



Carleton University
Sprott School of Business

Research Review 2024



Carleton
University

Sprott
School of Business

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Message from the Dean

Welcome to the 2024 Sprott Research Review!

It is my distinct pleasure to welcome you to this year’s Research Review, where we come together to celebrate the outstanding achievements of our researchers. Their work continues to elevate the Sprott School of Business as a vibrant hub of innovation and meaningful impact.

As part of one of Canada’s fastest-growing research-intensive universities, the Sprott School of Business takes pride in leading transformative research that tackles the complex challenges of our time. Our unwavering commitment to research excellence was reaffirmed by our recent AACSB review, which commended the rigor, relevance, and reach of our research initiatives.

We are especially proud to recognize one of our own, Kate Ruff, who has been honoured as an AACSB 2024 Influential Leader. Her groundbreaking research on impact measurement is reshaping collaboration between investors and social purpose organizations. Her work is currently being implemented across more than 6,000 organizations through the Government of Canada’s Social Finance Fund and has garnered global acclaim, including recognition from the Organisation for Economic Co-operation and Development. Kate’s contributions exemplify the spirit of innovation, collaboration, and societal impact that defines the Sprott community.

As we look ahead, we remain committed to fostering an environment where curiosity thrives, ideas flourish, and research generates real-world impact. Thank you for joining us in recognizing and celebrating the outstanding contributions of our faculty and students.

Howard B. Nemiroff
Dean, Sprott School of Business



Message From the Associate Dean, Research

It is a privilege to come together and celebrate the extraordinary research achievements of the Sprott School of Business. In 2024, Sprott researchers secured over \$2.1 million in research funding, further strengthening our reputation as a hub of transformative research.

One of the notable accomplishments is the continued success of the Black Entrepreneurship Knowledge Hub (BEKH), highlighted by the launch of the Black Entrepreneurship Ecosystem Map (BEEM). This powerful resource equips Black entrepreneurs with essential insights into resources, connections, and opportunities throughout Canada. BEKH has also been recognized by AACSB International as a leader in innovation through the 2024 Innovations that Inspire. This global recognition underscores Sprott's dedication to addressing systemic inequities and fostering meaningful opportunities for underrepresented communities. This honour reaffirms our commitment to advancing impactful research that drives positive societal change.

Additionally, we take this opportunity to acknowledge the retirements of Uma Kumar and Vinod Kumar, whose decades of excellence and mentorship have left a profound legacy at Sprott. Their contributions have shaped countless lives and enriched the academic community at Sprott, Carleton, and beyond. We wish them the very best in this new chapter of their lives.

As we reflect on the successes of the past year, we look forward to continuing our journey of discovery, innovation, and impact. Together, we will advance knowledge, drive meaningful change, and strengthen the Sprott research community.

Thank you for joining us in honouring the exceptional achievements of 2024.

Shaobo Ji
Associate Dean, Research

5 Year Research Portfolio (2020-2024)



331
Peer Reviewed Articles



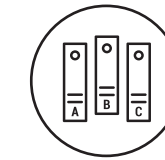
135
Conference Proceedings



258
Presentations



41
Chapters

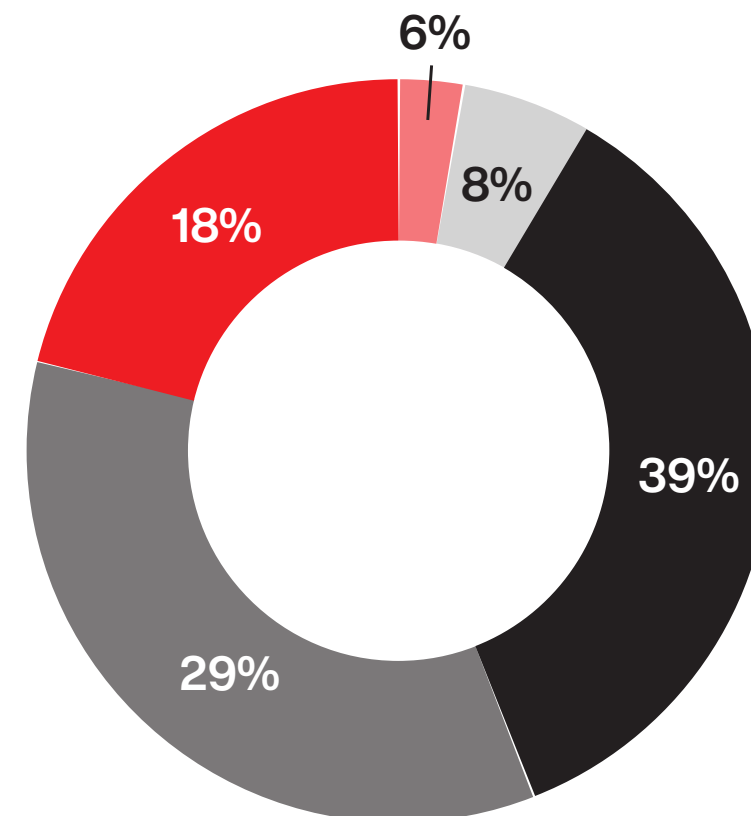


4
Books



235
Editorships

The ABDC Journal Quality List



The ABDC Journal Quality List ranks business and management journals (A+, A, B, C) based on expert review and citation metrics. Maintained by the Australian Business Deans Council, it helps academics assess journal quality for research and publishing.

- A+
- A
- B
- C
- Unranked

Lessons From Consumer Culture Theory



Aron Darmody (Associate Professor, Marketing) studies the ways marketing strategies influence consumer behaviour.

Family members often gravitate toward similar professions. Growing up in Ireland, Aron Darmody was surrounded by educators in his family, which instilled in him a deep appreciation for education and an awareness of issues related to pedagogy and educational administration.

After secondary school, however, Aron was drawn to the business world. He completed his Bachelor of Commerce, specializing in Marketing; then, after a couple of years in the workforce, he pursued a Master's

degree. He next landed a marketing job at a marketing communications agency that opened the door to a variety of career paths, but couldn't shake the nagging sense that he wanted to do something different: academic research. Returning to school to pursue doctoral studies, he embarked on a program of research to study how value is created at the intersection of marketing strategy and consumer behaviour. After that, he launched his own career in education as a university professor.

Aron has made a range of contributions in the field of consumer culture theory, where consumers and marketing are studied from a sociocultural perspective. Aron's critical analysis of value co-creation, which has been cited more than 1,200 times, has been influential in changing how many understand and talk about this phenomenon.

Co-creation occurs when consumers and companies collaborate in the creation of products and services.

Taking a contrarian but balanced approach, Aron and his co-authors argued that co-creation involves "the exploitation of consumers even if co-productive activities are engaged in voluntarily and, at times, with a significant degree of enjoyment" (Putting consumers to work, 80). That's not to say that co-creation is bad or totally skewed toward corporate gain; after all, it gives consumers access to unique and individualized products and services. But the flip side of co-creation is that consumers who do more and engage more, create massive opportunities for companies and ultimately pay more.

In a different context, Aron's interest in productive consumer spaces has led him to explore psychological ownership within crowdfunding initiatives. Defined in "Psychological ownership and disownership in reward-based crowdfunding" as "feelings of ownership towards the projects that they back, despite the absence of any legal or financial entitlement," psychological ownership can inspire backers to supplement their financial contribution with additional long-term, intangible support and to foster a sense of community with the creator and fellow backers.

Aron and his collaborators were most interested in what happens when these feelings of ownership sour. They investigated the Oculus Kickstarter campaign, a massively successful fundraising initiative for an upstart indie company that energized and mobilized a diverse range of backers, many of whom they interviewed in their research. When founder Palmer Luckey sold Oculus to Facebook less than two years after the end of the campaign, backers who had supported Oculus as a small, independent alternative to the tech giants felt that he had sold them out, too.

