. Blue Ocean Strategy, Saskatoon Society of Fundraising Executives Biannual Conference, November, Saskatoon, Saskatchewan.

Sheehan, N. T., G. Vaidyanathan. 2007. The Path to Growth: Business Growth Strategies in a Changing Market, Saskatoon Chapter of the Society of Management Accountants, April, Saskatoon, Saskatchewan. Presented by G. Vaidyanathan.

Sheehan, N. T. 2006. Blue Ocean Strategy, Executive CMA Program, December, Edmonton, Alberta

Sheehan, N. T. 2006. Improving Profitability Through Strategic Execution, Executive CMA Program, February, Winnipeg, Manitoba

Sheehan, N. T. 2005. Paper Planes and Budgets, Canadian Academic Accounting Association, June, Quebec City, Quebec. My written submission was chosen by

the CAAA as the winner of the CAAA Innovation in Accounting Award, and I was asked to present at their annual conference.

Sheehan, N. T. 2004. New Strategy Tools for Technology Companies, Saskatchewan Advanced Technology Association, February, Saskatoon, Saskatchewan

Sheehan, N. T. 2002. Business Strategy, Saskatoon Chapter of the Society of Management Accountants, April, Saskatoon, Saskatchewan.

Sheehan, N. T. 2000. Reputation and Value Creation in the Upstream Petroleum Industry, March, University of Calgary, Calgary.

19. PRESENTATIONS AT CONFERENCES (Non-Invited):

Soderberg, M., S. Kalagnanam, G. Vaidyanathan, N. T. Sheehan. 2007. The Balanced Scorecard: Structure and Use in Canadian Companies. American Accounting Association Annual Meeting, Chicago. Presented by S. Kalagnanam.

Soderberg, M., S. Kalagnanam, G. Vaidyanathan, N. T. Sheehan. 2006. The Balanced Scorecard: Structure and Use in Canadian Companies. Performance Management Association Conference, July, London. Presented by S. Kalagnanam.

Sheehan, N. T., N. J. Foss. 2005. Enhancing the Prescriptiveness of the Resource-Based View: Addressing Priem and Butler's Critique Through Porterian Activity Analysis. Strategic Management Society's 25th Annual Conference, October, Orlando. Presented by N. T. Sheehan.

Sheehan, N. T., G. Vaidyanathan. 2005. Business Models Viewed Through a Value Logic Lens: Some Conceptual Insights. Strategic Management Society's 25th Annual Conference, October, Orlando. Presented by G. Vaidyanathan.

Sheehan, N. T., C. B. Stabell. 2005. Business Models for Knowledge Intensive Firms: Positioning of Diagnosis, Search and Design Shops. Academy of Management Conference, August, Hawaii. Presented by N. T. Sheehan.

Sheehan, N. T. 2005. Exploring the Roots of Porter's Activity-Based View: Where Did the Value Chain Originate? Academy of Management Conference, August, Hawaii. Presented by N. T. Sheehan

Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2005. A Balanced Scorecard for State U's Facility Management Division? Case and Teaching Note. ASAC, May, Toronto. Presented by S. Kalagnanam.

- Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2005. Value Creation Logics: Viewing management control through a different lens. Management Accounting Section Mid-Year Conference, January, Scottsdale. Presented by G. Vaidyanathan.
- Sheehan, N. T. 2005. Coffee Pot: An introductory management control case. Case and Teaching Note. Management Accounting Section Mid-Year Conference, January, Scottsdale. Presented by N. T. Sheehan.
- Sheehan, N. T., G. Vaidyanathan, S. Kalagnanam. 2004. Value Creation Logics: Viewing management control through a different lens. Management Control Systems Research Conference. July, Edinburgh. Presented by N. T. Sheehan.
- Sheehan, N. T. 2003. PaperScape: Actively Applying Concepts from the Resource-Based View in the Classroom. Strategic Management Society, November, Baltimore. Presented by N. T. Sheehan.
- Sheehan, N. T., A. Bjertnaes. 2001. Can We Apply 'Old' Strategic Frameworks to Firms in the 'New' Economy? Strategic Management Society, October, San Francisco. Presented by N. T. Sheehan.
- Sheehan, N. T., C. B. Stabell. 2000. Reputation as a Driver of Value Generation in Knowledge-Intensive Service Firms: An empirical study in petroleum exploration shops. 4th Annual Conference on Corporate Reputation, Identity and Competitiveness, May, Copenhagen. Presented by N. T. Sheehan.
- Stabell, C. B., N. T. Sheehan, O. Fjeldstad. 1999. Reputation Tangible Assets and Governance in Problem-Solving Firms: Differential strategic positioning options for search, diagnosis and design shops. Nordic Business Conference, August, Helsinki. Presented by N. T. Sheehan. Strategic Management Society, October, Berlin. Presented by C. B. Stabell.
20. PATENTS GRANTED OR PENDING:
- Nil
21. RESEARCH GRANT INFORMATION:
- \$2,000, College of Commerce, Conference Grant, 2005/6
- \$2,000, College of Commerce, Conference Grant, 2005/6
- \$2,000, College of Commerce, Conference Grant, 2004/5

