



DHILLON
SCHOOL OF BUSINESS

**CELEBRATING
OUR RESEARCH**

2019
IN REVIEW

MESSAGE FROM THE DEAN'S OFFICE

We are very pleased to see the first issue of the DSB Research Newsletter highlighting some of the interesting and influential work being done by DSB faculty members. Knowledge generation is a core part of our mission and connecting students to leading-edge research is an important strategic direction for the University.

This is a wonderful way to learn about the intellectual contributions that colleagues and instructors (or former instructors) are making. It is a way to find new opportunities for collaboration. It is also a way to celebrate what we have always known – that there is great research happening in the DSB!

Thank you to the DSB research committee for this bright idea and for putting together this first issue.



Kerry Godfrey
Dean



Kelly Williams-Whitt
Associate Dean

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STOCK MARKET REACTION TO GREEN BOND ISSUANCE

Dr. Vishaal Baulkaran examines how the stock market reacts to announcements of green bond issuance, a form of financing that encourages environmentally sustainable initiatives. Dr. Baulkaran's findings suggest that shareholders consider green bonds to be value-enhancing, as well as a means of undertaking profitable green projects or avoiding environmental or reputational risk. The analysis also shows that the issuance of green bonds with higher coupon rates produces a negative reaction from investors, and that factors such as company size and growth are positively related to the abnormal returns associated with these announcements.

Full citation: Baulkaran, V. (2019). Stock market reaction to green bond issuance. *Journal of Asset Management*, 20(5), 331-340.

"Green bonds and climate financing, in general, have a significant role to play in mitigating the impact of climate change on society, economies, and corporations. Research in this area has the potential to aid the development of the green bond market which has seen exponential growth in recent years, even though it is still in its infancy."

Vishaal Baulkaran



**Vishaal
Baulkaran**

REMEMBERING TO FORGET: THE HISTORIC IRRESPONSIBILITY OF US BIG TOBACCO

As society increasingly demands corporations to be accountable for past misbehaviours, is downplaying and hiding wrongdoings from the public an effective strategy? In a historical case study of the U.S. tobacco industry, Drs. Coraiola and Derry explain how tobacco companies have worked together to strategically conceal unethical practices in order to control public opinion, evade regulation, and sidestep responsibility. The authors conclude that, while actively covering up irresponsible behaviour can lead to public ignorance in the short run, this type of approach can result in an even greater liability when the public becomes aware of such deceptive strategies.

Full citation: Coraiola, D. M., & Derry, R. (2019). Remembering to forget: The historic irresponsibility of US big tobacco. *Journal of Business Ethics*, 1-20.

"I have spent many years studying the complex deceptions perfected by the tobacco industry, while my co-author is an historian who theorizes how memory shapes perception. We brought our interests together in this article to describe how tobacco companies strategized to portray themselves as reliable and trustworthy, even while they were meticulously obscuring evidence of their deception, and burying research reports that implicated them in the knowing promotion of lethal products."

Robbin Derry



**Robbin
Derry**

GOING HOME AND HELPING OUT? RETURNEES AS PROPAGATORS OF CSR IN AN EMERGING ECONOMY

Do managers who receive education/training abroad drive socio-economic change after returning home?

Dr. Qin Han extends early work on returnees as agents of change by examining corporate social responsibility (CSR) of privately-held firms during the early stages of an emerging economy's transition. Dr. Han argues that returnee-led firms are likely to exhibit higher levels of CSR than local-led firms, due to the effects of an owner-manager's international experience. Using nationwide survey data collected from private enterprises in China, the author documents the positive direct and indirect impact of education/training abroad on two CSR measures: sustainability initiative scope and charitable donation intensity.



**Qin
Han**

Full citation: Han, Q., Jennings, J. E., Liu, R., & Jennings, P. D. (2019). Going home and helping out? Returnees as propagators of CSR in an emerging economy. *Journal of International Business Studies*, 50(6), 857-872.

"Recently, more and more individuals return to emerging economies, such as India and China, after being educated and/or trained abroad. Much is now known about how these returnees impact the economic and technological advancement in their country of origin. I am, however, more intrigued by whether and how returnees propagate business practices focused on their home country's social development as attitudes and behaviours related to corporate social responsibility (CSR) and sustainability have profound, enduring, and borderless effects on the world."

Qin Han

MOORE, S. G., & LAFRENIERE, K. C.

HOW ONLINE WORD-OF-MOUTH IMPACTS RECEIVERS. CONSUMER PSYCHOLOGY REVIEW

Consumers prefer to receive product information from past customers (i.e., word-of-mouth) rather than businesses (e.g., advertisements). However, the advent of digital technologies has changed the nature of word-of-mouth by allowing platforms and sellers to also contribute to the message (e.g., sellers responding to negative reviews or writing fake reviews). How do consumers receiving word-of-mouth know whether to rely on a particular message? Drs. Moore and Lafreniere apply a multi-player framework to summarize how each player (receivers, senders, platforms, sellers, and other consumers) can change the impact of word-of-mouth and therefore influence consumers' product evaluations, purchase intentions, and choices.

Full Citation: Moore, S. G., & Lafreniere, K. C. How online word-of-mouth impacts receivers.
Consumer Psychology Review.

"For me, the biggest take-away from recent literature on product reviews is the power of the website platform. The website can affect not only what reviewers will write about the product but also what readers will conclude about the product. For example, reviewers who receive a "top reviewer" badge from the website tend to write longer and more formal reviews with less social and emotional content, which can decrease the impact of their reviews on sales."

–Katharine Lafreniere



**Katherine
C. Lafreniere**

SOCIAL MEDIA AND VOLUNTARY NONFINANCIAL DISCLOSURE: EVIDENCE FROM TWITTER PRESENCE AND CORPORATE POLITICAL DISCLOSURE

Does social media (i.e., Twitter) influence firms' voluntary disclosure of corporate political activities? Drs. Lei, Li, and Luo find that Twitter-adopting firms are generally more transparent in their disclosure of corporate political contributions. Moreover, firms with more Twitter followers and firms whose political activities are targeted in more Twitter messages tend to be more transparent in their disclosures. Overall, the authors' findings suggest that social media plays an important role in motivating transparency when it comes to firms' political disclosure decisions.



**Yutao
Li**

Full citation: Lei, L., Li, Y., & Luo, Y. (2018). Social media and voluntary nonfinancial disclosure: Evidence from Twitter presence and corporate political disclosure. *Journal of Information Systems*.

