

Carleton University  
Sprott School of Business

# Research Review 2018



**Carleton**  
UNIVERSITY



**SPROTT**  
SCHOOL OF BUSINESS

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## Message from the Associate Dean, Research and International

With this research report, we give you a glimpse of what Sprott's faculty are doing in their research for the various stakeholders that value their efforts – including our students, faculty colleagues globally, our worldwide alumni, granting councils, and other institutional and private donors. Sprott has been on a journey of producing consistently higher quality research with each successive year and this has had a significant impact on the way in which business leaders and scholars better understand and tackle real world problems. Please read and use this report as an addition to this year's research seminar series to learn more about the enthralling research being undertaken at Sprott.

As our first formal research report, I hope that the information and stories presented give you a better idea of the volume, the breadth, the quality and the impact of the research being conducted by our faculty and students.

In the past year, Sprott faculty members produced 57 peer-reviewed journal articles where both the quantity and quality continue to increase since the adoption of our journal quality list. In 2018, we also formally welcomed three new faculty research centres and groups with the arrival of the Sprott Centre for African Research and Business (SCARAB), the Professional Accounting Research Group (PARG) and the Comedy Industry Research Group / Groupe de recherche sur l'industrie de l'humour (GRIH).

I am also confident that with the appointment of a dedicated Sprott research facilitator, the early signs of increased faculty interest in applications for tri-council funding will translate into even more interest, and ultimate success in obtaining external funding to support our faculty's research.

The approval to offer a new graduate research degree in 2018 means that we can anticipate the commencement of a very successful MSc in Management program that will serve to increase the school's research capacity, enable junior faculty to participate in graduate student supervision and to potentially 'groom' students for further graduate study in our PhD.

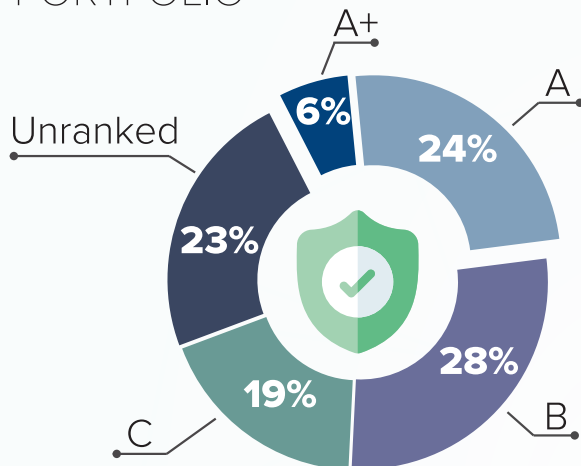
My personal feeling is that over the past two years, Sprott was infused with a renewed enthusiasm for research and I attribute this to the work of our research facilitator and our interim Dean, Linda Schweitzer. I cannot thank these two enough for the incredible work they've done to support the research enterprise at Sprott. Lastly, it is time for change, and it is with great excitement and confidence that I pass on the reigns of Associate Dean, Research and International to Professor Shaobo Ji. I have greatly enjoyed my tenure as ADRI at Sprott these past three years and I wish Shaobo all the very best. You're in good hands!

**Michel Rod**  
Associate Dean, Research and International

# Research at a Glance

2014-2018

## JOURNAL QUALITY PORTFOLIO



**116**



EDITORSHIPS,  
EDITORIAL BOARD MEMBERSHIPS,  
GUEST EDITORS

**367** Articles

## SCHOLARLY OUTPUT

261 Proceedings

5 Books

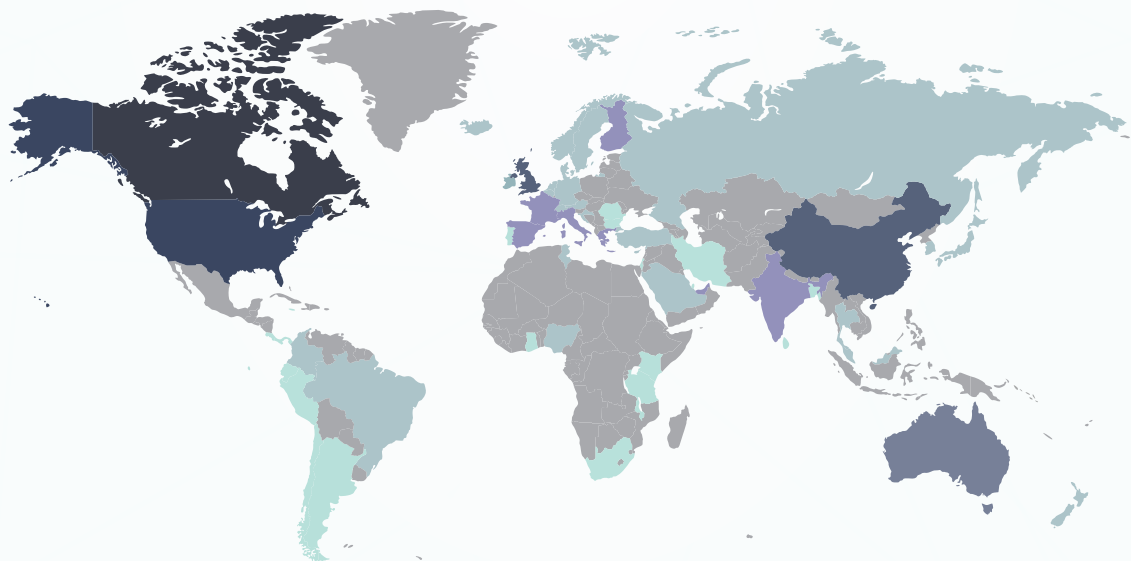
**283** Presentations

**77** Book Chapters

## INTERNATIONAL ENGAGEMENT

PRESENTATIONS, AGREEMENTS & COLLABORATIONS

1 2 5 15 50 60 150





## The Nicol Building:

# Future Home of the Sprott School of Business

In June 2018, Carleton University broke ground on the Nicol Building, a new home for the Sprott School of Business. Located in the heart of Carleton's campus, the Nicol Building will serve as the front door to the university and a place where students, faculty, staff, alumni and the community can work together to find creative solutions to the challenges facing business and society. Designed by Hariri Pontarini Architects, the spaces and flow of the 115,000-square-foot facility will deliver an inspiring and collaborative learning environment in which business students can pursue their dreams.

The Nicol Building honours the vision of the Nicol family and the late Wes Nicol to build a better future for Ottawa. Wes believed in Carleton University and the Sprott School of Business. The Nicol family led the way for a new building for the Sprott School with their generous gift of \$10 million.

### Key Features of the Nicol Building

- Enhanced learning, networking and collaborative spaces;
- Flexible classrooms and innovative learning environments;
- Spaces for collaborative research;
- Enhanced meeting and event spaces;
- Additional space for student experiential programs, such as Sprott Competes and the Sprott Student Investment Fund;
- Space for the campus-wide venture accelerator and student entrepreneurship;
- Sustainable design from core to skin – the project is slated to achieve 4.5 Green Globes.



## Carol-Ann Tetrault Sirsly Memorial Scholarship in Business

The Sprott School of Business is excited to announce the newly created Carol-Ann Tetrault Sirsly Memorial Scholarship in Business. The \$100,000 endowment fund comes from a generous donation from the Sirsly family and matched support by the Carleton University Collaborate campaign. The fund will provide a \$4,000 graduate scholarship annually to support a PhD student doing work in the area of Corporate and Social Responsibility.

# A synergistic approach with business to tackle today's supply-chain problems

*In today's global economy, businesses look to the field of mathematical modeling to tackle complex supply-chain issues. This is a vital piece to helping businesses create value in their products or services—a field of work that is ever changing and ever in demand, and it is where you will find Aaron Nsakanda forging an influential path.*

Nsakanda has moved the area of operations and supply chain management research to the next level with extensive contributions in industry and theoretical research in academia. A long-standing professor since 2001, his expertise is in mathematical modeling and discrete event simulations to find a quantitative basis for making optimal operational decisions within a business application.

After completing his PhD in Logistics and Manufacturing Management and a master's degree in Operations Management, Nsakanda worked for three years as a senior operations research consultant in the airline industry. Here, he made major contributions in areas such as cargo operations, airport resource management, manpower planning and scheduling, and his most notable project, working on the Aeroplan loyalty rewards program. With this work, he effectively helped guide the merger of two loyalty programs and subsequently transformed the loyalty program from a department within an airline company to an independent company whose brand has become one of Canada's largest coalition loyalty programs to date. This work, along with his research program at

Carleton, earned him a Natural Sciences and Engineering Research Council Discovery grant for "Advanced planning models in managing Coalition Loyalty Programs," in 2015; the sole grantee of this highly competitive grant program at Sprott in recent years!