By analyzing backers' strong negative responses to the sale (e.g., feelings of betrayal and powerlessness, distrust of the crowdfunding system, and dissociation from the virtual reality headset and their prior support of it) Aron and his co-authors could observe and theorize a new construct: psychological disownership. Different from a lack or loss of ownership, disownership manifests as backers' active and self-conscious efforts to distance themselves from their previous object of ownership. With Oculus, one backer went so far as to express his intention to "burn my Oculus shirt."

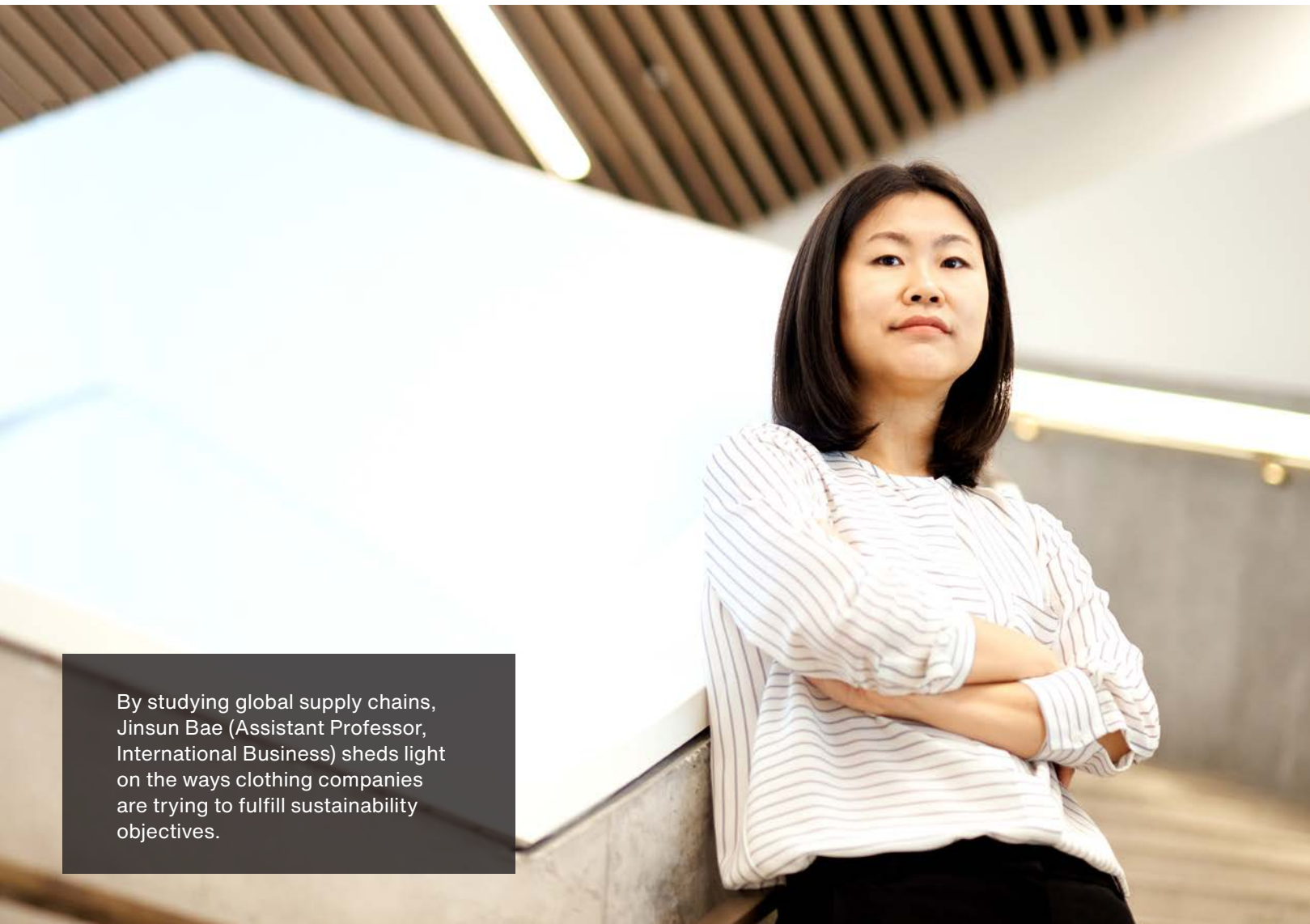
Crowdsourcing is another form of consumer work that Aron has investigated. Framing crowdsourcing as a form of "prosumption" or productive consumption, Aron conducted an empirical investigation of crowdsourced digital nautical maps, which give fishers information about water depths, lakebed contours, fish types and locations, and navigable passages, among other things. While some fishers happily work to improve the quality of the maps by posting comments on map overlays and publicly sharing sonar scans, Aron shows how others engage in various "knowledge hiding" strategies, deliberately keeping their contributions private for a range of practical and moral reasons.

Aron's latest project continues to explore the consumer-marketer nexus, but more from the marketing side of the dynamic. Supported by a recently-awarded Insight Grant from the Social Sciences and Humanities Research Council (SSHRC), Aron is looking at how marketers do the work of marketing:

"Marketing research tends to focus on the effects that marketers have, but I want to look at the effecting that they do in their job functions. What do these people do on a day-to-day basis? How do they make their decisions? How do they interact with each other and with technology?"

These are big questions, but we can be confident that Aron's answers will provide sophisticated insights into marketing and consumer culture that will benefit both marketers and consumers alike.

Unravelling the Reality of Ethical Apparel in Global Supply Chains



By studying global supply chains, Jinsun Bae (Assistant Professor, International Business) sheds light on the ways clothing companies are trying to fulfill sustainability objectives.

Social and environmental sustainability are prominent concerns for many Western clothing companies. By emphasizing their ethical commitments, multinationals like H&M Group and Inditex (Zara's parent company) appeal to consumers whose purchasing decisions are influenced by a concern for workers and the planet.

Sprott researcher Jinsun Bae has noticed, however, that because these companies don't own production facilities themselves, implementation of their sustainability objectives typically falls to external suppliers, many of whom are located in regions with inadequate infrastructure, weak labour laws, and escalating effects of climate change, such as extreme heat.

"We demand ethical production, but we don't really know what goes into making that happen. I want to understand the reality of ethical production and make that knowledge accessible to suppliers, companies, and consumers."

Informed by her fieldwork, Jinsun's findings reveal that suppliers are under constant pressure to balance cost-efficiency and quality, on one hand, with fulfillment of private labour regulations and environmental sustainability targets on the other. It's a taxing situation, at best.

Jinsun's interest in the sustainability of global supply chains stems from work she did with a Korean NGO that advocates for human rights-based development in Northeast Asia. Inspired by the North Korean refugees whom she met at that time, Jinsun wanted to develop the knowledge and skills necessary to help people in countries like North Korea rebuild their society and benefit from foreign investment and international development aid when their countries open up.

As a PhD student, Jinsun was immediately drawn to Myanmar because, like North Korea, the country had experienced a long period of political and economic isolation. Unlike North Korea, Myanmar was, at that time, opening its economy and transitioning away from militaristic authoritarianism--a reform process that abruptly ended with a military coup d'etat in 2021. Although the situation in Myanmar has changed since she conducted fieldwork there, the pattern that Jinsun observed remains instructive: the large influx of Western brands in Myanmar's apparel industry brought with it not only new economic opportunities, but also the requirement that suppliers meet specific ethical standards. Many local apparel manufacturers struggled to understand and implement this new requirement, while trying to offer cost-competitive production compared to peers in other apparel producing countries.