"While our research focuses on how social media affects corporate political disclosure, the implications of social media are far beyond what we have documented in our research. For example, information drawn from social media cannot only be used to predict stock market performance, it can also predict consumer behavior, political landscapes, and even flu trends. To retrieve, analyze, and gain insights from social media information requires not only sophisticated computational skills but also an awareness of the changing landscape of social media technologies and regulations."

-Yutao Li

PERSONALITY, INTERVIEW FAKING, AND THE MEDIATING ROLE OF ATTITUDES, NORMS, AND PERCEIVED BEHAVIORAL CONTROL

Why might some individuals be more likely to present a false impression of themselves in job interviews? Drs. Bourdage, Schmidt, Wiltshire, Nguyen, and Lee investigate the psychological processes underlying interview faking, which can help us understand how personality traits influence this behaviour. In a sample of 198 interviewees, the authors examine the role of attitudes, subjective norms, and perceived behavioral control in explaining how the traits of Honesty-Humility and Conscientiousness influence interview faking. Results show that attitudes, norms, and control are all connected to interview faking, and that attitudes and norms explain how personality influences faking.

Full citation: Bourdage, J. S., Schmidt, J., Wiltshire, J., Nguyen, B., & Lee, C. (2019). Personality, interview faking, and the mediating role of attitudes, norms, and perceived behavioral control. *International Journal of Selection and Assessment*.

“Did you know that many job applicants engage in some form of faking during an employment interview?! This is especially concerning given that nearly all organizations use the employment interview as a way to accurately identify and hire high-performing employees. So, what motivates job applications to fake in an interview? What personality traits are associated with deceiving others about one’s qualifications or skills? Our study addresses these questions so that organizations can make more successful hiring decisions, and ensure that what they see in the job interview is what they actually get on the job.”

–Jocelyn Wiltshire



**Jocelyn
Wiltshire**



**Brenda
Nguyen**



JOURNAL ARTICLES

Policy/Strategy	Social Media	Behaviour change	Sustainability/Environment
Marketing	Finance	Accounting	CSR/Ethics
Agriculture	International	Supply Chain	Organizational Studies

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CHANGING THE MINDSET OF UNCERTAINTY TO APPROXIMATION: AN ACTION LEARNING PERSPECTIVE

In this article, Dr. Bao provides a short history of the concept of uncertainty in management literature. Following this background of the topic, the author critiques the over-generalization of uncertainty and explains why it has caused confusion to practitioners. Supported by multiple examples and studies, the article elaborates a new framework for approximation in learning in management. In January 2020, Dr. Bao's paper was voted in the top 20 articles of 2019 by readers of Enterprise Management.

Full citation: Bao, YJ, and Shi Xu, 2019. "Changing the Mindset of Uncertainty to Approximation: An Action Learning Perspective". Enterprise Management. Issue 11: 12-18. (in Chinese)



**Yongjian (YJ)
Bao**

AN INTERVIEW WITH HERMANN HAKEN, THE FOUNDER OF THEORY OF SYNERGETICS

This article reflects the essential ideas of synergetics developed by Dr. Hermann Haken, based on an interview with Haken. Dr. Bao highlights the concept of order parameter and slaving principles in the process of self-organization. Xinhua Digest, a prominent journal in collecting impactful research in humanity in China, includes Bao's article in its March 2020 issue.

Full citation: Bao, YJ, 2019. Synergetics as Science of Cooperation: An Interview with Hermann Haken, the Founder of Theory of Synergetics. Tsinghua Business Review. Issue 11: 6-19. (in Chinese)

VIRTUALLY TRUE AND EXPERIENTIALLY VALID: DEVELOPING NEW VALUE PROPOSITION VIA INDUSTRIAL PARTNERSHIP

In this article, Dr. Bao explores the differences and connections between virtual and actual business models, and suggests that narrative framework could be used to investigate collaboration along industrial supply chains. The article provides two practical cases to support the new narrative framework for investigating value propositions in a digital and virtual organizational design.

Full citation: Bao, YJ, Xu Jinhui, Lin Yang and Roby Chen, 2019. Virtually True and Experientially Valid: Developing New Value Proposition Via Industrial Partnership. Tsinghua Business Review. Issue 9. (in Chinese)

INITIATING AMBIDEXTERITY ORGANIZATION BY DEVELOPING CRISIS LITERARY NARRATIVES

Following the tradition of research investigating the topics of exploration and exploitation, Dr. Bao's research proposes a framework of crisis literary narratives for developing ambidexterity in organizations.

Full citation: Bao, YJ, Wenlong Yuan, and Oleksiy Osiyevskyy, 2019. Initiating Ambidexterity Organization by Developing Crisis Literary Narratives. Tsinghua Business Review. Issue 5:54-65. (in Chinese)

AVOIDING TRAGEDY OF DIGITALIZATION BY APPLYING POLITICAL LOGIC OF VISUALIZATION

Researchers have questioned whether a strategy of digitalization has a positive impact on company performance. In this article, Dr. Bao explains the tragedy of digitalization - a strategy that can be a source of costs without appropriate tools for measuring its performance. To understand how to avoid this tragedy, Dr. Bao uses several cases to illustrate how the application of political logic in digitalization could assist corporate executives.

Full citation: Bao, YJ, Shi Xu, and Wenlong Yuan. 2019. Avoiding Tragedy of Digitalization by Applying Political Logic of Visualization. Tsinghua Business Review. Issue 1-2:119-123. (in Chinese)

TOWARD DEVELOPING AN ENVIRONMENTAL EFFICACY CONSTRUCT

What tools can social marketers leverage to identify and remove barriers to desired behavior change? The concepts of self- and response efficacies are often used to assess barriers. In this study, Drs. Debra Basil and Michael Basil introduce a third type of efficacy - environmental efficacy - defined as the perception of social, physical resource and temporal factors at one's disposal that promote or impede behavior. Their study suggests that this new construct offers social marketers a distinct and useful tool for identifying barriers to desired behavior, and an improved understanding of the importance of environmental forces in addressing behavior change.

Full citation: Basil, D. Z., Basil, M., Lavack, A. M., & Deshpande, S. (2019). Toward developing an environmental efficacy construct. *Journal of Social Marketing*, 10, 1-17.