Nsakanda's research umbrella encompasses quantitative modeling using a number of methodologies — all which represent real-world operations challenges. A wonderful element to his program is his continuing work and partnership with industry and business leaders. Nsakanda's expertise is his ability to pull from his mathematical toolbox to design a simulated, or real-time, applicable model as the conduit to tackle today's supply-chain complexities. It is a synergistic approach to work alongside and to create a partnership with a business to develop and understand where problems and inefficiencies in any aspect of the supply chain exist in order to provide solutions.

Nsakanda worked with NAV Canada (the company that owns and operates Canadian and oceanic airspace) to develop a simulation-based



*Aaron Nsakanda*

methodology for optimizing the efficiencies in staffing levels of flight information centers across the country. As well, he was later involved in creating an analytical tool to assess the delay impacts to aircrafts operating at the airport resulting from changes in business operation practices of subsystems such as runways, airspace, and communications.

His quantitative modeling approach is multi-functional and can extend from one industry to the next. Nsakanda has also done work in manufacturing, as well as in the health care industry where he has used a simulation modeling approach to understand workflow changes in hospitals. Graduate students looking to further their knowledge and experience in the operational science field would do well to consider an opportunity to work under the tutelage of Nsakanda, a visionary, while at the same time, have the unique opportunity to work on breakthrough projects with industry players, developing important relationships, and invaluable practical experience.

A further testament to his expertise, Nsakanda is one of a selected few of elite high-level professionals and industry leaders that help

determine the direction and research objectives of the Aviation Think Tank at Concordia University. Through this, and as a contributing aspect to Think Tank, he has set-up a research program at Carleton that focuses on Canadian airport structure and governance.

A world away, Nsakanda's life-long journey in higher learning began with a close friend in the Democratic Republic of the Congo in Africa. After both graduating from high school, they set their sights on an Engineering degree in Agro-Business Economics, followed by an MBA—and attending a FIFA World Cup game together! Receiving an international scholarship to Canada to complete an Engineering degree in Forest Management, and subsequently his PhD, was a game-changer for Nsakanda, and it is here in Canada, at Carleton University, that he's made his roots, and continues to make his mark in the management science arena. Although Nsakanda has not yet had the opportunity to attend a FIFA game, he and his family enjoy travelling around the US to watch his son play Division 1 NCAA (National Collegiate Athletic Association) volleyball. He also aspires to write a book about the people and his community where he grew up—only a world away.



## It's a match: Good leaders foster good employees

*Greg Sears is contributing to the way businesses and organizations assess, hire, and manage employees through his research. Sears is an Associate Professor of Human Resources Management and Organizational Behaviour at the Sprott School of Business. His research program brings together elements of psychology with human resource management.*

After completing his undergraduate degree in Psychology and a master's degree in Industrial Organizational Psychology, Sears began work with the federal government's Public Service Commission at the Personnel Psychology Centre in Ottawa. Here, he helped develop and administer various selection instruments, including ability tests, job interviews, and simulations, to aid in improving staffing and hiring processes in the Government of Canada. Moreover, Sears was a key contributor to the federal government's "360-degree Leadership Assessment Process," which assesses the competencies of managers from different perspectives (e.g., by their supervisors, peers, and followers).

While working in this area, Sears recognized gaps in the traditional approaches to selecting the right person for the job, as well as how to predict good leadership in candidates. Fueled by this, Sears returned to academia to complete his PhD in Human Resources and Management. With both his psychology background and business acumen, Sears recognized how personality characteristics and other key competencies (for example, "soft skills") are often overlooked in organizational assessment systems. By including these characteristics in the selection process, an employer is better able to determine whether a person will be a good match

for meeting job requirements and will be more likely to report stronger perceptions of well-being at work—something that Sears' research has demonstrated.

What do employees like to see in their leaders? Sears' research further investigates whether, and how, leader and follower characteristics contribute to effective leader-follower working relationships. Historically, the role of a manager is to ensure they get the best efficiencies out of their employees, but Sears' research is looking at various "personalized" approaches to leadership, such as "servant leadership," which focuses on managers prioritizing the needs of their employees and ensuring employee overall satisfaction and well-being.

Working with his PhD students, his research aims to understand how servant leadership and the quality of the leader-follower relationship impact perceptions of motivation and well-being for both the leader and their followers. Further to this, Sears sees the need for change, specifically to change the strategies used to improve the way leaders lead and create a culture within their organizations.

Awarded a SSHRC research grant, Sears is working with colleagues Ed





Greg Sears

Ng, from Dalhousie University, and Kara Arnold, from Memorial University, to examine leadership dynamics among senior leaders in organizations (CEOs and Chief Diversity Officers) and how this affects workplace inclusion. Findings from this research will provide novel insight into the key characteristics and competencies that should be considered in selecting and training leaders to better support diversity and inclusion in organizations.

Sears' research umbrella at Sprott is a diverse portfolio of interconnected spheres in human resource management and organizational behavior and he continues to work with industry leaders and other academic collaborators. He is currently working on a research project for a large, public-sector organization examining how their selection process may be improved. The project will explore and determine some of the key predictors of employee satisfaction and performance by looking at different types of selection tests and employee characteristics. For example, he is investigating whether an individual's ability to consider and understand the viewpoints of others ("perspective-taking"), plays

a key role in predicting employees' display of cooperative behaviors and impacts the well-being of others in the workplace. The central goal in this project is not only to predict one's performance, but also how to improve the recruitment process, taking into account how best to improve the quality of life of employees.

Sears' desire to understand the "world of work and how it operates" emerged from some of his very challenging and formative work experiences. One summer as a university student, Sears took a job as a ship cleaner. The working conditions were lamentable—long days for a demanding supervisor with a sharp temper! And, between those quitting and those being fired by the boss, of the 30 employees that started, only a handful were left by the end. Through this experience, Sears' thoughts circled around boss performance and employee satisfaction. It was here, facing very onerous and demanding working conditions that Sears' interest was piqued in understanding what effective leadership looks like and what is required for employee well-being. And, it was here, that he knew that it would be his last summer cleaning ships!

# From corporate restructuring to corporate governance: A passion for taking chances

*Isaac Otchere is an academic visionary who frequently branches outside of his comfort zone to explore topical issues. Although an expert in finance, his research program consists of a diverse range of topics, with an overarching construct of highlighting the moderating factors that affect corporate performance. In fact, much of his research is cutting edge and has significant policy and social implications.*

Otchere has dedicated his life to continual learning and exploring new research frontiers. After completing his first degree in Accounting and a Chartered Accountant designation in Ghana, his homeland, he returned to academia and earned two master's degrees—in Public Administration and in Management Studies (Finance). It was then that he developed a passion for both finance and academia, and after earning his PhD in Finance, he continued his career in academia where he has been a mainstay for the past 20 years. Today, his research program is robust, diverse and continues to cross-pollinate from early work on corporate restructuring to current work on corporate governance.

As an early academic, Otchere recognized the increased popularity of privatization of state-owned enterprises around the world. As such, he directed his research to highlight the effects on both the performance and fiscal success of privatized firms, as well as how the competitors of privatized firms fare in comparison—recognizing that no detailed analysis had been done to ascertain these outcomes before. The findings from his research revealed

that not only is privatization good for a firm, but it allows the now private firm to outperform its competitors by a significant margin. As a testament to the value of this research to industry, Otchere was honoured with an invitation by the World Bank to speak about this work—only four years into his academic career.

From privatization to mergers and acquisitions, the evolution of Otchere's research led to a SSHRC grant that looked at the impact of foreign takeovers on the competitiveness of Canadian firms and the national economy, with a special look into the effects on employment. Otchere recognized the scarcity of research and concrete evidence that comprehensively analyzed the implications of foreign takeovers on the Canadian economy. Mentoring and collaborating with one of his PhD students, their research examined post-acquisition performance outcomes of firms involved in foreign takeovers as compared to those involved in domestic acquisitions. They found that employee productivity and efficiency of Canadian firms improved significantly following the takeover.

Moreover, cross-border acquisitions of Canadian firms generated significant improvement in profitability, productively, and efficiencies—as well as an increase in national GDP overall (as compared to domestic takeovers). Highly notable, their research was one of the few to contribute to this area in Canada.

The continued evolution of Otchere's research from restructuring to corporate governance led him, along with his PhD students, to examine topical issues such as the effects of political connections on corporate risk-taking behaviour and performance of politically connected firms and their competitors. They find that the connected firms take higher risks, whereas the non-connected rivals become more conservative in their risk-taking efforts—research that is highly influential to corporate decision-making when assessing the costs and benefits of developing political ties.