Clearly, global supply chains are complex and dynamic, and Jinsun has developed a multi-faceted research program to study them. One stream sees her take a broad overview of labour practices in global supply

chains writ large. Building on a project she undertook as a post-doctoral fellow at Cornell University, she is analyzing labour compliance audit results of the suppliers of multinational companies in seven countries to examine labour improvements that result from the pressure global companies exert on suppliers. This work also explores the factors that hinder or enable that improvement.

In another stream, Jinsun explores how supply chain actors operating in so-called emerging or transition countries navigate the demands around sustainable production practices imposed upon them by global communities.

"Obviously, locals have their own ideas about how to do things, which may be different from what is internationally defined or what is expected by international communities."

This work recently took her to back to Asia, where she studied supplier companies in their Korean headquarters and Vietnamese production sites as part of a project about the economic and social impacts of climate change in global apparel production.

Jinsun's research also highlights how the discourses and best practices around sustainable production are evolving. In the case of child labour, for instance, suppliers for companies with strong no-child-labour policies who discovered children working in their factories used to just fire the underage workers. Now, the goal is to help them with a soft landing by finding ways to place the children in an educational environment or to work part-time rather than full-time hours. "There is more effort to find the middle ground between what the international community and consumers demand in terms of ethical production and how to implement that desire in a way that respects local community needs and situations."

Striking that balance can be costly and time-consuming, making it a low priority for suppliers and Western companies alike. Researchers like Jinsun thus play a vital role in upholding sustainable production practices in global supply chains.

Inspire Inclusion Conference

April 12, 2024 - Nicol Building

This event, organized by the Centre for Research on Inclusion at Work (CRIW), brought together over 50 scholars and professionals from Carleton University, the federal government, and industry to discuss workplace inclusion for underrepresented populations. The one-day event featured a poster session showcasing research by undergraduate and graduate students, two chaired research symposia with studies from Carleton and nearby institutions, and a moderated expert panel with four Carleton faculty addressing key inclusion topics. Highlights included talks by Dr. Manjeet Birk and Dr. Luciara Nardon, and a hands-on workshop on interviewing equity-deserving participants.



Empowering Black Entrepreneurs with the Launch of the Black Entrepreneurship Ecosystem Map

To mark Black History Month 2024, the Black Entrepreneurship Knowledge Hub (BEKH) hosted a soft launch of the Black Entrepreneurship Ecosystem Map (BEEM), an innovative tool designed to support Black entrepreneurship across Canada. Presented to an audience of over 100 attendees, including dignitaries such as the Honourable Rechie Valdez, Minister of Small Business, Arielle Kayabaga, MP for London West, and Yasir Naqvi, Parliamentary Secretary to the Minister of Health and MP for Ottawa, the BEEM showcases its potential to connect Black entrepreneurs with critical resources. More than a directory, it maps networks of Black-led businesses, nonprofits, social enterprises, and entrepreneurs, offering open access to mentorship, financial planning, and business training opportunities.

“Building an inclusive economy means building a stronger economy. The Black Entrepreneurship Knowledge Hub’s ecosystem map will help Black-owned businesses improve their visibility, foster greater collaboration and access new data to grow and succeed.”

The Honourable Rechie Valdez, Minister of Small Business



Left to right: Arielle Kayabaga, MP for London West; Minister Rechie Valdez; Deborah Allotey, BEKH; Gerald Grant, BEKH; Andrea Pierece, BEKH; Yasir Naqvi, Parliamentary Secretary to the Minister of Health and MP for Ottawa Centre.

Migration Voices

The Migration Voices project is a collaborative research and art initiative exploring migration narratives in Canada and Brazil. This virtual exhibit features poems and AI-generated artworks crafted from the personal accounts of participants from various positions in the migration ecosystem in Canada and Brazil, including international students, immigrants, children of immigrants, and individuals working within the ecosystem. Utilizing artificial intelligence tools such as ChatGPT and DALL·E,

the project transformed survey responses into poems and worked with participants to depict their experiences through collages and images, immersing readers in a journey through diverse migrant experiences. Through the invaluable contributions of volunteers and researchers, this project blends art and technology to shed light on the complexities of migration and offers a compelling narrative that bridges cultures and highlights the human side of migration.



Hope - Falguni

The experience can feel like this and it can be rewarding and fulfilling and peaceful. This represents the journey from packing the suitcase to becoming that butterfly. You take the steps to go through that door and become that butterfly. The butterflies represent others in the journey, those you meet along the way. You're not alone in this journey even when it feels like it. The moon represents the good times and the less than good times, but at the end of the night the sun will come up again and there is always time to bloom and an opportunity to go after what you want.



Walking through a memory - AJ

Memories can be fragmented and scattered, but you can never take away their importance and the security they can bring.



Grow and shine - Nika

This image represents people from different nationalities who are gathering together and creating a better environment. They are growing together and not in competition with one another.



On the Tracks of Time - Aditi

In a tunnel, you have set stations/cultures and there is only one way in. As you are exposed to more cultures and you go along the tracks you move into a more expansive space where it feels easier to breathe and creates an accepting environment. The different train tracks represent the different time stamps that each train starts at, but there is an expectation they arrive at the same time.



Thorns and Roses - Jinsun

Making my life in Canada is like tending to a rose garden. There are thorns and scratches along the way, but the end result is beautiful, lush roses, and I'm trying to get to see those roses the next year and the following etc.

Q&A with Dora Wang

What attracted you to a career in higher education?

I always had great teachers when I was a child, so for me, one of the attractions is that, as teachers, professors can have a huge impact on the lives of their students. I like the possibility of influencing my students in a positive way. Another attraction is the importance of research in this career: I find research liberating because it allows me to explore things that I find interesting.

What are your current research interests?

My research has centered on social media, with a special focus on business-to-business (B2B) marketing and health marketing. My work on social media marketing within the B2B domain looks at how social media can be well integrated into marketing strategies from an organizational capability perspective, and how linguistic elements like emojis or interpersonal cues can help firms better engage their audiences on social media.

In terms of health marketing, I started looking at dietary supplement consumption during my PhD. I wanted to figure out how we could help consumers make well-informed decisions about dietary supplements and how social media could influence that decision-making process. The focus on dietary supplement consumption, however, is just a starting point. In the future, I'm hoping to extend the scope of my research to include other kinds of health consumption like complementary and alternative medicines or Eastern alternative therapies.

I also want to branch into the sport/fitness arena. In the wake of COVID-19, a lot of online live-streaming fitness classes emerged, making it possible for people to exercise wherever they liked as long as they had their mobile device and an internet connection. That flexibility also made exercise available to demographic groups who didn't have access to gyms—older people with limited mobility, for example, or people in neighbourhoods with few fitness facilities. Exploring the emergence of these

fitness-related services will allow me to consider health promotion not only in relation to consumption, but also in relation to production or exertion in the form of physical activity and fitness.

Could you expand on what you have discovered through your work on health consumption?

A few years ago, I attended a nutritional conference here in Ottawa. It was a major conference for nutrition analysts, dieticians, and other health professionals. They all viewed me with suspicion because they felt that marketers manipulate consumers. While it's true that marketers promote products to make profits, I see my research as benefitting consumers by clarifying why they might be drawn to certain products.

For example, my research shows that consumers use dietary supplements for many reasons. They might use them for psychological comfort, for social belonging (i.e., if their friends and family members use them), or for self-expression (i.e., to show that they are concerned about health and wellness). These different reasons help to explain one of my surprising findings: some dietary supplement consumers are committed users despite knowing that the supplements might not be effective!

The range of motivations for supplement consumption also highlights the need for marketers to serve as a bridge between consumers and health professionals. For example, if marketers can help committed users recognize why they are consuming dietary supplements, then the consumers will be able to make better-informed decisions about whether they should continue to invest in those products or find other ways of achieving their goals.