**Debra Z.
Basil**



**Michael D.
Basil**

THE SUSTAINABILITY OF OHANAMI CHERRY BLOSSOM FESTIVALS AS A CULTURAL ICON

One important form of sustainability is the continuation of culture and cultural practices. Drs. Moriuchi and Basil examine the case of Japanese Ohanami or cherry blossom festivals to explore how these festivals are celebrated and understood and how they are changing. The authors discover that several forces are changing this celebration, and that changes are seen in four areas (bonding, cultural continuity, marketing exploitation, and cultural symbolism). Moreover, while cherry blossom festivals are also observed overseas, the ways in which Ohanami is observed raise concerns about the accuracy of this cultural practice.

Full citation: Moriuchi, E., & Basil, M. (2019). The Sustainability of Ohanami Cherry Blossom Festivals as a Cultural Icon. *Sustainability*, 11(6), 1820.



**Michael D.
Basil**

HOUSING “BETA”: COMMON RISK FACTOR IN RETURNS OF STOCKS

Dr. Vishaal Baulkaran’s study proposes the housing “beta” and tests whether the housing “beta” is a significant determinant for stock returns. The author predicts that the housing market is a systematic risk factor given the impact of the housing market on the overall economy and economic growth of most countries. The results show that the housing “beta” positively explains stock returns after controlling several other factors from the prior literature, and that this relationship is stronger during the financial crisis period.

Full citation: Baulkaran, V., Jain, P., & Sunderman, M. (2019). Housing “Beta”: Common Risk Factor in Returns of Stocks. *The Journal of Real Estate Finance and Economics*, 58(3), 438-456.



**Vishaal
Baulkaran**

THE IMPACT OF RENOVATION CAPITAL EXPENDITURE ON HOTEL PROPERTY PERFORMANCE

In this study, Drs. Turner and Hesford investigate the impact of renovation projects on short-term and long-term hotel property performance. Based on data obtained from 305 renovation capital expenditure projects of individual hotel properties, the authors find that renovation expenditures offer significant short-term benefits in terms of increased revenue, profitability gains, higher customer satisfaction, and decreased repair and maintenance expense. In terms of long-term impacts, the authors discover there is a significant decline in revenue and profitability. Surprisingly, they also find that customer satisfaction does not decline, and that repair and maintenance expense does not increase in the long term.

Full citation: Turner, M. J., & Hesford, J. W. (2019). The impact of renovation capital expenditure on hotel property performance. *Cornell Hospitality Quarterly*, 60(1), 25-39.



**James W.
Hesford**

COMPETITOR MONITORING AND REVENUE PERFORMANCE: EVIDENCE FROM THE HOSPITALITY INDUSTRY

Competitor analysis is central to strategic management accounting, yet little research has investigated the impact of these activities on firm performance. Using data from a large U.S. hotel market, Dr. James Hesford examines how firms' use of competitor monitoring information impacts pricing, demand, and overall revenue performance. Hesford finds that monitoring more competitors achieves higher prices with unchanged demand, resulting in higher revenues. Furthermore, monitoring higher quality hotels results in higher revenue performance, while monitoring lower quality hotels has the opposite effect. Surprisingly, whether the competitors being monitored, in turn follow the target, has no impact on hotel revenue performance.

Full citation: Hesford, J. W., Turner, M. J., Mangin, N., Thomas, C. R., & Hoffmann, K. (2019). Competitor Monitoring and Revenue Performance: Evidence from the Hospitality Industry. *Advances in Management Accounting*, (Advances in Management Accounting, Volume 31). Emerald Publishing Limited, 1-22. Full citation: Turner, M. J., & Hesford, J. W. (2019). The impact of renovation capital expenditure on hotel property performance. *Cornell Hospitality Quarterly*, 60(1), 25-39.

THE EFFECT OF CAUSE-RELATED MARKETING ON FIRM VALUE: A LOOK AT FORTUNE'S MOST ADMIRABLE ALL-STARS

Companies are increasing their use of cause-related marketing to demonstrate commitment to corporate social responsibility while accomplishing strategic goals. However, it is not well understood how cause-related marketing programs impact company financial performance. Woodroof, Deitz, Howie, and Evans address this gap by examining the effects of cause-related marketing announcements on stock prices. They find that announcements result in a significant loss of shareholder value, especially when firms make monetary-only contributions (relative to in-kind donations). The losses are less severe in firms with stronger reputations, more resources, and operating in more dynamic industries. Firms with weaker reputations and fewer resources benefit the most from in-kind (non-monetary) contributions.

Full citation: Woodroof, P. J., Deitz, G. D., Howie, K. M., & Evans, R. D. (2019). The effect of cause-related marketing on firm value: a look at Fortune's most admired all-stars. *Journal of the Academy of Marketing Science*, 47(5), 899-918.



**Katharine M.
Howie**

OPERATING LEVERAGE AND UNDERINVESTMENT

How are operating leverage and financial leverage distinct from each other, and how do they interrelate when it comes to a firm's investment decisions? Dr. Feng Jiao sheds light on these questions by examining the impacts of both types of leverage on a firm's decision to invest in expanded production capacity. Jiao's model predicts that high fixed operating costs will discourage investments in capacity expansion, and that the two types of leverage will have a joint positive effect on investment. The study finds support for the model's predictions after testing them on a large number of U.S. firms over 1966–2016.

Full citation: Jiao, F., Nishihara, M., & Zhang, C. (2019). Operating Leverage and Underinvestment. *Journal of Financial Research*, 42(3), 553-587.



**Feng
Jiao**

THE IMPACT OF THE US STOCK MARKET OPENING ON PRICE DISCOVERY OF GOVERNMENT BOND FUTURES

Drs. Indriawan, Jiao, and Tse examine price discovery in sequential markets for the 10-year US Treasury note, German bund, and UK gilt futures over the period 2010–2017. The authors find that price discovery increases after the opening of the US stock market, and that order flows in the bond futures markets are more informative for permanent price changes in the 30-minute period after the US stock market opens. Their analysis also suggests that the increased price discovery in the bond futures is related to returns and net order flows of the US stock market.

Full citation: Indriawan, I., Jiao, F., & Tse, Y. (2019). The impact of the US stock market opening on price discovery of government bond futures. *Journal of Futures Markets*, 39(7), 779-802.