With a 2019 Statistics Canada report indicating that women hold less than 20 percent of positions on boards, Otchere's joint research with his colleague on board gender diversity is highly relevant and significant. More than ever, boards in Canada are under increasing pressure from key stakeholders and the public to improve their gender diversity practices, particularly since the 2014 Ontario Government's disclosure policy regarding transparency and accountability of women on boards. And although women have earned roles as heads of companies and on boards over the past two decades, it is clear there remains a problematic gender gap. Otchere's research seeks to deepen our understanding of women board members' performance by examining the moderating role that culture plays on the risk-taking behaviour of women in these leadership positions. In some cultures, girls have much fewer limitations placed on them and therefore have a greater opportunity in fostering their potential, as compared to girls raised in some developing countries. Specifically, his research aims to enhance our understanding of the extent to which cultural differences affect female executives' risk-taking propensity and performance level. The findings from this research could have a significant influence on transforming policies and cultural archetypes in emerging economies.



*Isaac Otchere*

Otchere's research continues to cross-pollinate and another research venture sees him collaborating with a fellow Sprott faculty member to examine the efficacy of Ontario's Salary Disclosure Act, and its by-product, the publication of the Sunshine List—a listing that discloses the salaries and benefits earned each year by all public sector employees who earned \$100K a year or more. Since the Act was put in place in 1996, there has been no systematic analyses done to see if it has achieved its original objective of keeping the growth in public sector employee wages at bay. Their research will investigate the effects of publishing of the Sunshine List on morale and productively of the named employees—the first research to shed light on the impact and value of this infamous list.

Otchere has an eclectic mixture of research projects that are driven by his passion for taking chances and exploring issues outside of his comfort zone. His research program is a thriving pedagogy for young minds that have a love for higher learning. From accounting, to finance, to teaching, to research and mentoring, it was from his first glimpse into the world of academia that he knew it was where he wanted to be, and 20 years later, he has proven it is truly where he belongs.



# An agent of change: Working towards a collaborative, multicultural work environment



Luciara Nardon

*Luciara Nardon is not only creating a new narrative on how to do research in business, but she is also an agent of change who is dedicated to cultural and societal advancements relating to multicultural work environments and establishing strategies that help immigrants adjust to a new country and its cultural milieu. In fact, she has been recently distinguished with Carleton's 2018 Research Achievement award for her work on immigrant workforce integration.*

Nardon has a multidisciplinary research program where she delves into the sociological and behavioural side of business. Much of her research looks at how people think and behave within a work environment, which is often influenced by their cultural background. Nardon's academic career didn't start out in this direction, however; in fact, it was somewhat serendipitous that her academic journey brought her to where she is today.

Nardon was born and educated in Brazil, where she earned two Accounting degrees and worked in this field for several years. It was during this time that she was able to be an integral part of the management team

and the transition process of a merger and was exposed to some multicultural issues around miscommunications and unmet expectations between business partners. Intrigued by the behavioural element of this experience, she was fueled to return to academia—earning an MBA and then a PhD in International Management. Following this, she lived and worked in Belgium, gaining worldly experience and firsthand accounts of life as a foreigner.

Perhaps like a fish out of water, everyone can appreciate the feeling of not fitting in, or misreading the cues of another person's meanings and gestures. Nardon is passionate about understanding the cognitive process



that can influence and facilitate a cohesive and collaborative working environment. She works under the assumption that in the 21<sup>st</sup> century, and a global business environment, we are all working with members who bring new cultural perspectives to the table. Even with her background in numbers, Nardon's approach to research is socially constructivist, with a focus on reflective, qualitative data.

*“Intercultural encounters are a pervasive feature of our modern workplaces and affect most of us.”*

Her most recent accomplishment is her breakthrough book, *Working in a Multicultural World: A Guide to Developing Intercultural Competence* (University of Toronto Press, 2017). Her book is changing the dialogue around multicultural business constructs that managers, employees, clients, teachers, and students—anyone working and living within a multicultural framework—can use to better understand how to navigate in a changing world. Nardon recognizes the need to develop an understanding of one's own cultural self to drive change and to develop a level of empathy to foster a collaborative, efficient, intercultural working environment, based on the concept that “we typically attribute culture to others but not ourselves.” Her book offers a comprehensive framework for understanding intercultural interactions and developing practical skills for productive intercultural exchanges to improve overall workplace efficiencies and perhaps, a more synergistic work culture overall.

A further testament to Nardon's unique approach to business exploration, she is exploring how technology plays a role in how people adjust to foreign environments. She's published unparalleled research on the topic of immigrants' use of blogs as an online narrative of their experiences and how this sharing of knowledge, strategies, and opinions, creates a support system for immigrants to help them adjust to a new culture. What people think and experience are important pieces of information to learn what issues immigrants face while

adjusting to new cultures. Her study describes the phenomenon of sensemaking in blogging and identifies triggers, mechanisms, and introspective focus of cultural sensemaking in newcomers' blogs. An increase in international mobilization of skilled workers has become an important topic within organizational, economic, and national arenas and is essential to Canada as it relies heavily on skilled migrants to fill labour market needs. Nardon recognized a gap that exists between the successful employment of skilled professionals and the failure in the Canadian system to attract, foster, and retain newcomers, resulting in downward career mobility and talent waste. Using a sense-making approach—she explores the consequences of, and relationship between, an unsupportive migrant system and migrants' perception of why they have moved to Canada. One of her studies focused on the experience of skilled engineers from the Philippines finding employment in Canada. What was interesting about her findings was that so much of one's experience is not only influenced by the existing constructs within Canada to support skilled migrants, but also on the reason for moving in the first place. If there was a predetermined goal of working only as an engineer versus moving to create a new life—in whatever workplace was possible, then their experiences, outcomes, and perceptions were shaped accordingly. By better understanding what motivates, shapes, and defines perceptions and experiences, then policy, constructs and strategies can be developed to support, manage, and foster a nation that flourishes under unity and multicultural richness.

From Brazil, to the US, Belgium, and many places around the globe, Nardon has worked, taught, and inspired many, but as a multitasking, and multinational thinker and visionary, she has found solace in Canada, a country that made her feel welcomed and allowed her to thrive and contribute. Paying it forward, Nardon is not only shaping the direction of organizational constructs on culture and acceptance in business, but she's a true humanitarian, and volunteers her personal time to mentoring and coaching newcomers to Canada—a place that they can call home too.

# Helping developing countries build a strong global profile

*José Rojas-Méndez is not only a visionary in the field of nation brand personality and consumer behaviour, but he is also one of few researchers in the world committed to helping developing countries build a stronger representation in the world marketplace by improving their nation brand.*

Moreover, he recognizes a growing need to foster higher learning and research exposure in Latin America. He has created a comprehensive workshop program in various Latin American countries that trains and mentors academics and faculty in the skills of writing academic papers to improve global exposure and advancement of their research. Rojas-Méndez has clearly made a mark in his field and is also recognized as one of the most distinguished professors in Chile.

Rojas-Méndez's research program combines consumer behaviour and international marketing with three main interconnecting constructs—nation brand personality in transitioning and developing countries; country wine personality; and understanding and measuring xenocentrism of consumers and employees in developing countries. Rojas-Méndez travels around the world to carry out his research and has collected data from over 32 countries in many different languages and cultures. Rojas-Méndez recognizes that culture has a direct impact on consumer behaviour because it shapes how individuals establish viewpoints. He works together with researchers in sociology, anthropology, psychology, economics, country development, and

business to fully understand and apply his research findings.

Much of the research around nation brand is limited to developed countries, but many of these principles and constructs simply do not apply to developing countries. Coming from a developing country himself, Rojas-Méndez recognized the scarcity of quality research that comprehensively explains consumer behaviour in emerging countries, so he has taken the concept of nation brand personality into Latin America, China, and Africa, where they have not yet adopted this marketing strategy to improve their global profile. A strong nation brand is essential for countries, cities, or regions to distinguish themselves and establish a unique, favourable identity to gain a competitive advantage in the global market.

Nation brand personality adds the psychological construct to branding and Rojas-Méndez's early work has shown there is a trend toward consumers associating countries with human personality traits. Through his research he has developed scales to effectively measure brand personality and how brand personality of a location affects the intention to behave towards those places—such

as willingness to be a tourist, buy a product, to live, work, or study there. He looks at how to measure nation brand personality under the assumption that people see countries, or places, as individuals and therefore will attribute a place with the same characteristics that are common to people. For example, “this is a friendly country” or “this is a vibrant city.” His findings are shedding new light onto brand personality dimensions that have an impact on intentions and behaviours of individuals toward a country; and depending on how a country is associated with a particular personality, the country (or region) can use this data to enrich economic factors, such as tourism, product consumption, immigration, and their overall global profile.

Rojas-Méndez continues to blaze trails, and his most recent research projects are no exception. Rojas-Méndez recognized an old construct but within a new framework—the phenomenon of xenocentrism in developing and transitioning nations. His research program has him and his PhD student working on studies to highlight the causes and moderating factors, and the consequences of xenocentrism. Xenocentrism, simply, means excessive admiration for anything foreign and at the same time, rejection of whatever is domestic. Through his research, Rojas-Méndez has demonstrated that xenocentrism has to do with individuals’ positive attitudes towards foreign cultures and negative attitudes towards one’s own culture in terms of social behaviours; that consumers in developing countries prefer anything foreign to the comparable domestic product or service because it is perceived as giving one greater status. He has developed a novel, highly effective scale, called X-Scale, that is reliable, valid, and multidimensional to define consumer preferences, which developing countries can use to identify potential markets for business expansion at a global level.