Shortly after joining Sprott in the summer of 2023, Dora Wang (Assistant Professor, Marketing), sat down with us to talk about the ways social media, business-to-business marketing, and health consumption coalesce in her program of research.

Which course are you most looking forward to teaching this year?

I'm teaching Introduction to Marketing, Personal Selling, and (next term) Market Strategy. I'm excited to teach all these courses. That said, if I had to choose one favourite, I would say Personal Selling because it overlaps with the research I've done in relation to B2B marketing and research and development. I'm really looking forward to interacting with my students and giving them the opportunity to practice how they could communicate with their customers and other stakeholders.

What do you like about teaching in-person classes?

I like being able to walk among my students, to look in their faces, and to connect with them on a personal level. For example, the breaks provide a great opportunity for me to respond to student questions or even to hear from students who weren't able to share their thoughts during the official class time.

Q&A with Qi Deng

What attracted you to a career in higher education?

Originally, it was my interest in doing research. During my Master's program, I did a lot of research under the guidance of my supervisor, and that motivated me to do a PhD, which is also research-intensive. Now that I've been a professor for a few years, I'm finding the teaching component extremely interesting as well. I like working with my students and seeing them become successful. I also find it inspiring to learn how my students view the world.

Your specific areas of expertise include information systems and business analytics. How would you define these fields of study to general audiences?

Information systems focuses on the design, use, impact, and management of information technologies in the context of organizations. These organizations can be businesses, but they can also be non-profit or governmental organizations. The technologies can either be on the enterprise level, like Enterprise Resource Planning (ERP) systems, Customer Relationship Management (CRM) systems, or cloud computing, or on the individual level, like smart devices, virtual reality, or social media. The important thing is that the focus is on the intersection of people, process, and technology.

Qi Deng, Assistant Professor, Business Analytics joined the Sprott School of Business in July 2023, and hit the ground running, teaching three courses his first term here. During a period of comparative quiet in 2024, he met with us to discuss his areas of specialty, where he sees his research going next, and what brought him to Sprott.

Business analytics, on the other hand, looks for ways of getting meaningful information from data. People working in this area may have very different backgrounds in statistics, computer science, operations management, or traditional business areas like marketing, information systems, or finance. These diverse backgrounds help shape what they do under the umbrella concept of analytics. As for me, I like working with data. My research involves applying data analytics techniques, especially natural language processing, to examine business problems.

Could you map out your current research interests?

In very broad terms, my research is about digital communication, especially between brands and consumers. Every year, brands invest money in social media marketing, but they don't always know how they can best communicate with and engage their consumers. We've been looking at how they can optimize their digital communications.

This research has led to a couple of projects that focus specifically on emojis. In one, we explore how brands can use emojis creatively to increase consumer engagement. In the other, we consider certain scenarios where brands' emoji use could backfire, that is, negatively impact consumers' reactions.

We've also been looking at how the language and other features of chatbots influences consumers' expectations and perceptions. With this project, the communication is still between brands and consumers, but there's the added element of artificial intelligence (AI). The overall idea is to understand how AI can better communicate and collaborate with humans.

Is there a particular project you are especially excited about?

One area I'm excited to explore is personal analytics. Normally, when we talk about analytics, we are referring to the application of analytics in the business context, but analytics can also inform our personal lives. For example, smart phones or smart watches collect massive amounts of data, but it's unclear whether people are using this data to improve their well-being or to support their healthcare. Similarly, mobile apps designed for investment typically contain immense built-in analytics power, but are people using this capacity to make better decisions? I'm not sure, but I think this could be a fascinating area to study.

Which courses were you most excited about teaching? Which ones align most closely with your research program?

Last term, I taught Social Analytics, which involves analysis of social media data, especially textual data from social media. That course aligned well with my research in terms of natural language processing. However, I also really enjoyed the Data Science for Business course that I taught for the MFin program. That course teaches students how to do data analysis using Python, and the programming focus makes it pretty different from my previous teaching experience, but I enjoyed it so much I'm going to teach it again next year.

What drew you to Sprott?

I got my PhD at Sprott and had very good learning experiences at Carleton. For years, I've seen myself as part of the Sprott community either as a student, an alumnus, or now as a faculty member. Looking ahead, I see Sprott as a promising place for work, with exciting new programs, a strong research culture, and a supportive environment. Besides, I am a Ravens fan; my wife and I used to go to basketball games as graduate students. Altogether, I have a very positive connection with Sprott and with Carleton.



Merridee Bujaki, FCPA, Professor, Accounting

Accounting for Wellness

Merridee Bujaki is the Accounting Lead for The Healthy Professional Worker Partnership, a nationwide initiative that investigates the relation between mental health, leaves of absence, and return to work from a comparative and intersectional gender lens, with a particular focus on knowledge workers in three domains: healthcare (dentists, midwives, nurses, and physicians), education (professors and teachers), and finance (accountants).

People working in these fields tend to value and enjoy the work they do, which makes it hard for them to say “no” when new demands come up. Overwork and insufficient opportunity to de-stress are thus observed across the professions. As the team digs deeper into the data, however, they are noticing variations in the specific mental health issues that predominate in the different groups.

Among the seven groups of professionals surveyed, for example, accountants were less likely than other professionals to suffer from addiction or suicidal ideation. They were also significantly less likely to report mental health challenges despite evidence suggesting that stress, anxiety, and burnout are prevalent within the profession.

“People told us in their interviews that they are afraid of speaking up. They’re afraid they’ll be seen as weak or deficient in some way, and so they tend not to share as much.”

The nature of accounting culture and the structure of public accounting firms are two contextual factors that help explain this fear and unwillingness to report mental health challenges.

Accountants also stand out as unique in another area the team is investigating: mental health leaves of absence and corresponding returns to work. Accountants were less likely than other professionals to take a leave of absence. What’s more, when they did take a leave of absence, they were less likely to actually return to work. Determining causality around these differences is difficult, but it’s possible that accountants, who are generally not unionized, may have less generous leave provisions or financial compensation during leave than workers in other professions in the study.

Excluded Firms and Excluding Funds: The Dynamics of Divestment

After learning that the Norwegian Government Pension Fund had dropped a number of Canadian firms from its portfolio due to their poor sustainability track records, Isaac Otchere began investigating the impact of socially and environmentally motivated divestment.

One strand of his research focuses on how the exit from problematic companies by prominent funds influences firm behaviour. Since such exits might lead other investors and consumers to view the firms in question as bad actors, exclusion from even a single fund could trigger a chain reaction of adverse outcomes: decreased product demand, plummeting stock values, and heightened equity costs. These negative outcomes, in turn, could pressure firm executives to adopt more conscientious and sustainable business practices.

However, the impact of divestment isn’t isolated; it hinges on how the market responds. If an initial exclusion catalyzes further divestment by other institutional players, the pressure on the firm increases. Conversely, if less principled investors capitalize on the lowered

stock prices, the impact of the exclusion weakens. Distinguishing causality from correlation presents an additional challenge, as an excluded firm’s behaviour may change for reasons unrelated to the exclusion.

To clarify how divestment affects firm behaviour and success, Isaac is leveraging support from the Social Sciences and Humanities Research Council of Canada to compare firms that were excluded with those that weren’t. Using data about the companies’ finances, stock performance, and carbon emissions, he is analyzing whether decisions to exclude companies for environmental and social reasons have lasting impacts.

Given that findings from another of his projects suggest that divestment from sectors like oil and gas can compromise pension fund growth, Isaac’s research about the impact of divestment on firm behaviour will give regulators and fund administrators much-needed evidence to inform their decision-making processes and to ensure exclusionary investment practices achieve their sustainability objectives.