SEEING OR BELIEVING? CROSS-LISTING AND THE EARNINGS RESPONSE

Drs. Bhattacharyay and Jiao examine two contrasting mechanisms of information asymmetry (“seeing” and/or “believing”) in investigating the impact of information environment on earnings response for cross-listed firms. By looking at abnormal returns and volume reactions to international firms’ earnings announcements pre- and post-listing in the USA from 1990 to 2012, the authors find that investors “seeing” more (media and analyst coverage) decreases the earnings response. However, “believing” more or gaining more credibility has the opposite effects. Their study sheds light on the impact of the improved information environment that non-US firms face when listing their securities on US exchanges.

Full citation: Bhattacharyay, M., & Jiao, F. (2019). Seeing or believing? Cross-listing and the earnings response. *Managerial Finance*.



**Feng
Jiao**

ETHICS/VIRTUES AND CONSEQUENCES: AN EXPLORATORY STUDY OF REGIONAL SMALL BUSINESSES IN DEVELOPED AND EMERGING COUNTRIES

Hettihewa, Kopp, and Wright examine the ethics of Australian, Canadian, and Sri Lankan regional small businesses in terms of how they perceive their duties to society, customers, employees, and the environment. The authors compare the stated ethics of entrepreneurs with their underlying ethics preferences and with firm and entrepreneur attributes. Additionally, they analyze long-term effects of ethics in relation to perceived financial difficulty and firm age. While regional small businesses in these countries have a strong, consistent understanding of civic duties and duties to customers, they appear to have a poor and uneven understanding of duty to employees and the environment.

Full citation: Hettihewa, S., Kopp, L. S., & Wright, C. S. (2019). Ethics/Virtues and Consequences: An Exploratory Study of Regional Small Businesses in Developed and Emerging Countries. *International Journal of Business and Economics*, 18(1), 17-40



**Lori S.
Kopp**

PRODUCTION AND DISSEMINATION OF CORPORATE INFORMATION IN SOCIAL MEDIA: A REVIEW

The emergence of social media as a corporate disclosure channel has caused significant changes in the production and dissemination of corporate information. In this review, Drs. Lei, Li, and Luo identify important themes in recent research on the impact of social media on the corporate information environment and provide suggestions for future research. The authors review the evolution of Internet-based corporate disclosure, and then focus on three recent streams of research: 1) companies' use of social media; 2) information produced by non-corporate users and its impact on capital markets; and 3) the credibility of corporate information on social media platforms.

Lei, L. G., Li, Y., & Luo, Y. (2019). Production and dissemination of corporate information in social media: A review. *Journal of Accounting Literature*, 42, 29-43.



**Yutao
Li**

THE EFFECTS OF SUPERIOR TRUST AND BUDGET-BASED CONTROLS ON BUDGETARY GAMING AND BUDGET VALUE

What factors determine whether managers obtain value from their budgeting systems? Drs. Theresa Libby and Murray Lindsay examine the determinants of budget value using survey data collected from senior managers with budget responsibility. They find that senior manager trust in subordinate managers' abilities is related to greater budget value, which is partially due to subordinate involvement in decision making. While an emphasis on meeting budgetary targets leads to increased budgetary gaming and subsequently lower budget value, it has an overall positive influence on value. Furthermore, budgetary gaming increases with the use of budget-based bonuses, particularly for capped bonus plans.

Full citation: Libby, T., & Lindsay, R. M. (2019). The Effects of Superior Trust and Budget-Based Controls on Budgetary Gaming and Budget Value. *Journal of Management Accounting Research*.



**Murray
Lindsay**

CLIMATE RISK AND PRIVATE PARTICIPATION PROJECTS IN INFRASTRUCTURE

Dr. Nathaniel Lupton finds that climate risk has a negative effect on the rate of completion of infrastructure projects co-funded by non-profit lending organizations, local governments, and private investors. Projects fail when one or more of the partners doesn't meet their contractual obligations, essentially abandoning the project before it is fully funded. Using data obtained from 18,846 projects in 111 countries from 2004 to 2013, Lupton et al. find that host government ownership of the project reduces the risk of climate change, and that the size of the project also reduces the impact of climate risk.

Full citation: Lupton, N. C., Jiménez, A., Bayraktar, S., & Tsagdis, D. (2019). Climate risk and private participation projects in infrastructure. *Management Decision*.



**Nathaniel
Lupton**

PARTNER STRATEGIC CAPABILITIES FOR CAPTURING VALUE FROM SUSTAINABILITY-FOCUSED MULTI-STAKEHOLDER PARTNERSHIPS

Organizations are experiencing pressure to address complex social and ecological challenges through collaborative multi-stakeholder partnerships. A major challenge in these voluntary collaborations is defining the value proposition for partner organizations. In this study, Dr. Adriane MacDonald surveys partner organizations from 15 sustainability-focused multi-stakeholder partnerships in Canada. The author compares three partner strategies for implementation and value capture and discovers that each strategy is associated with different partner resource outcomes. MacDonald's research offers insight into which partners will succeed in capturing value for their organization based on the strategies that they develop and employ during multi-stakeholder partnerships.



**Adriane
MacDonald**

MacDonald, A., Clarke, A., Huang, L., & Seitanidi, M. (2019). Partner Strategic Capabilities for Capturing Value from Sustainability-Focused Multi-Stakeholder Partnerships. *Sustainability*, 11(3), 557.

MULTI-STAKEHOLDER PARTNERSHIPS FOR SUSTAINABILITY: DESIGNING DECISION-MAKING PROCESSES FOR PARTNERSHIP CAPACITY

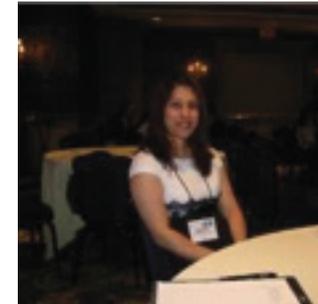
Around the world, organizations are increasingly collaborating via multi-stakeholder partnerships to address sustainable development challenges. Because complex problems can be neither understood nor addressed by a single organization, it is necessary to bring together the knowledge and resources of many stakeholders. Yet, how these partnerships coordinate their collaborative activities to achieve their goals is not well understood. Dr. Adriane MacDonald compares the decision-making processes of 94 sustainability-focused multi-stakeholder partnerships and finds that collaborative decision-making processes have a positive impact on partnership capacity as a result of systems that keep partners informed, coordinate partner interactions, and facilitate ongoing learning.