Rojas-Méndez has had a unique and perhaps serendipitous academic journey, which all began in Chile. He earned his undergraduate degree in Accounting and Auditing from the Universidad de Talca and subsequently worked as an accountant in Chile for some years. The course of his academic, and perhaps personal, life took a detour when he met Sadrudin Ahmed, a marketing professor from the University of



*José Rojas-Méndez*

Ottawa, who opened the doors to the world of marketing, and who became an influential and life-long mentor. Ahmed convinced him that Ottawa was the “best place in the world,” and perhaps it was, because Rojas-Méndez not only received his MBA from the University of Ottawa, but it was during this program that he met his wife Vilma. A testament to his intellectual acumen, he received a prestigious and coveted scholarship from the government of Chile to do his MBA, as well as his PhD in Marketing at the University of Manchester in England. Following his studies, Rojas-Méndez and family moved back to Chile where he was appointed Dean for the School of Business at Universidad de Talca. During this time, he was invited as a visiting researcher to Carleton University’s Sprott School of Business for three months. It was during this time that he knew that Carleton and Ottawa would be a great fit for him and his family. Although he maintains a strong affiliation with the Universidad de Talca, it is Canada—Ottawa—perhaps due to a bit of nostalgia for the “best place in the world”, that he and his family now call home.



# The knack for finding the hidden gem

*Lindsay McShane understands marketing, in fact, she eats, sleeps, and breathes marketing, and has for the last 15 years. With three degrees in the discipline and years of research, it is inspiring that she has also weaved in growing a family with three little ones to call her own. But, as a highly accomplished scholar, it really comes as no surprise.*

McShane grew up in Ottawa. She earned her BA in Marketing from Bishop's University for which she received a highly acclaimed full scholarship for all four years and graduated as the top marketing graduate! After working in industry as a marketing researcher for a few years, she wanted to deepen her knowledge of marketing research, so pursued an MSc and PhD in Marketing. It was here that she found her passion for both academia and for marketing, specifically, in consumer behaviour and psychology, and has never looked back. McShane is working on projects that are at the leading-edge of marketing research and one might even say she has an uncanny ability to see through the generality of what is happening in her field and find the pearl in the oyster—the hidden gem!

McShane's research includes a variety of projects under two main operating streams—consumer psychology looking at social-emotional influences on consumer behaviour and ethical decision-making, and digital brand engagement. The overarching mix of projects is quite eclectic—a reflection of McShane's passion for academia and research, and how she fosters ideas from one project to create new projects, allowing her research program to flourish organically.

McShane understands that consumer behaviour is an essential part of any

business. It is all about understanding how and why consumers feel, think, and act the way that they do. In this fascinating area where marketing and the complexities of the human psyche overlap, McShane has many active projects that aim to demonstrate how consumers use social, emotional, and product-level cues to inform their judgements and perceptions.



Lindsay McShane



McShane sees a hidden gem in understanding the phenomenon where consumers interpret a brand's relatively innocuous actions as akin to a "slap in the face." That is, when a consumer feels personally slighted by a brand or business that they feel has done them wrong, namely with respect to pricing. McShane, along with a colleague, first recognized this phenomenon when thousands of Netflix customers described their disdain on Netflix's blog page following a seemingly harmless price increase. McShane was immediately perplexed and intrigued by this prevalent and powerful response—a response that she describes as a "taking-it-personally" bias. Working under a SSHRC grant, McShane and her co-author target their research to better understand why consumers react in such a strong and negative way towards seemingly banal firm actions. McShane is interested in the relational point of view—how can the simple act of pricing make a consumer feel devalued? When and why do consumers take it personally? She explores how this powerful force can be mitigated so that consumers understand that pricing decisions by businesses are an essential business strategy rather than a personal attack.

*"With more dynamic pricing because of variation in exposure via the internet, we will see consumers being charged differently. How this will impact consumers and how they respond regarding their purchasing behaviour is of great interest and important to consider."*

What is fascinating about her work is that she is solving a little piece of that human psyche puzzle with research findings that are highly valuable toward effective marketing strategies and gaining consumer confidence and loyalty.

The new and exciting area of digital brand engagement, a focus of McShane's current research, once again happened organically. By teaching the digital marketing course, an

interesting and yet unexpected gem surfaced in the form of an emoji. Emojis are small digital images or icons used to express an idea or emotion. There is a lot of literature on the use of images in communications and how to use them effectively, however, the effectiveness of emojis in online brand-consumer communications is largely unknown. To date, McShane has looked at this from the impact of emojis, as well as other media tools (hashtags, embedded media, and deservingness claims) and their effects on consumer engagement. She is currently examining the digital content of leading consumer brands' social platforms to determine how and where emojis are used and looking at how emojis influence the efficacy of communication in both a business-to-business and business-to-consumer context.

*"There is something unique about emojis, and how they affect our perceptions on many levels, that we don't quite understand yet."*

Here is where McShane gets excited: her current data shows clear trends—how emojis are being used, and how and where they are highly effective, but what the data does not show is the "why" piece of the puzzle. McShane recognizes the need to tease this out, so she is running controlled experiments parallel to the analysis of large scraped datasets to flesh out the big picture. What makes her research so cutting edge is that businesses are now actively engaging with consumers through digital platforms to join consumer conversations using embedded images, such as emojis, and essentially changing the landscape for meaningful communication. McShane's contributions in this area will clearly further the understanding of how businesses and brands can navigate this digital world and continue to foster relationships with their consumers and other businesses.

Who would have ever thought that those cute little emojis would have such a huge effect on consumer behavior? Well, McShane did, and lucky for Spratt, she is one of their not-so-hidden gems!

# An academic trifecta of physics, business technology, and theology to help technology start-ups succeed

*Stoyan Tanev is changing the landscape of how technology start-ups articulate their product value and compete in the international market. His research program is multifaceted, combining his science, engineering, business—and theology acumen!*

Tanev is quadrilingual and multi-disciplinary, with a unique narrative for higher learning. His love of learning began in Sofia, Bulgaria, his birthplace, where he earned his master's degree and PhD in Physics. He started his academic career as Assistant Professor of Physics in the Technical University of Sofia, specializing in non-linear optical wave phenomena. He then pursued a post-doctoral fellowship and subsequently worked in the optical communications industry for local start-up companies, designing simulation software for photonics devices. Although a highly skilled physicist, Tanev, ever curious, wanted to learn more about the business-side of the companies he worked for; how new ideas were transformed and realized as a new business, and he wanted to understand what really determined the value of a product for customers. He returned to academia, earning his Master of Engineering in Technology Innovation Management from Carleton University. In 2009, an opportunity presented itself far from home, and he accepted a faculty position at the University of Southern Denmark in the Department of Technology and Innovation, while concurrently maintaining an adjunct position at Carleton—first, in the

Department of Systems and Computer Engineering and later, in the Sprott School of Business.

His research looks at value proposition development and business modeling relating to technology-based start-up companies. A standard business approach is to start local, then internationalize the business once growth has been established. Tanev began to connect early internationalization and the Born Global firm model with the lean start-up approach and the emerging concept called Lean Global Start-up was, well, born. Tanev's research looks at how to reshape the business model for technology-driven businesses that globalized in the first three years of inception. His earlier work in Denmark emphasized the need to identify two patterns of start-up emergence—lean-to-global and lean-and-global.

Transnational technology entrepreneurship is a rapidly growing field and it is vital that new businesses know how to operate in multiple countries and a global competitive environment. Tanev's collaborative research showed that both types of start-ups were found to have faced significant challenges with the

complexity, uncertainties, and risks of being innovative on a global scale. His first conference publication, focusing on lean global start-ups, was nominated for a Best Paper award at the International Society for Professional Innovation Management Conference (2014) and subsequently invited for publication in the International Journal of Innovation Management. The paper was identified as one of the keywords published in this journal and was included in a book that will appear in Managing Innovation - Internationalization of Innovation Series on Technology Management.

Tanev's research program looks at how startups can become global from the beginning and how they can optimize their value propositions – to determine a better way to articulate the value of their products in a way that will resonate with customers. His research program includes exploratory research combined with topic modelling—algorithms that analyze text in documents and find emerging topics and themes that are relevant. What is exciting about this approach is that it can be applied to the information provided on company websites and appears to be highly effective at helping companies visualize, holistically, their competitors, a map of what is being offered in their business domain and, most importantly, how to differentiate from other businesses—or even how to partner with them. By using this approach, a company can learn how to articulate their products and position themselves to set them apart from their competitors. Tanev and his team have published their preliminary findings and received the Best Paper award at the International Conference of the Association of Global Management Studies in 2018.