Isaac Otchere, Professor, Finance

An International Partnership to Improve Flood Risk Management



Ruth McKay, Associate Professor, Management

As climate change brings about record-breaking rain and snowfall, urban flooding has become a recurring threat, posing significant challenges to municipalities, insurance providers, and homeowners, among other parties. In 2022, for example, flood losses in Canada alone amounted to \$1.5B, and in 2021, record-breaking flooding in the Ahr River basin of central Europe took the lives of more than 180 individuals and caused upwards of €45B in damage in Belgium, Germany, and the Netherlands.

To tackle this pressing issue, Associate Professor of Management Ruth McKay has brought together an international team of water and engineering experts, insurers, housing producers, and regulators to conduct a multi-national study on urban development and flood risk management. The inclusion of housing developers distinguishes this program of research from others in the field, and the international partners offer unique expertise and experience.

As Ruth notes, “Dutch policymakers have a thousand-odd years of water management expertise to draw upon since so much of their country is flat and below sea level.”

Ruth is tapping that reservoir to generate new insights and approaches to flood risk mitigation in Canada.

Although Ruth recognizes that the subject of climate resilient housing requires a two-fold approach that includes retrofitting existing homes and incorporating flood-resilient designs in new housing developments, much of her recent work centers around new developments. She is studying the intersection of public and private sector stakeholders in housing development, the pressing need for a cohesive national strategy for housing adaptation involving collaboration across municipal, provincial, and federal levels, and the ways that consensus-based approaches to resolving conflicts can be leveraged to facilitate flood risk management.

Practical measures Ruth has suggested include the creation of revised federal flood maps that reflect recent environmental changes, reconsideration of the role of basements in Canadian housing, and improved insurance coverage for flood risks. Moreover, she suggests that, until policies align with our evolving climate reality, Canadians will have to learn from and adapt to each flooding event as it occurs.



François Brouard, FCPA, Professor, Accounting

From Balance Sheets to Belly Laughs: An Accountant’s Guide to Comedy

François Brouard traces his research about francophone comedy back to a Christmas present he received a decade ago. It was a two-part book about Les Cyniques, a Quebec comedy group from the 1960s and 70s with a Monty Python-esque style of humour. One part of the book contained scripts from the group’s sketches. The other part, written by academics, analyzed Les Cyniques’ treatment of various social subjects.

Conspicuously absent from the book was consideration of Les Cyniques from a business perspective despite group’s immense popular and commercial success.

Since no one was really focusing on the business of comedy, and since he was happy to take on a subject sure to appeal to a broader audience than his usual research, François decided to step up to the plate.

He began by mapping the francophone comedy scene using the same ecosystem framework he has applied to such other contexts as sports foundations and Canadian social enterprises. He also tracked variables related to comedians’ demographic information, educational background, popularity, and affiliated professional organizations.

“In both French and English, most of the people who look at comedy look at the content – the type of jokes, the writing – and not at the business side, but comedians are essentially entrepreneurs. Comedy is not only an industry; it is one of the most profitable industries in our cultural landscape.”

This work was facilitated by François’s collaboration with two leading comedy-related organizations in Quebec – one that brings together members of the industry, Association des professionnels de l’industrie de l’humour (APIH), and another that provides industry-related training, Ecole nationale de l’humour (ENH) – and resulted in a massive dataset that has informed cultural and labour analyses. For example, Compétence Culture, a Quebec organization dedicated to supporting the training needs of the nearly 180,000 people employed in the province’s arts and culture sector, drew upon François’s data for their recent report on the comedy industry.

From Home to Corner Office: How Work-Life Programs Influence Women’s Managerial Representation in Japan



Guoliang Frank Jiang, Associate Professor, International Business

Gender expectations and their impact on work-life conflict have led to an underrepresentation of women in management positions. This problem is particularly apparent in countries where gender norms hold women primarily responsible for housework and childcare while idealizing an image of the “ideal worker” as male, free from family responsibilities, and willing to work long hours and attend meetings on demand.

Improving the gender balance in management positions would benefit women workers, the companies that employ them, and society as a whole. Methods like

quotas and targeted recruitment, which require decision-makers to consider gender when choosing candidates to hire or promote, can lead to greater gender balance. However, because such actions are often contentious, companies may prefer instead to start programs that are open to all employees but particularly beneficial to women. Initiatives that help workers balance their professional and personal lives (i.e., work-life programs or WLP) fall within this category.

There are two types of WLP: (1) changes to how work is done, like flexible or remote work arrangements, which

give employees more control over their work; and (2) support services, like childcare and paid leave, which help with personal life. Frank says both types of WLP can bring more women into management, but they work differently: adding new resources tends to show results quickly, whereas changes to job structure or work culture take longer to have an impact.

Frank’s research in this area looked at a sample of large Japanese firms from 2006 to 2019. Along with his two co-authors, Frank combined such information as the number of women managers with demographic and accounting data to determine if WLPs help women move into management roles and how long it takes for them to do so.

The researchers first looked at when companies started using WLP practices like flexible hours, shorter workdays, remote work, half-day paid leaves, and daycare facilities or allowances. Then, they checked how many women were in managerial positions at different subsequent times in these companies. To make sure

any changes in the number of women managers were because of the WLPs, they considered other factors that could affect career advancement, like overtime, years of service, and employee turnover.

The results show that WLPs help women’s career advancement in companies where the proportion of female employees is rising. They also indicate that adding resources like daycare increases the number of women managers more quickly than introducing WLP practices that require significant changes to how and where work is done (e.g., flexible work schedule). In fact, childcare support offers an almost immediate benefit for increasing the representation of women in leadership.

This research was co-authored by Yang Yang, Associate Professor and Assistant Chair of the William G. Rohrer College of Business, and Allison M. Konrad, Professor of Organizational Behaviour at the Ivey School of Business. It was published in The Journal of Management.





2024 Carleton University Research Achievement Award

Guoliang Frank Jiang, Associate Professor, International Business

Frank received a 2024 Research Achievement Award for Better Governance or Greater Legitimacy? Examining the Impact of Shareholder and Stakeholder Pressures on Female Board Appointments. By tracing the appointment of women as directors or corporate auditors of Japanese firms, this project makes three key contributions to the literature about women on corporate boards: (1)

it differentiates between cases where board gender diversity improves company function and cases where it enhances the company’s public image; (2) it clarifies how companies are managed and how they present themselves to the public; and (3) it identifies ways to encourage board gender diversity worldwide.



2024 Carol-Ann Tetrault Sirsly Research Award

José Rojas-Méndez, Professor, International Business and Marketing

Drawing inspiration from his deep interest in consumer behaviour and the factors that influence it, José develops and refines explanatory theoretical frameworks. Most recently, José has explored how “nation branding” has become a key communication strategy for engaging and representing national qualities to foreign publics,

compared different measures of social desirability to clarify their impact on research findings about ethical issues, and applied the Stereotype Content Model to analyze how host countries promote their tourist industries to new or underdeveloped markets.

AACSB Overview

In 2024, the AACSB International (AACSB), which is the world’s largest business education alliance, conducted their continuous improvement review of the Sprott School of Business. We are delighted to report

that the review was favourable, and Sprott’s AACSB accreditation has been extended until 2029. Moreover, the quality and impact of Sprott research was recognized with two AACSB awards.

Black Entrepreneurship Knowledge Hub

2024 Innovations that Inspire Honoree



Co-led by the Sprott School of Business and Dream Legacy Foundation, the Black Entrepreneurship Knowledge Hub (BEKH) was named to the 2024 cohort of AACSB Innovations That Inspire.

“The Black Entrepreneurship Knowledge Hub exemplifies the unique ways that business schools create value and impact for their stakeholders. Through bold leadership and innovation, the Sprott School of Business is contributing to a better world, demonstrating the important role business schools play in our society.”