\$2,000, College of Commerce, Conference Grant, 2003/4

\$1,200, College of Commerce, Conference Grant, 2001/2

22. ARTISTIC EXHIBITIONS OR PERFORMANCES:

Nil

23. PROFESSIONAL PRACTICE:

Coach, Jeux de Commerce (JDC) Games for the EBS Strategy Team, 2007-8

Reviewer, Administrative Sciences Association of Canada Annual Conference,
Accounting Section, March 2007 (one paper)

Reviewer, Case Section of *Accounting Perspectives*, 2006-present (two cases in
2006/7)

Reviewer, *Journal of Management Education*, 2007-present (two cases)

Reviewer for the Management Accounting Section Annual Conference, November 2006
(one case)

Editorial Board Member and Reviewer for *Journal of Accounting Case Research*, 2005-
2006 (two cases)

Senior Moderator in the CMA Canada (Saskatchewan) Strategic Leadership Program
September 2005-December 2006 (four Interactive Sessions)

Reviewer for the CAAA Case Competition, April 2006 (four cases)

Reviewer, Administrative Sciences Association of Canada Annual Conference,
Accounting Section, March 2006 (one paper)

Reviewer for the Academy of Management Annual Conference, Business Policy and
Strategy Section, 2001, 2002, 2003, 2004, 2005 (13 papers)

Reviewer for AAA Management Accounting Section Annual Research and Case
Conference, September 2005 (one paper)

Examiner for CMA Canada (Saskatchewan) Mod 7 Board Presentations, 2002, 2003, 2005
(16 groups)

Reviewer for Administration Sciences Association of Canada Annual Conference,
Strategy Section, 2004 (two papers)

Reviewer for R&D Management Special Issue on Innovation and Intangible Assets,
January 2004 (one paper)

Discussant, Case Session, Management Accounting Section Research Conference,
Miami, January 2004 (one case)

Senior Moderator in the CMA Canada (Saskatchewan) Strategic Leadership Program
September 2002-December 2003 (five Interactive Sessions)

24. CONSULTING WORK UNDERTAKEN:

CMA Canada, Updating their Strategic Leadership Program to reflect the newly adopted
CMA Competency Map, April-May 2006

25. DEPARTMENTAL AND COLLEGE COMMITTEES:

Member, College Research Committee, Fall 2005-present

Member, College of Commerce, Business Advisory Services Advisory Board, Fall 2005-
present

Chair, College of Commerce Scholarship Committee, Fall 2002-June 2005

Member, Department of Accounting Curriculum Review Committee, 2004

26. UNIVERSITY COMMITTEES:

Nil

27. PROFESSIONAL AND ASSOCIATION OFFICES AND
COMMITTEE ACTIVITY OUTSIDE:

Member of the Society of Management Accountants of Canada (Saskatchewan), 2001-
present

Member of the Society of Management Accountants of Canada (Alberta), 1985-2001

Member of the Academy of Management, 1998-present

Member of the Strategic Management Society, 1998-present

Member, CMA Competency Mapping Framework Committee, Society of Management
Accountants of Canada (Chair: Glenn Feltham, Ph.D, CMA), 2004-2006

Member of the Certified General Accountants Association of Saskatchewan, 2005-present

Elected Member, Provincial Council, Society of Management Accountants of Saskatchewan, 2003-2005

Chair, Human Resource Committee, Society of Management Accountants of Saskatchewan, 2003-2005

Member, Continuing Professional Development and Learning Committee, Society of Management Accountants of Saskatchewan (Chair Martin McInnis, CMA), 2003-2004

Member of the American Accounting Association, 2004-present

Member of the Canadian Academic Accounting Association, 2004-present

28. PUBLIC AND COMMUNITY CONTRIBUTIONS:

Community Tax Preparation Programme, Department of Accounting, Faculty Volunteer, 2002, 2003, 2004, 2007

29. NOT UNIVERSITY RELATED:

Chair, Audit and Risk Committee, FirstSask Credit Union, 2007-present

Chair, CEO Compensation Committee, FirstSask Credit Union, 2007-present

Member, Governance Committee, FirstSask Credit Union, 2007-present

Elected Board Member, FirstSask Credit Union, 2007-present

Chair, Audit Committee, Saskatoon Credit Union, 2006

Elected Board Member, Saskatoon Credit Union, 2005-2006

Member, Audit, HR and CEO Compensation, and Nominating Committees, Saskatoon Credit Union, 2005-2006

30. EXTENSION:

Facilitator in Business Advisory Services' Executive Training Programs:

ECMA Boot Camp, (*Management Control, Governance and Risk Management, and Performance Measurement*), November 2007

Effective Executive Program (*Strategy Analysis and Implementation*), June 2007

Friday Seminar Series (*Blue Ocean Strategy*), February 2007

ECMA Boot Camp, (*Management Control Systems in Action*), November 2006

Effective Executive Program (*Strategy Analysis and Improving Implementation*), June 2006

Effective Executive Program (*Tough Decisions Simulation*), June 2005

Management Development Program (*Formulating Winning Strategies*), October 2004