Clearly an academic powerhouse, Tanev has also earned his MA and his PhD in Theology, which he did concurrent to his work in industry, and his continual publications and contributions to academia. Tanev's interest is in the interface between science and theology and has both existential and academic dimensions that truly substantiate the methodological stance of his work as a scholar.

What makes Tanev's research program so robust is his ability to integrate all the areas of his academic expertise and find connections,

and this new area of research is no exception. He sees the growing importance of using language effectively to articulate customer value and believes that innovation includes not merely the adoption, but the invention of the proper language of speaking about the intangible dimensions of value and user experience. His research explores the linguistic aspects of entrepreneurship and innovation management by emphasizing that they are both dependent on effective conversational skills and the specific language used by the companies to articulate value to customers. This approach appears to be highly valuable as most companies, especially start-ups, struggle to articulate their value propositions in a clear, competitive, and viable way. It is about making start-ups more successful using text analytics and machine-learning tools as part of web-content analysis, combined with a linguistic approach as the best way to profile a company. Tanev considers customers as co-creators of products, and to attract customers you need to send the right message. "Communication is not easy, especially in language," and he sees the movement of his research program delve deeper into areas that would link the conversational aspects of entrepreneurship and his epistemological insights from theology, with helping technology-driven businesses succeed.



Stoyan Tanev

# At the intersection of international business, technology entrepreneurship, and innovation

*One might say that Diane Isabelle is an academic chameleon because of her ability to adapt and grow within her career, her research, and her teaching methodologies. With a robust, interdisciplinary research program, Isabelle has three overlapping research areas of innovation, technology entrepreneurship, and international business, with an emphasis on small technology firms within a global context.*

Isabelle is bilingual in French and English, has a BSc Engineering degree in a multidisciplinary program of electrical, physics, and industrial engineering, has earned her MBA and a PhD in Management—and, she is a musician, rides motorcycles, and in her spare time, restored a 1971 Volkswagen Karmann Ghia. Perhaps most notable is her philanthropic nature where much of her research and teaching aims to give back to the business community and foster higher learning.

Before joining Carleton University's Sprott School of Business in 2011, Isabelle worked for several years as an engineer in multinational firms, followed by a long career at the National Research Council Canada supporting Canadian small and medium enterprises to succeed globally through innovation and technology. The accelerated success and accomplishments achieved since joining Sprott is a testament to Isabelle's academic bravura, and to the wealth of knowledge and experience from her many years working in

numerous high-level positions. Her research program stems from much of her work in science and technology, and the high-technology industry, with the desire to integrate this knowledge.

An area where international business and innovation meet, Isabelle looks at the value of collaborative research, specifically the various factors at play for Canada to participate in international scientific collaborations and in partner selection with foreign countries. "Large-scale international scientific collaborations are one of several mechanisms that allow governments and businesses to tap into the global knowledge base."

Isabelle's research shows that it is vital for Canada to be a worthy participant and a valued scientific collaborator to ensure the success of its science-based industries and economy, as well as improving visibility and reputation. Isabelle conducted a multinational survey study of senior scientists from Canada, USA, Europe, Australia, and China that showed the value of a



social capital perspective approach. Factors such as network ties, having common goals and the management of collaborative relationships are essential for establishing and maintaining successful international relationships. Findings from her research are highly relevant to Canadian and foreign policies and Canada's involvement in the advancement and sharing of scientific knowledge globally.

Entrepreneurship is vital to the economic survival of many countries. Isabelle sees the importance of fostering entrepreneurship within Canada and around the world, and much of the area of her research explores what is required for entrepreneurs to successfully set-up and grow new ventures internationally. Further to this, Isabelle is looking at how immigrants integrate into the Canadian workforce or start new ventures. Skilled migrants are a large part of the entrepreneur pool within Canada and the Canadian economy relies heavily on this labour market. Through this research, in collaboration with fellow Sprott faculty members, they explore and better understand the perceptions and factors affecting migrant occupational decision-making in relation to the existing Canadian framework that supports, or fails to support, migrant workers and entrepreneurs. This is particularly timely given that the Canadian government has recently announced several initiatives to entice and support economic migrants to Canada to fill labour market gaps and create ventures. Isabelle's research is substantive in helping to understand the needs and tools required to support this growth.

As a testament to her humanitarianism, Isabelle has integrated a new stream of research that will focus on international experiential learning and social innovation to address challenges in the Global South. Building from a project that sees multidisciplinary teams of Carleton University undergraduate students from business, engineering and industrial design work to address challenges faced by African communities, Isabelle is establishing an international research partnership to explore the outcomes and impacts of these projects on the African communities as well as impacts on student experience and careers. Study abroad components and international experiential learning are gaining in popularity in higher



*Diane Isabelle*

education institutions, yet the research on processes and impacts is in its infancy.

Isabelle has a passion for technology and experiential learning. Isabelle was the first to implement an experiential learning approach to her entrepreneurship course—a gamified approach called the Online Venture Challenge, in partnership with Shopify, for the creation and operation of real, online, not-for-profit businesses by student teams. The students built collaborative relationships with real organizations and learned all aspects of running a business. There were 67 student teams in total that generated approximately \$40K in sales, and \$11K in profits that went to 50 charitable organizations!

Isabelle strongly believes in the power of networking and sharing knowledge. She teaches her students the impact of globalization and how it has helped her in many ways. Through networking, she has not only established collaborative research connections, but she has benefited personally as well. A student connected her to an all-women's motorcycle group, the Windsisters. "I share a little bit about myself with each audience, because I believe in the power of networking; you never know what connections you will make, or what you'll find."

# Saving the planet “one pick and shovel at a time”

*Patrick Callery moved his family from the sunny life in Santa Barbara, California to the chilling winters in Ottawa, to join the Sprott School of Business family as Assistant Professor in Strategic Management. It was an adjustment, he admits, having not experienced a frigid winter in over two decades, but it is here that he now calls home and where he is developing an extremely rich and pertinent research program—all in the name of saving the planet.*

Callery's research seeks to understand how companies can better position themselves for long-term financial success by providing solutions to environmental problems. He approaches this through two general research themes: corporate strategies and communications around managing risks related to climate change and carbon emissions, and new territory in green innovation to better understand what is necessary for environmentally focused businesses to succeed.

Callery comes to academia after a long and diverse career in industry where he gained invaluable experience and knowledge that has driven him to dedicate his career to research that will contribute to the mitigation of our most pressing global environmental issues. After completing his BS and MS in Mechanical Engineering, he worked five years for Hewlett-Packard in various roles in project management and engineering. During and after the “dot-com” boom and bust of the early 2000s, he worked for a small start-up telecom hardware technology company. It was an exciting place to be because he was able to take on a variety of critical roles within the company and gain exposure to management and strategy, and a more holistic view of running a successful business.

Motivated by this experience, Callery earned his MBA in Strategy while concurrently working in equities research in the investment banking industry. However, he felt a bit disillusioned by his role in the world and wanted to do more—he wanted to help businesses move from being the cause of environmental problems to becoming part of the solution. He pursued work for companies in the renewable energy sector, but it was during the financial crisis in the United States in 2008 and many of the businesses just could not survive. As the saying goes: “When life throws you a curve ball, hit it out of the park.” And, that is exactly what Callery did. He recognized the value of all his knowledge from years of industry experience and realized the best way for him to make a difference was to go back to academia where he could contribute as an educator and researcher. So, after 15 years in industry and several degrees, Callery began his next journey—as a dedicated academic, earning his PhD.

Callery has developed his research program to help save the planet, one project at a time. He seeks to understand how companies develop and implement effective strategies around environmental issues related

to climate change. Climate change and the associated effects on our planet and society have never been more real, as is the urgency for humans to act now to mitigate the damage. Major corporations face increasing pressures from investors and other stakeholders to act on climate change and other environmental issues lest face significant financial and social implications. Those firms that choose not to act are confronted with regulatory risk, as well as reputation risk—and this is where Callery is highly motivated. His research focuses on understanding company strategies for opportunity and risk management, as well as stakeholder impression management, with the dual aims of helping companies recognize the financial benefits of proactively addressing climate change and helping policy makers devise better regulatory and voluntary programs to reduce industry greenhouse gas emissions.

As the famous Muppet sorrowfully sang, “It’s not easy being green,” the world of business has similarly had a tough time unifying environmentally friendly priorities with its economics. Callery sees that there may be an effective way to navigate this arena and is developing a new research program in green innovation. Motivated by his own experience in the telecom industry, this area of research springboards off his knowledge of advanced core technologies in the solar industry. Callery often uses this analogy:

*“During the gold rush it’s a good time to be in the pick and shovel business.” (Mark Twain)*

Callery recognizes that there is another way for businesses in the renewable energy industry to be successful. He aims to prove companies that develop innovative business models that improve market uptake are more likely to find success than companies competing to develop the best core technology. Callery is passionate about supporting the system that fosters environmental innovations, looking beyond technologies and seeing how society can interact with these innovations and technologies. “It takes more than just the technologies; it takes innovative market solutions to help them reach their full potential.”