Lily Bi, AACSB President and CEO

Gerald Grant, Co-Lead and Principal Investigator of the BEKH, and Professor, Information Systems

Kate Ruff, Associate Professor, Accounting

2024 Influential Leader Honoree



Sprott’s Kate Ruff earned a place in the 2024 class of AACSB Influential Leaders for her work to facilitate impact measurement that benefits social purpose organizations, their investors, and their stakeholders.

“Kate’s work demonstrates the potential of business school research to address some of today’s most critical challenges. The knowledge Kate is producing will help inform and create real change in the world.”

Lily Bi, AACSB President and CEO

Kate Ruff, Executive Director and Head of Research, Common Approach to Impact Measurement, and Associate Professor, Accounting

Reflecting the exceptional careers of Vinod Kumar and Uma Kumar



Vinod Kumar, Chancellor's Professor, Distinguished Research Professor, Supply Chain Management

After more than four decades of remarkable contributions to Carleton University's Sprott School of Business, Vinod Kumar is retiring, leaving behind an extraordinary legacy of academic excellence, leadership, and mentorship. Since joining Carleton in 1984 as a tenured professor, Vinod has distinguished himself as a Chancellor's Professor, a prolific researcher with over 400 refereed journal and conference papers, and an influential thought leader in fields such as enterprise systems, e-commerce, supply chain management, and innovation in high-tech and defense sectors. His scholarly achievements have garnered numerous accolades, including the Jack Meredith Award, G.D. Sardana Award, and multiple Carleton Research Achievement Awards.

Vinod's leadership was instrumental in shaping the Sprott School of Business. As Director from 1995 to 2005, he secured nearly \$13 million in funding, leading to the naming of the Sprott School and launching Carleton's first offshore degree programs in India, Iran, and China. His industry experience, spanning 15 years in manufacturing across India, the United States, and Canada, further enriched his academic and administrative endeavors. In addition to his administrative roles, Vinod has provided strategic guidance as a member of Carleton's Board of Governors

and Senate, and his consulting expertise benefited organizations such as Industry Canada, Canada Post, and the Department of Defence.

A dedicated mentor, he supervised 16 PhD theses, 27 MMS/MSc/MBA theses, and 184 MBA/MA/MMS projects, inspiring countless students to pursue excellence in their careers. His vision and commitment to education, research, and global engagement have left an indelible mark on Carleton University and the broader academic community. As Vinod enters retirement, the Sprott School of Business celebrates his achievements and extends heartfelt gratitude for his outstanding service, wishing him a fulfilling and well-deserved next chapter.

As an accomplished scholar and visionary academic leader, Vinod has profoundly impacted the Sprott School of Business through his dedication, hard work, and transformative leadership. As an academic leader, he has guided the school toward collaboration, intellectual growth, and innovation. His legacy will endure in the hearts and minds of those he mentored.
Shaobo Ji - Associate Dean Research



Uma Kumar, Distinguished Research Professor, Supply Chain Management

Uma Kumar, a cornerstone of Carleton University's Sprott School of Business since 1984, is retiring after a distinguished career characterized by academic excellence, innovative research, and dedicated mentorship. As the Director of the Research Centre for Technology Management, she made significant contributions to the fields of operations and technology management, authoring over 270 peer-reviewed papers, four research books, and monographs. Her work has earned prestigious accolades such as Carleton University's Research Achievement Award, the G.D. Sardana Award, and the Jack Meredith Award, along with multiple Best Paper Awards at international conferences.

Uma's dedication to mentorship has profoundly impacted generations of students. She supervised 14 PhD students, 11 of whom have secured faculty positions worldwide, and guided over 70 MBA, MMS, and EMBA student projects addressing real-world organizational

challenges. Her commitment to student development was recognized with Carleton University's Graduate Mentoring Award. Beyond academia, Uma applied her expertise to consulting for organizations such as the Department of National Defence, the Canadian International Development Agency, and the Canadian Association of Business Incubators, focusing on technology transfer, innovation management, and global development.

As she transitions into retirement, Uma's contributions to research, teaching, and university governance leave an enduring legacy. Her leadership, which included roles in tenure and promotion committees and quality assurance initiatives, has significantly advanced the Sprott School of Business. The Carleton community celebrates Uma's extraordinary career, confident that her impact will continue to inspire future generations of educators, researchers, and leaders.

After decades of dedicated service and commitment to education, Uma's retirement marks the conclusion of an extraordinary career as a professor. With a passion for operation research and innovation & technology management, Uma's guidance and compassion have been instrumental in fostering growth and curiosity in others.
Shaobo Ji – Associate Dean Research



Vinod Kumar and Uma Kumar at their retirement celebration.

Newly Funded Research Projects

Each year, Sprott researchers apply for external research support from a variety of funders, including the Social Sciences and Humanities Research Council (SSHRC) and Mitacs. Several of these funding opportunities include

partner organizations outside Carleton University, who are directly involved in the research. Please see below for a list of research projects funded in 2024 by external funding agencies' various programs.

External Research Funding (Partnered)				
Principal Investigator(s)	Title	Funding Agency	Program	Partner Organization
Leanne Keddie	Flame-made quantum dots	Mitacs	Accelerate Entrepreneur	Nanotech Solutions
Ruth McKay	Climate Change, Flood Risk and New Housing: The 2021 flood of the Netherlands, Belgium and Germany	SSHRC	Partnership Development	Deltares
Dora Wang	Improving older adults' well-being and empowering healthcare services: the role of social media communication and engagement	SSHRC	Partnership Engage	Mildred Ababio Consulting

External Research Funding			
Principal Investigator(s)	Title	Funding Agency	Program
Oriane Couchoux	Comptabilité et maternité: Étude des pratiques financières des mères au Canada	SSHRC	Insight Development
Linda Duxbury	Coping with work and childcare during COVID-19: Exploring employees' ability to balance work and caregiving during a global pandemic	SSHRC	Transfer Agreement

In addition, Sprott researchers have access to several research funding opportunities administered by Carleton University. These opportunities, which include SSHRC Institutional Grants (SIGs), are available through various branches of the Office of Vice-President (Research and International), such as Carleton International and the

Carleton Office for Research Initiatives and Services. The Sprott School of Business research centres, such as the Centre for Research on Inclusion at Work (CRIW), also offer modest research grants to support members. Please see below for a list of research projects funded in 2024 by internal sources.

Research Funding (INTERNAL)			
Principal Investigator(s)	Title	Source of Funds	Program
Merridee Bujaki	Money Matters: Assessing the Consequences of a Financial Self-Concept for Tax Attitudes and Compliance	Carleton	REALISE Seed Grant
Frank Jiang	Better Governance or Greater Legitimacy? Examining the Impact of Shareholder and Stakeholder Pressures on Female Board Appointments	Carleton	Research Achievement Award
Luciara Nardon	Understanding Multinational Migrations in the Americas	Carleton	International Seed Grant



Q&A with PhD Candidate Amar Benaissa



Amar Benaissa is a third-year PhD in Management candidate who is studying how gender diversity in corporate board composition relates to sustainability reporting and performance.

Why did you decide to do a PhD in Management?

I always wanted to do a PhD, but when I finished my undergraduate degree, Citibank made me an offer that was too good to refuse. As I worked my way up from Junior Trader to Head of the Treasury Department, I remained connected to the academic world by volunteering in schools and universities, talking to students, and presenting at conferences and summits.

Then, when I left the private sector to work for an education-related NGO called Junior Achievement, our employment and entrepreneurship training programs further immersed me in academia. After earning an MS in Finance (with distinction) while working full-time, I decided I had done enough work for industry and that it was time to pursue my dream of undertaking a PhD on a full-time basis.

What brought you to Sprott?

I shortlisted Sprott fairly quickly because of its reputation in business education and research, the fit between its faculty members' expertise and my own research interests, and the School's supportive environment. I also really liked the fact that Sprott offers a PhD in Management. With Management, you can focus on finance, operations management, or entrepreneurship. The interdisciplinary approach appealed to me.