Full citation: MacDonald, A., Clarke, A., & Huang, L. (2019). Multi-stakeholder partnerships for sustainability: designing decision-making processes for partnership capacity. *Journal of Business Ethics*, 160(2), 409-426.

CHANGES IN CANADA'S PREFERENTIAL TRADE NETWORK AND THE WELFARE EFFECTS IN AGRICULTURAL MARKETS

Drs. Ghazalian and Mosadegh Sedghy overview the trade preferences that are covered by the regional trade agreement (USMCA/NAFTA), and by inter-regional agreements (CETA and CPTPP) for agricultural products. The authors examine the welfare effects of these agreements and assess the welfare outcomes from different scenarios involving various combinations of regional and inter-regional trade preferences. Their analysis underlines that the deepening of North American market integration would lead to increases in Canada's welfare, and suggests that Canada would attain higher welfare levels across agricultural markets through a simultaneous network of regional and interregional trade agreements.

Full citation: Ghazalian, P. L., & Mosadegh Sedghy, B. (2019). Changes in Canada's Preferential Trade Network and the Welfare Effects in Agricultural Markets. *Estey Journal of International Law and Trade Policy*, 20(1753-2019-2987), 28-48.



**Bahareh Mosadegh
Sedghy**

REVERSE SUPPLY CHAIN SYSTEMS COORDINATION ACROSS MULTIPLE LINKS WITH DUOPOLISTIC THIRD PARTY COLLECTORS

Many companies use reverse supply chain systems (RSC) to collect and recycle used items to create new and tradable products. The success of an RSC system relies on the efficient management of used product returns. Hosseini-Motlagh, Nematollahi, Johari, and Choi analyze the optimal decisions of RSC members and performance of RSC under different behaviors of competing collectors. They propose a new type of contract to coordinate the decisions across multiple stakeholder relationships. Results indicate that the contract improves not only profits of the remanufacturer and competing collectors, but also the collection quantity of used items and demand of remanufactured products.

Full citation: Hosseini-Motlagh, S. M., Nematollahi, M., Johari, M., & Choi, T. M. (2019). Reverse Supply Chain Systems Coordination Across Multiple Links With Duopolistic Third Party Collectors. *IEEE Transactions on Systems, Man, and Cybernetics: Systems*.



**Mohammadreza
Nematollahi**

REVERSE SUPPLY CHAIN SYSTEMS COORDINATION ACROSS MULTIPLE LINKS WITH DUOPOLISTIC THIRD PARTY COLLECTORS

Recently, the topic of supply chain (SC) coordination has attracted significant attention from researchers. However, previous studies assume that there is certainty regarding market demand. Taking a new approach, Drs. Hosseini-Motlagh, Nematollahi, and Jokar investigate SC coordination under a new type of contract, assuming different models of demand and decision-making. The authors focus on corporate social responsibility (CSR) investment as an important decision in the SC context. They find that the proposed contract not only coordinates the SC under uncertain demand, but also improves the CSR level in comparison with decentralized decision-making structures.

Full citation: Hosseini-Motlagh, S. M., Govindan, K., Nematollahi, M., & Jokar, A. (2019). An adjustable bi-level wholesale price contract for coordinating a supply chain under scenario-based stochastic demand. *International Journal of Production Economics*, 214, 175-195.

META-ORGANIZATIONS: A PRACTICAL TOOL FOR OPEN INNOVATION

How can firms adopt a more collaborative and open model of innovation while (a) controlling for opportunistic behaviors, and (b) simultaneously gaining the ability to identify, learn and use external knowledge? Radnejad, Nguyen, Codeiro, and Vredenburg discuss one solution to this challenge using examples from the Canadian energy industry, focusing on the successful use of strategic bridging meta-organizations as industry intermediaries. The authors discuss the suitability of different open innovation approaches for differing industry needs and the evolution of meta-organizations in the Canadian energy industry's recent history.



**Brenda
Nguyen**

Radnejad, A. B., Nguyen, B., Cordeiro, J., & Vredenburg, H. (2019). Meta-Organizations: A Practical Tool for Open Innovation. *IEEE Engineering Management Review*, 47(3), 57-64.

EFFECTS OF DIFFERENTIATION STRATEGIES AND RESOURCE CONFIGURATIONS ON CORPORATE ENTREPRENEURSHIP

Drs. Bradley Olson and Yongjian Bao investigate how executives interpret changes to the external business environment as either threats or opportunities, and the impact these interpretations have on strategic business decisions. Based on data collected from CEOs during the 2008 financial crisis, the authors find that a business strategy of differentiation can have a positive or negative influence on whether changes are considered opportunities, depending on the firm's level of financial and technological resources. Olson and Bao's research highlights the importance of considering a firm's strategy and resources in order to understand how executives interpret and act on environmental jolts.

Full citation: Olson, B. J., Yuan, W., Bao, Y., & Wu, Z. (2019). Interpreting strategic issues: Effects of differentiation strategies and resource configurations on corporate entrepreneurship. *The International Journal of Entrepreneurship and Innovation*, 1465750319874602.



**Bradley
Olson**



**Yongjian
Bao**

USTAINABILITY PERFORMANCE OF COUNTRIES MATTERS: A NON-PARAMETRIC INDEX

There is increasing interest in incorporating sustainability initiatives into managerial decision-making. Sustainability development centers on how to achieve balance among economic, environmental, and social objectives of involved stakeholders in the process of value creation. In this study, Dr. Tajbakhsh investigates the performance measurement of countries through a sustainability-conscious lens. In a case study assessing the sustainability productivity of 133 countries, the author demonstrates that conventional metrics commonly used to reflect the sustainability performance of governments may mislead decision makers. Tajbakhsh offers a more comprehensive approach to measuring country productivity against sustainability development, accounting for environmental measures and social aspects.



**Alireza
Tajbakhsh**

Full citation: Tajbakhsh, A., & Shamsi, A. (2019). Sustainability performance of countries matters: A non-parametric index. *Journal of cleaner production*, 224, 506-522.

A FACILITY LOCATION PROBLEM FOR SUSTAINABILITY-CONSCIOUS POWER GENERATION DECISION MAKERS

Energy supply reliability and power failures are critical considerations of policy makers and practitioners around the world. However, a focus on maximal power production frequently leads to policies that adversely affect ecosystems and endanger future accessibility to non-renewable energy sources. Dr. Alireza Tajbakhsh develops and applies a sustainability-conscious assessment procedure to a case study of fossil fuel power plants in the United States. Tajbakhsh finds a considerable difference when the decision maker considers environmental and social impacts and when only financial outcomes are considered. The proposed approach dramatically enhances social performance and diminishes emissions with only slight increases in expenses.