Callery’s life and academic journey has taken many twists and turns, but he has navigated through it all with a desire to make the world a better place. Born and raised in the US and living and working in many states over the years, Callery has found new beginnings here in Ottawa. Ottawa may not have the steady California climate, but it sure has snow, and a fair share of mountains nearby, so at least Callery can pursue his love of skiing—and saving the planet, as a crusader, one pick and shovel at a time.



Patrick Callery



# Taking the world of accounting and business into the future

*George Addair is quoted as saying, “Everything you’ve ever wanted is sitting on the other side of fear.” And, Maryam Firoozi did not let fear stop her from pursuing her dreams—on the other side of the world.*

Born and raised in Iran, Firoozi had lofty ambitions and made great academic achievements early on. She ranked in the top one per cent on Iran’s National University Entrance Exam and subsequently earned a bachelor’s, then a master’s degree in Accounting with high distinction. Firoozi worked her way up the ladder from entry-level corporate accounting in the financial industry to more sophisticated financial reporting for CFOs and boards of directors. She became highly proficient at preparing, reading, and analyzing financial reports, and after some time, became quite interested in how the information on financial reports was being used. She was lured into academia, wanting to learn more about corporate governance and how senior executives and board directors used these reports to direct the company’s corporate decisions.

Firoozi knew she wanted to branch outside of her home country; to experience a different culture and further her knowledge in accounting beyond Iran. She looked to North America and was accepted into Concordia University’s PhD in Business Administration (Accountancy). She had made it to the other side of the world, excited at the opportunities presented to her, and an arsenal of knowledge and experience under her belt. It is a testament to Firoozi’s intelligence, strength of character, and her fearlessness to venture out into the world and immerse in a new culture, a new language, and new beginnings—and do it with her level of success.

*“I’ve always been encouraged by my family to pursue higher learning and this quote by a famous tenth-century Persian poet sums it up nicely for me, ‘Rest not a moment from learning.’”*

Diving into the world of academia was easy for Firoozi and as her research ideas develop, she is creating a very relevant and leading-edge research program. Her program is multidisciplinary and multifaceted, with research connecting accounting with management studies and information technology. She has many active projects in the areas of corporate governance, financial reporting quality, disclosure on social media, and looks forward to delving into research around corporate social responsibility disclosure.





## A dedication to equality and diversity

Firoozi recognizes that women are a vital part of society and has dedicated her research program to include work that may help shift societal archetypes and better support women in business. She is working under the theory that women represent half of the population, so they need to be present in all parts of the society, including corporate governance. Yet, according to extensive research, women are still grossly underrepresented in executive positions around the world. Statistics Canada reports women accounted for only 19.4% of corporate directors in 2016, even with an ever-growing emergence of data that concludes businesses do better—in all areas—with diverse female talents represented on the board. In 2014, the Ontario government took an “important step by being the first jurisdiction to champion new ‘comply or explain’ securities law rule amendments to encourage greater representation of women on boards and in executive officer positions.” Firoozi is highly interested in understanding the implications of this policy since its inception five years ago and is looking at it from both sides. Her research is examining outcomes five-years pre- and five years post-policy – what are companies doing to encourage more female representation? Moreover, Firoozi is delving deeper into understanding the changes of pre- and post-policy women leaders – what unique qualities do they bring to the board? She is looking beyond just how women influence corporate profitability, but how women on boards improve all aspects of the business and society.

## Accounting in the 21<sup>st</sup> century

Firoozi is exploring a very exciting and novel area in accounting research; examining the influence of social media on investor and corporate communication.

*“Social media websites are a new channel of communication for managers to communicate to their shareholders and customers, so it’s important that they do it effectively.”*

Before the advent of social media, managers were using very formal means of communication, such as conference calls or letters to shareholders. Social media provides a less formal way of communicating, and as well, speaks to a broader audience of stakeholders, including customers, investors, even potential investors. Firoozi is interested in discovering if and how CEOs are changing the way they communicate to their stakeholders via social media, specifically personal social media accounts. (Are they saying different things? Are they behaving differently?) Moreover, she is interested in the cost/benefit analysis of CEOs using social media to communicate to determine if it can help or hinder their reputation and the firm’s value.

From across the globe to pursue her dreams of higher learning, Firoozi continues to prove her potency here in Canada as she brings her wisdom and ardour to business research...and will “rest not a moment from learning.”

# Faculty News & Research

## Research Achievements



### 2018 Carleton University Research Award

**Luciara Nardon**, Associate Professor, International Business

Through her research on *Newcomers' Career Advancement*, Luciara Nardon aims to uncover the role of various types of social support in the career path of newcomers. Her study will focus on the experiences of professional migrants working in Canada. This study has important implications to organizations engaged with newcomers as employers or in social support roles. It also has the potential to inform policies related to professional migration.

This award, provided by Carleton's Office of the Vice-President, Research and International and selected by a committee of past recipients, provides 10 faculty members across campus with funds in support of a research project.



### 2018 Sprott Faculty Research Award

**François Brouard**, Professor of Accounting, FCPA

François Brouard's research on the *Trajectories and Identities of Professional Accountants* looks at career patterns of professional accountants, examining dimensions of both their professional and personal lives. By looking at the professional and personal trajectories of Chartered Professional Accountants with over 15 years of experience, Brouard and his co-researchers will examine the turning points in an individual's life. The findings from this research will help younger generations in their career choices, assist in the recruitment of candidates to accounting firms, and offer accounting associations a better understanding of the evolving careers of their members.

The Faculty Research Award is offered jointly by the Sprott School of Business and the Office of the Vice-President, Research and International.



### 2018 Carol-Ann Tetrault Sirsly Research Award

**Merridee Bujaki**, Professor of Accounting

The Carol-Ann Tetrault Sirsly research award was created by Sprott School of Business in memory of Carol-Ann and the foundational role she played in the Sprott community.

Merridee Bujaki was the first to be awarded this annual recognition for exemplifying quality in research. Bujaki has received several grants to support various research activities, including SSHRC funding for her accounting history of the Rideau Canal project, and for early projects on the content analysis of annual reports. She has also been active in leadership and executive roles, serving previously on the board of the Canadian Academic Accounting Association, as an examiner for CGA Canada, as well as serving for many years as a case reviewer and seminar leader for the Institute of Chartered Accountants of Ontario's School of Accountancy. Bujaki continues to demonstrate research excellence through her interests in corporate governance; accounting policy choice; gender issues in management; mentoring; and women in accounting.

## Fulbright Distinguished Visiting Research Chair

Fulbright Canada has established a unique 25-year commitment with Carleton University to support collaborative scholarship between researchers from the United States and Canada. The Sprott School of Business will host one of four Carleton Visiting Chair opportunities through a series of one-year appointments from 2018 through 2043.

*"This agreement reflects a strong commitment to support collaborative scholarship, joint research and highly effective institutional partnerships between our two countries, and it employs a visionary strategy with respect to how we position ourselves to succeed in a complex and interdependent world," said Fulbright Canada CEO Michael Hawes.*

The Sprott Distinguished Chair in Entrepreneurship will conduct collaborative research that reflects research priorities of the chair holder as well as those of Sprott researchers. Through this collaboration, Sprott is committed to enhance the mutual understanding between Canadians and Americans.

## Newly Funded Research Projects



### **Private Participation in Infrastructure Investment: An Analysis of Project Consortium**

Principal Investigator: **Frank (Guoliang) Jiang**, Associate Professor,  
International Business

Funder: SSHRC Insight

While most countries are facing the pressing need to substantially increase investment in infrastructure to meet social and economic needs, most governments recognize that they cannot meet the financial need for infrastructure investment through tax revenues or aid alone, and that greater participation by private investors in infrastructure sector is necessary. The development of an infrastructure project is often led by an investment consortium, also called special investment vehicle (SPV), that consists of domestic and international private investors (also called sponsors). However, in-depth analysis of investor, investor consortium or project attributes is lacking. Hence, our understanding of organizational dynamics underlying the development of individual infrastructure investment projects is limited. In this study, Jiang will focus on the characteristics and performance of investment consortia, specifically exploring a consortium's organizational attributes such as inter-sponsor diversity, sponsors' experience, and the distinct roles of corporate and financial sponsors. The results of the research will be of interest to many Canadian and international firms engaged in this growing sector, as well as policy researchers focusing on this phenomenon.