What is your primary area of research?

Under the supervision of Dr. Sana Mohsni (Associate Professor, Finance), I am studying the relationship between firms' gender diversity and sustainability. Specifically, we examine whether and how the demographic makeup of a company's board of directors influences the company's sustainability strategy. The board of directors is the highest oversight body in a firm or corporation – these are the people who make the big decisions – and while my main focus is on board gender diversity, we also plan to look at other forms of diversity such as nationality and indigeneity alongside such factors as education and expertise.

When I talk about "sustainability," I'm referring to both performance and reporting. Whether they know it or not, corporations inevitably have some kind of performance when it comes to sustainability. It could be a positive impact or it could be negative. I'm trying to identify what the actual performance looks like in relation to three main criteria: the environment, society, and governance (ESG).

As for reporting, practices vary widely. Some jurisdictions require companies to report on their sustainability performance, and others don't. Some companies report more than required; others report only the bare minimum. What's more, the reporting can range from designated sections of financial reports, to dedicated sustainability or ESG reports, to informal updates or metrics posted to the company's website or social media accounts.

There's a lot of buzz around ESG reporting. What will your research contribute to the discussion?

Most studies look at markets—for example, the S&P 500 in the United States or the Toronto Stock Exchange (TSX) in Canada. We don't have a lot of studies that look at different sectors. One of my research projects, which I'm undertaking with Dr. Mohsni and Dr. Maryam Firoozi (Associate Professor, Accounting), focuses on the relationship between board gender diversity and sustainability in the mining industry. This work is unique because it focuses on a single sector.

The focus on mining is also important. Mining is a major contributor to GDP in Canada, and the world's biggest mining companies have headquarters here. Moreover, this sector has been implicated in many scandals over the years. If our findings reveal that board diversity makes things a bit better, investors, shareholders, and corporate leaders could use board demographics to inform their risk assessments.

Does board gender diversity affect all three sustainability factors – environment, society, and governance – the same way?

That's another gap in the literature we're working to address. Most studies look at aggregate ESG scores, but my supervisor and I look at the impact of board gender diversity on each discrete aspect (E, S, and G) in a project that earned the 2023 Best Doctoral Student Paper Award from the Global Initiative for Governance and Sustainability (GIGS). Work on this project is ongoing, but preliminary findings reveal variation in the degree of impact. Our next step will be determining why board gender diversity influences some areas more than others.

Highly Skilled Immigrants' Strategies for Successful Career Transitions

Growing up in an immigrant family, Dunja Palic was always aware of the challenges her parents faced trying to establish careers in Canada. Later on, as an undergraduate business student, she found herself

drawn to courses that focused on cultural sensitivity and the intersection of business and culture. Given this combination of personal experience and academic interest, immigrant integration was a natural subject for her to explore in her doctoral research.



After a successful year as an MSc student, Dunja Palic fast-tracked into the PhD in Management program. Now in her fourth year, she is excited to share what she and her supervisors, Luciana Nardon and Amrita Hari, have learned about the integration of highly skilled immigrants.

Three distinct projects coalesce in her program of study. The first project, which focuses on the Transnational sensemaking narratives of highly skilled Canadian immigrants' career change, challenges the common assumption that career change is inherently negative. Based on their analysis of nine in-depth, qualitative interviews, Dunja and her supervisors identified four distinct career transition narratives. Of those, only one (the mourning the past narrative) maps a declining career trajectory that portrays career change as a negative by-product of migration. The others showcase a variety of proactive strategies that highly skilled immigrants can use to shape their careers and understand their evolving professional identities. One (the starting fresh narrative) goes so far as to characterize immigration as a door to professional opportunities that were unavailable in the country of origin.

The second project draws upon the same dataset, but shifts the analytical focus to the temporal nature of migration and career transition. It also focuses on a different aspect of the data. Whereas the first study was informed primarily by participants' narratives and interview transcripts, the second is based largely on drawings made by participants while they were reflecting on their career transitions. This project is still in progress, but has already yielded an interesting finding:

"A lot of participants perceived their past careers as being with them in the present despite a career transition."

Moreover, preliminary analysis suggests that participants who could see continuity between their past and present work were more likely to feel comfortable in their new

career and to view it as a reflection of their professional identity. Dunja plans to collect additional interview data as this project progresses this summer.

Drawing upon a new dataset, the third and final project calls for a paradigm shift in how researchers approach the topic of immigrant career change. "There's not very much research looking at immigrants' career success, and much of the research that does tends to focus on challenges as opposed to success factors." In light of the literature's dominant 'problem orientation,' Dunja wants to draw attention to positive, lifegiving factors.

"We're very aware of the problems that exist. We know about only a fraction of the resources, and not very much even about those. I want to raise awareness about and develop an understanding of the resources skilled immigrants are actually using to facilitate professional success."

Doing this work under her supervisors' guidance, Dunja hopes to be able to inform counselors and employers about things that help immigrants integrate within Canada's workforce.

This shift from a problem to a positive orientation also contributes to the realization of one of Dunja's main goals: to give immigrants voice while positioning them as active agents of change rather than as individuals who are at the whim of various institutional barriers. "These are capable people who can make decisions that benefit themselves and their careers." Researchers, for their part, can contribute to that process by making a case for resources that people need to be aware of and by ensuring those resources are accessible to immigrants.

Undergraduate Research

We are pleased to support undergraduate student involvement in research projects through our faculty’s participation in the Internship-Carleton University Research Experience for Undergraduate Students (I-CUREUS) and the Sprott School of Business Summer Undergraduate Research Internship. Both programs provide research opportunities to engage students in their undergraduate years, which may inspire them to continue into graduate studies.

2024 I-CUREUS (Internship-Carleton University Research Experience for Undergraduate Students) Awards

Oscar Chavez
Bachelor of Economics
Supervisor: Jinsun Bae

Teagan Dube
Bachelor of International Business
Supervisor: Aron Darmody

2024 (SUSRE) Sprott Undergraduate Summer Research Experience Awards

Teagan Dube
Bachelor of Commerce
Supervisor: José Rojas-Méndez

Elinam Havor-Nutogo
Bachelor of International Business
Supervisor: Luciara Nardon

Building Bridges



Elinam Havor-Nutogo, BIB/2026, Undergraduate Research Intern

This summer I had the privilege of participating in the Sprott Undergraduate Summer Research Experience as an intern under the supervision of Dr. Luciara Nardon. Over the course of four months, I immersed myself in a multitude of research activities that expanded my knowledge and provided me with invaluable firsthand experience with qualitative research, advanced data analyses tools, as well as in cross-cultural studies.

The goal of our research project was to better understand the impact of migration on the lives of immigrants in the Americas. More specifically, our objective was to collect narratives from migrants in Canada and Brazil to understand the impact of Building Bridgesclimate change on migratory movements. There is data supporting that as climates around the world change, and we experience global warming, there is an increase in people migrating from more southern countries into more northern regions.

My journey began with a deep dive into grey literature—which are reports published outside of traditional media channels. Platforms such as Lexis Nexis, Factiva, the United Nations Digital Library, as well as other databases commonly used by the Carleton Research library, were instrumental in gathering comprehensive datasets for our research. We then transferred the literature from these sources onto multiple Excel sheets and carefully inspected for topic relevancy, credibility, and consistency. After multiple rounds of meticulous elimination, we uploaded the selected documents into Dedoose, a qualitative analysis software designed to organize and sort data. From the final data outputs, we could identify key trends and themes in migration patterns, which informed the development of our research framework and guided subsequent stages of data collection and analyses.