Full citation: Tajbakhsh, A., & Shamsi, A. (2019). A facility location problem for sustainability-conscious power generation decision makers. *Journal of environmental management*, 230, 319-334.

THE EFFECTS OF BRAND IDENTITY ON BRAND PERFORMANCE IN THE SERVICE SECTOR

In this paper, Dr. Walter Wymer investigates how brand identity, the distinguishing visual elements of a brand, affects brand performance. Using data from 376 online survey respondents, Wymer finds that brand identity leads to greater brand performance as a result of higher levels of brand preference and brand identification. Further, these positive effects are enhanced when customers have had a strong, memorable experience with the service brand. Wymer's research uncovers how brand identity affects brand performance, as well as the role of memorable experiences in consumer-brand relationships.



**Walter
Wymer**

Full citation: Tajbakhsh, A., & Shamsi, A. (2019). A facility location problem for sustainability-conscious power generation decision makers. *Journal of environmental management*, 230, 319-334.

BRAND AUTHENTICITY'S INFLUENCE ON CHARITY SUPPORT INTENTIONS

Dr. Walter Wymer contributes to the nonprofit marketing and branding research streams by investigating the influence of a charity's brand authenticity on supporter intentions (donations, volunteering, word-of-mouth referrals, and bequests). Additionally, Wymer investigates the role that consumer-brand identification plays in explaining brand authenticity's influence on supporter intentions, and whether the relationship depends on supporter gender and attitude toward helping others. Using an online survey approach, the author finds that brand authenticity has a positive impact on support intentions, which can be partially explained by heightened consumer-brand identification. This relationship was particularly strong for individuals inclined towards helping others.

Full citation: Wymer, W., & Akbar, M. M. (2019). Brand authenticity's influence on charity support intentions. *Journal of Nonprofit & Public Sector Marketing*, 31(5), 507-527.

EXPLORING BRAND STRENGTH'S NOMOLOGICAL NET AND ITS DIMENSIONAL DYNAMICS

In this study Dr. Walter Wymer contributes to our understanding of the concept of brand strength by investigating several of its potential determinants, and by exploring how each of its three dimensions (brand familiarity, brand attitude, and brand remarkability) influence one another. The study finds support for the influence of the proposed determinants and shows that brand familiarity influences both brand attitude and brand remarkability. Wymer also finds that brand strength has a positive influence on word of mouth referrals, which can be partially explained by its influence on brand preference.



**Walter
Wymer**

Full citation: Wymer, W., & Casidy, R. (2019). Exploring brand strength's nomological net and its dimensional dynamics. *Journal of Retailing and Consumer Services*, 49, 11-22.



BOOKS / BOOK CHAPTERS / CASE STUDIES / REVIEWS

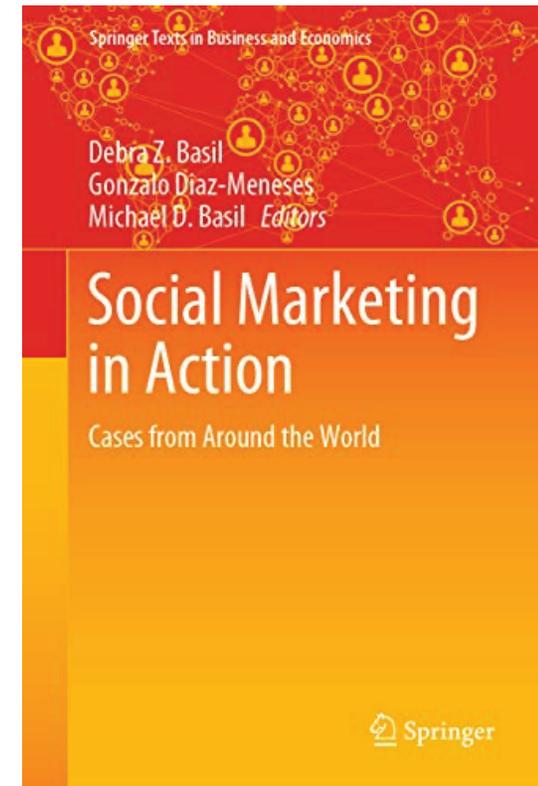


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SOCIAL MARKETING IN ACTION: CASES FROM AROUND THE WORLD

This book reviews the basic principles of social change marketing, encouraging positive behaviour change to benefit individuals and society. It then demonstrates these principles through 24 case studies from countries around the world.

Full citation: Basil, D. Z., Diaz-Meneses, G., & Basil, M. D., eds. (2019). *Social Marketing in Action: Cases from Around the World*. Switzerland AG: Springer International Publishing. DOI: 10.1007/978-3-030-13020-6. ISBN: 978-3-030-13019-0.



THE FUNDAMENTALS OF SOCIAL MARKETING

In this chapter, Dr. Debra Basil explains the steps necessary for creating a social marketing program. Basil emphasizes the importance of identifying barriers the target audience may face and removing these, as well as offering benefits to encourage the desired behavior change. The chapter outlines a “four P’s” approach for designing a social marketing program, considering the “product” being offered (behavior change), the price it represents for the target audience (both monetary and non-monetary), the place where it will be offered, and how it will be promoted. Finally, the chapter discusses the ethical challenges inherent in social marketing efforts.

Full citation: Basil, D. Z. (2019). The Fundamentals of Social Marketing. In Social Marketing in Action: Cases from Around the World (pp. 23-44). Springer, Cham.



**Debra Z.
Basil**

THE BIG PICTURE IN SOCIAL MARKETING

In this chapter, Dr. Basil provides an overview of social change marketing. Basil defines social marketing and positions it within the realm of behaviour change tools. Basil discusses how to analyse the situation before beginning a social change effort, in order to maximize program effectiveness. The value of upstream social marketing is discussed, as well as the importance of identifying competition.

Full citation: Basil, D. Z. (2019). The big picture in social marketing. In D. Z. Basil, G. Diaz-Meneses & M. Basil, (Eds.) Social Marketing in Action: Cases from Around the World. Springer, Cham.