Isaac Otchere

## Two decades of wage transparency: Taking stock of the outcomes of Ontario's Salary Disclosure Act

Principal Investigator: **Isaac Otchere**, Professor, Finance

Co-Investigator: **Linda Duxbury**, Professor, Management

Funder: SSHRC Insight

In 1996, the Ontario provincial government introduced the Public Sector Salary Disclosure Act, which led to a regime of mandatory public disclosure of compensation information. To make Ontario's public sector more open and accountable to taxpayers, the Act requires organizations that receive public funding from the Ontario government to disclose annually the names, positions, salaries and total taxable benefits of employees who were paid \$100,000 or more in the previous calendar year. According to Ibbitson, a biographer of the Harris government that introduced what has become known as the Sunshine List, the yearly release was aimed at stirring outrage among the public over public servants' compensation. This public discontent, together with greater transparency and comparability of salary information across entities, was expected to translate into pressure for moderation. Otchere and Duxbury's research investigates a series of interesting second-order changes that can be linked to the Act, including the extent to which employees perceive that their privacy has been violated and the impact on salary disparity on employee morale, productivity and organizational and interpersonal relations. This program of study will provide empirical evidence on these issues, which can ultimately benefit the Ontario government as well as other provinces that have either recently implemented or are contemplating implementing similar policies.



Linda Duxbury

## The Common Approach to Impact Measurement

Principal Investigator: **Kate Ruff**, Assistant Professor, Accounting

Funders: Employment and Social Development Canada  
and Ontario Ministry of Economic Development, Job Creation  
and Trade

Research has shown that the lack of a common measurement is preventing social enterprises from telling their story and demonstrating their impact effectively, which in turn hinders their ability to attract supporters and funding. With over 10,000 social enterprises in Ontario, in fields such as education, health and environmental sustainability, the risk is significant. The Common Approach Project, led by Kate Ruff, will be the first impact standard that will have the flexibility to allow social enterprises to communicate social and environmental results in ways that are relevant to their missions and communities, while giving funders, researchers and policy makers the tools to collect information aligning to global standards.



Kate Ruff





## Determining Readiness to Change at Police Scotland: Policing 2026

Principal Investigator: **Linda Duxbury**, Professor, Management

Partner Organizations: Scottish Police Federation and Police Scotland

Funder: Scottish Police Federation

The Government of Scotland and other governments around the world struggle to balance the needs of security and public safety with the need for fiscal responsibility in public spending. The task of fulfilling this responsibility falls in large part to police organizations that face challenges in the form of shifting demographics, technological change, strict regulatory oversight, constrained economic resources, tumultuous political realities and the growing concerns about the effects of climate change. In 2016, Police Scotland issued Policing 2026, the long-term strategy to guide development and change for the next 10 years in order to ensure that Police Scotland can continue to maintain a high quality of service, as well enhance its capability in evolving areas such as local community cooperation and cybercrime, in a fiscally responsible manner. The objective of this longitudinal, three-year research study, is to better understand how various factors in change program interventions influence organizational readiness to change over time in the context of strong situational factors and a strong organizational culture.



## Building Resilience into Canadian Housing

Supervisor: **Ruth McKay**, Associate Professor, Management

Post-Doctoral Fellow: **Gary Martin**

Partner Organization: Institute for Catastrophic Loss Reduction

Funder: MITACS Accelerate

Globally and across Canada, climate change is associated with increasingly severe and erratic weather. Both governments and the insurance industry share the desire to reduce risks associated with climate change to homeowners. The insurance industry-sponsored Institute for Catastrophic Loss Reduction (ICLR) has been using weather catastrophe research to try to implement simple changes to building codes and thereby reduce risk to homeowners and insurers, but with little success. The process of changing codes is complicated and technical and, in some cases, appears unduly influenced by private interests. There seems to be no rigorous research on the process of creating building codes and the standards that govern house construction in Canada, and it is unlikely that Canadians understand how these codes are revised or by whom. The joint research project carried out by Ruth McKay, Gary Martin (post-doctoral fellow), and ICLR will explore the code review/revision process, the challenges in this process, and evaluate efforts by the insurance industry to champion the construction of disaster-resilient Canadian homes. One outcome of the project will be to shine a spotlight on a process that happens largely away from public scrutiny, a process that generates regulations for one of the largest industries in Canada.





## What factors determine the quality of internal audit? The case of the Canadian public sector

Principal Investigator: **Ouafa Sakka**, Associate Professor, Accounting  
Funder: SSHRC Explore

Ouafa Sakka's research focuses on the factors that enhance the quality of the internal audit function (IAF) in the public sector. Although there has been some anecdotal evidence about the conflicts of interest and threats to independence encountered by internal auditors in their day-to-day activities, no comprehensive research has been conducted to gather up-to-date data on the challenges faced by the IAF in the public sector and to empirically study the factors that determine the quality of internal audit. In its first phase, this research will critically analyze the professional and academic literature on internal audit in the public sector to determine the reasons for which it is hard (if not impossible) for internal auditors to meet some important professional requirements in practice. The second phase will involve the development of a list of factors expected to affect the quality of internal audit in the public sector. The knowledge created by this research will be valuable to a wide range of stakeholders, including researchers in accounting, public policymakers, internal auditors, and internal audit professional associations.



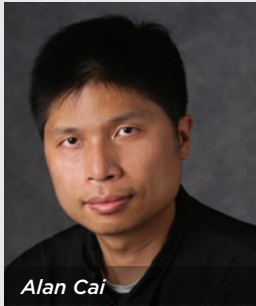
## Professional Accounting Research Group

Principal Applicants: **François Brouard**, Professor, Accounting, and  
**Merridee Bujaki**, Professor, Accounting  
Funder: CPA Ontario

CPA Ontario provided funding in July 2018 to support the creation of the Sprott School of Business Professional Accounting Research Group (PARG). Under the leadership of François Brouard and Merridee Bujaki, PARG builds on the expertise and experience of the accounting group and Sprott faculty to advance the field of professional accounting through knowledge development and mobilization. PARG supports the Sprott School of Business' mission by facilitating a cross-disciplinary research environment to enable faculty and students to carry out leading-edge research on complex issues, and by working in partnership with organizations and institutions.



## Faculty Promotions



**Alan Cai**

**Professor, Supply Chain Management**

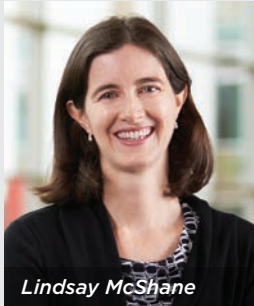
Shaohan Alan Cai is a Professor in Supply Chain Management for the Sprott School of Business, Carleton University. Cai holds a PhD in Operations Management from New Mexico State University. He also holds an MBA degree from New Mexico State University and a Bachelor's degree from Fudan University, China. Cai's research interests include three main streams: supply chain management, quality management, and environmental management. The first stream of research focuses on the relationship between supply chain members, especially how the managers of those companies utilize their personal relationships to facilitate interfirm transactions and relations. In the second stream, Cai mainly studies how the companies can successfully implement ISO 9000 and total quality management programs, and the effectiveness of those programs in different kinds of companies. The third stream of research focuses on the influence of social institutions' surrounding companies, as well as their social capitals, on their environmental management strategies.



**Ahmed Doha**

**Associate Professor, Supply Chain Management**

Ahmed Doha is an Associate Professor in Supply Chain Management for the Sprott School of Business, Carleton University. Doha's research is broadly interested in business model innovation for emerging technologies, including artificial intelligence and the Internet of Things. His current research focuses on applied artificial intelligence for business decision making in supply chains. He is particularly interested in business model innovation for applications of machine learning, natural language processing, and computer vision in areas that include e-commerce, crowdsourcing, symantec ontologies, product recommendations, and sentiment analysis to aid supply chain decision-making. Doha's research employs mixed methods embedded in a design research methodology framework. As such, his research typically follows the full cycle of the design research methodology starting with business problem identification, conceptualizing a solution, laying design principles, software development and deployment, and performance evaluation through field experimentation. Doha is also interested in research on technology and innovation management, with particular interest in how firms develop their innovation and technology capabilities.



## **Lindsay McShane**

### **Associate Professor, Marketing**

Lindsay McShane is an Associate Professor in Marketing for the Sprott School of Business, Carleton University. She is a member of the Association for Consumer Research, the Society for Consumer Psychology, and the American Marketing Association. Within McShane's research program, she works on variety of projects under two main operating streams: the first pertains to issues of social responsibility and ethical decision-making in consumer judgment. Here, she focuses on developing theory in the areas of consumers' fairness judgments, corporate and consumer social responsibility, environmental labelling, consumer empowerment and accountability. In the second research area, McShane is developing a research program centered on the issue of digital brand engagement. She is using large scraped datasets from digital platforms (i.e., websites, Twitter and Facebook) paired with controlled experiments to examine questions regarding how content characteristics (e.g., emoji, hashtags, embedded media, deservingness claims) influence digital brand engagement. The aim is to create a big picture view to see how and why different message features affect consumer engagement.