Following data collection, I built the qualitative survey that included twenty questions. This survey was sent to sixty participants (including researchers, government workers, and relatives of immigrants who had recently immigrated into Canada). In addition, I assisted in the interview process where we used Artificial Intelligence (AI) to develop images portraying the immigrants’ experiences. Witnessing the power of DALL-E, an advanced AI model, was particularly exciting as it

demonstrated the potential of AI in transforming the research landscape by enabling more vivid and accessible representations of complex human experiences.

I learned so many valuable research tools and strategies, but one of the greatest highlights of my internship experience was the collaboration with fellow students. We were fortunate to host three Brazilian students from Universidade Federal do Paraná who joined our team in June and stayed for the duration of the summer. We shared our knowledge of each other’s cultures and experiences; they even taught me a few Portuguese phrases! This enriching exchange not only broadened my understanding of Brazilian culture but also highlighted the value of cross-cultural collaboration in achieving research goals—building bridges in a sense.

Another wonderful experience, and what proved to be an extremely rewarding opportunity, was leading a Welcoming Ottawa Week (WOW) event hosted at Carleton University. My Brazilian co-workers and I presented our project to invited guests and then had them participate in a collage exercise. This exercise was significant to my experience as it helped me understand how important it is to share knowledge in novel ways. Moreover, this exercise will help to achieve our future goal of creating a visual exhibit of the immigration settlement and integration ecosystem.

My time with the research team and the supervision and guidance of Dr. Nardon have been transformative. I am incredibly grateful for the knowledge and experience I have gained. Hearing immigrants’ stories firsthand has broadened my perspective on the complexities of migration and cultural adaptation. These insights will be invaluable as I embark on the next phase of my academic journey: An exchange program in International Business for my third year of undergraduate studies in France. Once there, I will study more about international strategy and human resources, while also embracing the many new experiences in a vibrant, cross-cultural environment.

Crafting Digital Personas and Reputations: Applying SCM to Assess Family Business Reputations via Websites



Teagan Dube, BCom/24, Undergraduate Research Intern

It was a privilege and a pleasure to participate in the 2024 Sprott Summer Undergraduate Research Experience Internship. Given this unique opportunity to conduct in-depth research under the mentorship of Professor José I. Rojas-Mendéz, I found the experience invaluable and instrumental to my academic journey—an experience that has confirmed and solidified my interest and passion for academic research and has inspired me to continue to work hard to pursue a career in the field of marketing and branding research.

My research project aimed to identify the attributes that Canadian, family-run businesses most commonly exhibit to create and disseminate their reputation on their websites. The project involved applying the Stereotype Content Model (SCM). This model allowed us to work under the assumption that stereotypes form along two dimensions: warmth and competence. We further examined the data through a Market Signaling perspective; a concept that suggests that commercial entities signal aspects of their brand to consumers through various attributes such as quality and reliability.

The study involved the analysis of diction (words, phrases, sentences) and images across the businesses' websites to determine prevalence and importance of common characteristics and attributes exhibited throughout family-run businesses' websites in Canada. The results of the attribute coding revealed that family-run business websites prominently feature competence attributes (e.g., they highlight product/service quality, reliability, expertise, and client testimonials) to compete with established industry rivals. Ultimately, it was competence that proved to be the most prevalent attribute for building and communicating reputations for family-run enterprises.

Based on these analyses it is suggested that family-run businesses consider adapting their market communication and branding strategies to emphasize more elements of warmth, authenticity, and status while promoting the inherent aspects of personability and reputation. By promoting these attributes, businesses may achieve a more powerful differentiation, allowing them to position themselves strategically and better compete with their larger, more established rivals. Moreover, through this research we are excited at future opportunities to explore the relationship between the SCM, signaling theories, and business performance. This exploration will provide insights into which reputation-building attributes are most effective for enhancing commercial performance.

Previously, as an undergraduate student in marketing, I gained knowledge by studying existing theories, papers, and works that were already discovered and written about by established academics. The Sprott internship experience gave me the opportunity to conduct research from start to end. I was instrumental in every step of the research process, from the formulation of the research question, to conducting literature reviews, creating methodologies, collecting and analyzing data, creating connections and identifying correlations with the data, and in generating important insights with our results. Moreover, I wrote the final research paper summarizing the outcomes, and as well, developed new questions and research approaches to support future work.

With this experience, I can now say that I can conduct further research in academia with greater confidence and proficiency. I particularly appreciate how much I learned about the various methodologies, data collection strategies and processes, as well as qualitative and quantitative analysis. I am immensely proud of the work that I have produced over the summer.

I know this experience will serve me well in the future. My enduring curiosity and eagerness to learn drive me to delve even deeper into this research topic and further my understanding of brands' reputation development and the implications for modern consumer-brand relationships.

I truly appreciate how research outcomes and insights further our understanding and prompt us to continue to ask important questions in the field—paving the way for new opportunities and chances for future contributions, making the journey of research never truly complete. There is always more to learn, more to discover, and more knowledge to share! I have come to understand the iterative nature of research and gained an appreciation for how, seemingly small research questions, have the potential to blossom into much larger projects with far-reaching implications and many opportunities for further exploration.

As I complete my undergraduate degree and move on to pursue graduate studies and a future career in research, I am excited about the skills and competencies I have gained through this internship. I am appreciative of the helpful and supportive faculty who have encouraged and supported me wholeheartedly throughout the duration of the internship. I am grateful, in particular, to my professors and Dr. Rojas-Mendéz, all who played integral roles in my success and helped me to identify my passion and adeptness for academic work.



2024 Publications

PRJ Articles

Amo-Bediako, E., Takawira, O., Choga, I., **Otchere, I.**, & Siaw-Asamoah, D. (2024). Asymmetric impact of climate change on banking system stability in selected sub-Saharan Economies. *The Economics and Finance Letters*, 11 (4), 304-321.

Ayoobzadeh, **M.**, **Schweitzer, L.**, Lyons, S., & Ng, E. (2024). A tale of two generations: a time-lag study of career expectations. *Personnel Review*, 53 (7), 1649-1665.

Bae, J., Lee, J., Chung, S., & Kwon, H. (2024). Competent suppliers as a missing link: A supplier-centered view on cascading private labor governance in global value chains. *Journal of World Business*, 60 (1).

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Dabiran, E., **Farivar, S.**, Wang, F., & **Grant, G.** (2024). Virtually human: anthropomorphism in virtual influencer marketing. *Journal of Retailing and Consumer Services*, 79.

Del Sarto, N., **Isabelle, D. A.**, Cucino, V., & Di Minin, A. (2024). Engaging with startups through corporate accelerators: the case of H-FARM's White Label Accelerator. *R&D Management*.

Ding, R., & **Duxbury, L.** (2024). But at What Cost? Healthcare Utilization of Canadian Carer-Employees. *International Journal of Environmental Research and Public Health*, 21 (12), 1686.

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Dole, G., **Duxbury, L.**, & Bennell, C. (2024). When Value is Created but There is No Record: An Eyewitness Account of Public Value Creation in a Student Resource Officer Program. *Public Performance & Management Review*, 47 (5), 1263-1301.

Duxbury, L., Ding, R., Stevenson, M., & Sadavoy, J. (2024). Impact of Care-Recipient Health Conditions on Employed Caregiver Well-Being: Measure Development and Validation. *Journal of Aging and Health*.

Eshghi, K., & **Farivar, S.** (2024). The Addition of New Payment Method and Shareholder Value: Evidence from Cryptocurrency Adoption. *Journal of Organizational Computing and Electronic Commerce*, 1-26.

Farivar, S., Wang, F., & Turel, O. (2024). Unraveling threats in parasocial relationships: a study on social media influencers. *Internet Research*.

Gulanowski, D., & Zheng, E. (2024). Chinese guanxi in computer-mediated communications (CMC): a scoping review of business and management studies. *Asia Pacific Business Review*, 1-34.

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