A BRIEF HISTORY OF SOCIAL MARKETING

In this chapter, Dr. Gonzalez Diaz-Meneses and Dr. Michael Basil provide a brief history of social marketing. What benefits can be gained from examining the field's history? First, an awareness of the history of social marketing strengthens our general understanding of the field. Second, it facilitates informed discussions, critical reflections, and analytical thought that the development of any discipline needs. Third, as long as we learn from experience, the past can provide a source of wisdom and good sense. As a result, this can help us improve social marketing tools' efficacy and efficiency in future endeavors.

Full citation: Diaz-Meneses, G. & Basil, M. D. (2019). A Brief History of Social Marketing. In Social Marketing in Action: Cases from Around the World (pp. 79-89). Springer, Cham.



**Michael D.
Basil**

IMPORTANT THEORIES IN SOCIAL MARKETING

Dr. Basil reviews key academic theories used in social change marketing efforts in this chapter. Theories reviewed include exchange theory, diffusion of innovations, involvement, the hierarchy of effects, the health belief model, fear and threat theories, theory of reasoned action, and stages of change, among others.

Full citation: Basil, M. D. (2019). Important theories in social marketing. In D. Z. Basil, G. Diaz-Meneses & M. Basil, (Eds.) Social Marketing in Action: Cases from Around the World (pp. 59-78). Springer, Cham.

RESEARCH IN SOCIAL MARKETING

In this chapter, Dr. Basil explains the research process for social marketing programs/interventions. This chapter covers formative research, which occurs during the planning stages, process research, which assesses a program as it progresses, and evaluative research, which assesses program success. Dr. Basil also discusses important social change marketing benchmarking tools that can be used to assess social change marketing efforts.

Full citation: Basil, M. D. (2019). Research in social marketing. In D. Z. Basil, G. Diaz-Meneses & M. Basil, (Eds.) Social Marketing in Action: Cases from Around the World (pp. 45-57). Springer, Cham.

CAPITAL BUDGETING: PLANNING FOR LONG-TERM ASSET EXPENDITURE: THEORY

Hospitality Finance and Accounting provides a concise, accessible, and comprehensive introduction to hospitality, finance, and accounting from a managerial perspective. Each chapter is split into two sections: theory and practice, giving students practical insight into the everyday realities of the hospitality industry through case studies which show how theories are applied to a range of relevant scenarios. In this chapter, Dr. James Hesford discusses the topic of capital budgeting as it pertains to planning for long-term asset expenditure.

Full citation: Hesford, J. W., & Turner, M. J. (2019). Capital budgeting: Planning for long-term asset expenditure: Theory. In *Hospitality Finance and Accounting: Essential Theory and Practice* (pp. 110-128). Routledge.



**James W.
Hesford**

CAPITAL BUDGETING: PLANNING FOR LONG-TERM ASSET EXPENDITURE: THEORY

Hospitality Finance and Accounting provides a concise, accessible, and comprehensive introduction to hospitality, finance, and accounting from a managerial perspective. Each chapter is split into two sections: theory and practice, giving students practical insight into the everyday realities of the hospitality industry through case studies which show how theories are applied to a range of relevant scenarios. In this chapter, Drs. James Hesford and Craig Milner address the topic of finance and accounting in food and beverage management.

Full citation: Hesford, J. W., Turner, M. J., & Milner, C. M. (2019). Finance and accounting in food and beverage: Theory. In *Hospitality Finance and Accounting: Essential Theory and Practice* (pp. 71-92). Routledge.



**Craig
Milner**

PLACING A NEW UNIVERSITY MODEL WITHIN THE DISCOURSE OF HIGHER EDUCATION

In this chapter, Dr. Mary Runté discusses the four distinct perspectives on the purpose of higher education that are revealed through historical analysis. According to the author, by analyzing where a technology-driven international university could be positioned relative to these perspectives, educational leaders, administrators, and policymakers can identify key obstacles to be overcome, opportunities that could be developed, and dysfunctions that need to be anticipated. Dr. Runté explains that an understanding of which aspects of these perspectives support or undermine new models of higher education could greatly assist proponents in seeking support and avoiding missteps.

Full citation: Runte, M. S., & Runte, R. (2019). Placing a New University Model within the Discourse of Higher Education. In Handbook of Research on Challenges and Opportunities in Launching a Technology-Driven International University (pp. 11-30). IGI Global.



**Mary
Runté**



USING SOCIAL MARKETING TO INCREASE BICYCLE RIDERSHIP TO MAJOR EVENTS IN VANCOUVER, CANADA

Dr. Debra Basil and Dr. Katherine Lafreniere examine the efforts of Better Environmentally Sound Transportation (BEST) in Vancouver, Canada as a case study in effective social marketing.

The goal of BEST is to increase bicycle ridership to major events in order to reduce traffic congestion, while also encouraging bicycling more broadly. Basil and Lafreniere demonstrate how by offering a useful service, making the service free for cyclists, conveniently locating bike corrals, and promoting their service in locations that cyclists frequent, BEST has developed a successful social marketing campaign to reduce event traffic congestion and encourage bicycling.

Full citation: Lafreniere, K. C., & Basil, D. Z. (2019). Using Social Marketing to Increase Bicycle Ridership to Major Events in Vancouver, Canada. In *Social Marketing in Action* (pp. 299-310). Springer, Cham.



**Katherine
C. Lafreniere**



**Debra Z.
Basil**



THE COULEE CLEAN-UP: A SOCIAL MARKETING PROGRAM FOR LITTER PICKUP IN LETHBRIDGE, CANADA

In this case study, Drs. Basil and Lafreniere detail The Coulee Clean-Up, a social marketing program designed to encourage litter clean-up and an anti-littering orientation in Lethbridge, Alberta. The program encourages participation in an event-style litter clean-up whereby participant groups clean an assigned area of the local landscape. Moreover, the program aims to instill long-term behavior change by sensitizing participants to the impact of litter and by socially reinforcing anti-littering behavior. Beginning in 2008 and showing successful growth over the past 10 years, The Coulee Clean-Up offers an effective illustration of an impactful, long-term social marketing campaign.

Full citation: Lafreniere, K. C., & Basil, D. Z. (2019). The Coulee Clean-Up: A Social Marketing Program for Litter Pickup in Lethbridge, Canada. In *Social Marketing in Action* (pp. 359-377). Springer, Cham.



**Katherine
C. Lafreniere**



**Debra Z.
Basil**



VANCOUVER AQUARIUM AND WORLD WILDLIFE FOUNDATION'S GREAT CANADIAN SHORELINE CLEANUP: INCREASING VOLUNTEERISM BY TARGETING SOCIAL NETWORKS

In this case study Drs. Lafreniere and Basil examine the Vancouver Aquarium's social change marketing program for cleaning the Vancouver shoreline. The program encouraged volunteering by leveraging social networks, using the principles of social change marketing.

Full citation: Lafreniere, K. & Basil, M. D. (2019). Vancouver Aquarium and World Wildlife Foundation's Great Canadian Shoreline Cleanup: Increasing volunteerism by targeting social networks. In D. Z. Basil, G. Diaz-Meneses & M. Basil, (Eds.) Social Marketing Cases from Around the World (pp. 327-338). Springer.



**Katherine
C. Lafreniere**



**Michael D.
Basil**

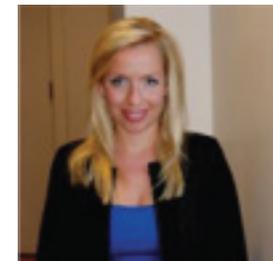
OPERATION RED NOSE: PROVIDING A SAFE HOLIDAY RIDE AND RAISING MONEY FOR CHARITY THROUGH SOCIAL MARKETING

In this case study Drs. Lafreniere and Howie demonstrate how the University of Lethbridge Athletics Department reduced impaired driving in their community by reducing the barriers and increasing the benefits of hiring a chauffeur service. In doing so, they created a win-win social change marketing campaign that not only helps the community but also raises funds for their athletics.

Full citation: Lafreniere, K. C., & Howie, K. (2019). Operation Red Nose: Providing a Safe Holiday Ride and Raising Money for Charity through Social Marketing. In *Social Marketing in Action* (pp. 163-174). Springer, Cham.



**Katherine
C. Lafreniere**



**Katharine M.
Howie**

REVIEW OF “THE GENDER EFFECT: CAPITALISM, FEMINISM AND THE CORPORATE POLITICS OF DEVELOPMENT”, BY KATHRYN MOELLER

In this review of Kathryn Moeller’s book, *The Gender Effect*, Dr. Robin Derry examines the author’s assessment of corporate social responsibility initiatives that strategically target feminist issues. Dr. Derry writes, “If we are serious about business ethics, we need to recognize and challenge exploitation, even if it means admitting that the language of social responsibility has been hijacked to hide corporate abuse. Our work in research and teaching must acknowledge that global corporate power requires ongoing critical assessment, rather than blind acceptance of what is asserted to be socially responsible.”



**Robbin
Derry**

Derry, R. (2019). Review of “The Gender Effect: Capitalism, Feminism and the Corporate Politics of Development”, by Kathryn Moeller. Oakland, CA: University of California Press, 2018. *Business Ethics Quarterly*, 29(2), 269-272.

REVIEW OF "THE ROUTLEDGE COMPANION TO BUSINESS ETHICS" EDITED BY EUGENE HEATH, BYRON KALDIS, AND ALEXEI MARCOUX

In this review of The Routledge Companion to Business Ethics, Dr. Jim Wishloff examines the volume's approach to providing an overview of the discipline of business ethics. Dr. Wishloff writes, "This Companion offers a checkup or check-in on the academic field of business ethics fifty years in... Someone just beginning his or her scholarly career would benefit from seeing the expansiveness of the study as they set out. Those who have already been teaching and researching in the field for some time will find, as I did, genuinely new insight in chapter after chapter."

Full citation: Wishloff, J. (2019). Review of "The Routledge Companion to Business Ethics" edited by Eugene Heath, Byron Kaldis, and Alexei Marcoux. *Journal of Markets and Morality*, 22(1).



**Jim
Wishloff**



PROJECTS IN PROCESS

FEATURED RESEARCH QUESTION **CAN LEGO IMPROVE MULTI-STAKEHOLDER PARTNERSHIP COMMUNICATIONS?**

Dr. Adriane MacDonald wants to build a better understanding of how multi-stakeholder groups can navigate their communication challenges for better problem-solving. 'Representational gaps,' create barriers to effective communication in multi-disciplinary groups when collaborators draw on different bases of knowledge to define a shared problem. Dr. MacDonald's current research examines how the Lego Serious Play method can assist collaborators in overcoming their representational gaps. Lego Serious Play allows participants to express themselves through visual metaphors and storytelling by creating 3D models of their ideas with Lego pieces and figures. Recent findings suggest that this approach to sharing ideas in groups can improve the likelihood that collaborators will notice discrepancies in their problem representations and develop a more congruent understanding of their common problem.



**Adriane
MacDonald**





DSB FACULTY HAVE MANY EXCITING NEW PROJECTS IN THE WORKS. SOME OF THE RESEARCH QUESTIONS FACULTY MEMBERS ARE CURRENTLY EXAMINING INCLUDE:

Why and how well-connected leaders in terms of upward exchange relationships benefit work organizations in the cultural context?

Mahfooz Ansari

Does the market learn from consecutive dividend increases?

Ebenezer Asem

Can multinational enterprises attain competitive advantages through hiring offshore experts? A case study of Huawei Inc. **YJ Bao**

Does touchscreen technology increase charitable donations?

Debra Basil

How does leisure enrich our lives? **Mike Basil**

How do board of director skills impact firm performance?

Vishaal Baulkaran

Does Social Capital have an impact on Social Media Engagement?

Roberto Bello

What experiences help to form 'entrepreneurial knowledge'?

Kris Fleckenstein

Testing a timing strategy to span the unconditional mean-variance efficient frontier and to increase Sharpe ratio **Hamed Ghanbari**

Is there greater hedonic decline among top performers in a series of multiple short tournament competitions or in one grand tournament?

George Gonzalez

What leadership-style strategies are effective in multi-generational SME workplaces? **Dan Kazakoff**

Developing best practice guidelines for the use of swearing in advertising. **Katherine Lafreniere**

Understanding the statistical crisis and why significant change is required in management accounting research.

Murray Lindsay

How do employees navigate conflicts between their perceived organizational, professional and nationalistic responsibilities?

Nathan Lupton and Mahfooz Ansari

How does mindset influence eating disorders? **Rhiannon Mesler**

How can doctors improve patient relations? **Mary Runte**

Why are mindful individuals better at coping with stress, and what consequences does that have for their well-being?

Anastasia Stuart-Edwards