## **New Faculty**



## **Patrick Callery**

### **Assistant Professor, Strategic Management**

Patrick Callery is an Assistant Professor of Strategic Management at the Sprott School of Business. Callery examines corporate sustainability strategies that add value through providing solutions to environmental problems. He approaches this through two general research themes: the first studies corporate initiatives and information strategies that address greenhouse gas emissions and climate change. In the second area, Callery studies green innovation, evaluating new business models and the potential to shift economic growth to a new, sustainable regime. His research has been published in the Journal of Cleaner Production and the Journal of Environmental Investing.

Prior to joining Carleton University, Callery attended the University of California, Santa Barbara (UCSB), where he earned a PhD degree in Economics and Environmental Science and Management and an MA degree in Economics. While at UCSB he also taught undergraduate courses in Business Strategy and Leadership as well as a graduate course in Financial Management. He has also earned an MBA degree in Strategy and Finance from the University of California, Berkeley's Haas School of Business, an MS degree in Engineering from the University of Michigan, and a BS degree in Engineering from Boston University.

Callery has also previously established a substantial career in business, with more than 15 years of international experience for both start-up and established companies in a variety of management roles, including: product line management; sales and business development; finance and equities research; operations; and engineering.



# New PhD in Management Candidates

The Sprott School of Business welcomed the following PhD in Management candidates to Carleton University in 2018.

- Lorraine Fraser (International Business)
- Yuliya Melnyk (Marketing)
- Ali Nazari (Entrepreneurship/Information Systems)
- Anne Neal (Accounting)
- Sandra Wright (Management)
- Vivi (Hui) Zhang (International Business)

## Two Cities, Curious Minds: Management Thesis Competition

Sprott PhD in Management candidate Lucille Perreault won first place in the oral thesis competition at a graduate research thesis and poster competition among the National Capital Region's three universities. The Two Cities, Curious Minds: 2018 Management Thesis and Poster Competition was held at the Université du Québec en Outaouais. This annual event brings together graduate students from the Sprott School of Business (Carleton University), Telfer School of Management (University of Ottawa) and the Université du Québec en Outaouais (UQO) to compete in oral thesis and poster competitions.

Perreault's thesis entitled *Scientific Research and Experimental Development (SR&ED) Engagement and Management by Small Canadian Controlled Private Corporation (CCPCs)* looks at small to medium enterprises in Canada and how Scientific Research and Experimental Development (SR&ED) tax incentives has an impact on their decisions to engage and manage research and development. Her interest in this topic comes from her background as the CFO of a high-tech company, where she had gone through the SR&ED process.

"There was a significant amount of interest in my research. I had a number of people approach me after the presentation and some other colleagues were saying they'd like to speak to me about it. In that respect, it made me feel good that other people are interested, and I also formed some connections with people that I can bounce ideas off of," said Perrault.

The students were judged by a panel of Sprott, Telfer and UQO professors on the impact of their projects rather than looking at it from purely an academic aspect.



This focus on impact gave students the opportunity to frame their research in a way that highlighted its importance to their respective fields and allowed audience members to appreciate the value their work is adding beyond academia.

“Lucille performed exceptionally well and made a compelling case for the impact of her research,” said François Brouard, Lucille’s supervisor. “Her topic on SR&ED and taxation for small business is not an easy topic for those not necessarily interested by taxation.”

The Sprott School of Business was also represented by PhD candidates Marc Pilon (*The Role of Governance and Information in Non-Profit Accountability Management*) and Dora Wang (*Consumers and dietary supplements: An investigation of the motivations and impacts*).



# Undergraduate Research

We are pleased to support undergraduate student involvement in research projects through our faculty's participation in the Carleton University Discovery Centre I-CUREUS program and the Sprott School of Business Summer Undergraduate Research Internship. Both programs provide research opportunities to engage students in their undergraduate years that may inspire them to continue into graduate studies.

## 2018 I-CUREUS Awards

- **Gemma Rod** (Bachelor of Commerce)  
Supervisors: **Troy Anderson** and **Michel Rod**
- **Elisha Samarasinghe** (Bachelor of Commerce)  
Supervisor: **Andrew Webb**

## 2018 Sprott School of Business Undergraduate Research Interns

- **Shiyu Liu** (Bachelor of International Business)  
Supervisor: **Jose Rojas Mendez**
- **Liam Hoselton** (Bachelor of International Business)  
Supervisor: **Luciara Nardon**
- **Gemma Rod** (Bachelor of Commerce)  
Supervisors: **Troy Anderson** and **Michel Rod**




## Summer Job 2018: Selling Shoes or Conducting Research with Sprott Undergraduate Summer Research Program?

*By: Gemma Rod*

Being in my fourth year, I have successfully worked on numerous papers that have required me to conduct extensive amounts of research and subsequent analyses. The research project that I had the pleasure of working on over the summer was, however, much more intensive than anything on which I have previously worked, thus enabling me to significantly enhance my research skills.





Working with Sprott researchers was a great experience. I was provided with a topic to investigate which involved addressing an interesting research question. In this endeavour, I was given a certain degree of latitude as to how I could go about my investigation and I benefitted greatly from having a one-on-one session with a very knowledgeable reference librarian to help me get started. I would regularly update my supervisors on my progress and consult with them about any questions or ideas that I had – they gave very useful guidance and assistance when needed – but I appreciated the trust they had in me and the responsibility bestowed upon me.

My major task was to critically search through multiple online databases to examine different literatures in support of the overall research aims of the internship. In doing this, I improved my critical thinking and analytical skills, as well as my ability to thematically summarize various literatures. In consultation with my supervisors, I also worked on making preliminary determinations as to the extent to which there are linkages between the literatures and identifying fruitful opportunities for further exploration therein. For example, it was in reviewing the literatures that I noted to my supervisors that there appeared to be an opportunity to explore social entrepreneurship within the context under investigation.

My research involved examining the usefulness and relevance of applying theory developed in the entrepreneurship domain to a particular management context. Specifically, I conducted a critical literature review – with the aim of developing a peer-reviewed conference paper or journal article – that examines the applicability of effectuation to multi-sector collaboration. When multiple sectors (e.g., the triple helix of academia, industry and government) collaborate, they have the potential to generate innovative solutions to very complex social problems. Thus, suggesting that working together to tackle these issues can be more successful than if any one sector attempted this individually. These innovative solutions may involve venture creation, suggesting there is merit in looking at whether effectuation can inform collaboration among sectors as it is a decision-making logic used to solve problems in the creation of a venture.

In reviewing the literatures on effectuation and multi-sector collaboration, as well as looking for evidence of the former's applicability to the latter, it became evident that there was an opportunity to link social entrepreneurship to this context. It can be argued that when multiple sectors collaborate to address complex social issues – and a venture is created – they are engaged in social entrepreneurship. Ultimately, I did in fact find that effectuation is applicable in this context – though I won't discuss that in detail here...you can (hopefully) read my and my supervisor's published paper to learn more.

Overall, working on this research project alongside experienced researchers in the Sprott community was an amazing opportunity. I was able to enhance my research skills and learn a great deal about novel concepts with which I was previously unfamiliar. This experience has encouraged me to think more about research as part of my future studies (e.g., doing graduate school). It showed me that I have the capability to pursue research above an undergraduate level; though whether or not I choose to complete graduate school, I have learned some preliminary research skills that should serve me well regardless of where my career path takes me.



## Learning How to Research

*By: Liam Hoselton*

Now, I know what you must be thinking, “how can I take part in a research program when I’ve never done research before?” But you need not worry. The Sprott Summer Research Program is designed to teach you the skills and tools necessary to be a proper researcher!

Prior to having done this program I had no real research experience. However, over the duration of this program I quickly became proficient with data collection, organization and analysis, as well as developed skills in data analysis software such as Dedoose and Excel. I was also introduced to several different research methodologies and how to identify which research method is best for which study. Overall, this program is perfect for anyone looking to learn about the world of research, gain useful knowledge within an area of their choosing, develop skills for graduate school, and/or expand their resume with meaningful employment and applicable skills.

For my research I conducted an exploratory study into the firsthand narratives of migrants and refugees from around the world. This study was done under supervision of Professor Luciara Nardon who is an expert in the field of global mobility, migrants and refugees. Together we identified a branch of the UN’s International Organization of Migration known as I Am a Migrant (IAAM) as an optimal source for the study. IAAM’s purpose is to promote, advocate and provide insight into the inclusion and integration of migrants within society. This is done by providing migrants and refugees with a platform in which they can share their migratory experience. My tasks for this research project included data collection, organization and analysis using the qualitative data analysis software Dedoose. I also met with my supervisor regularly to discuss research findings and further analysis, and I wrote a report describing the data and findings.

The most significant finding of this research has been the development of a new categorization system for migrants based on their experience. This categorization system resulted in 13 distinct types of migrants based on their migratory patterns and circumstances. The outcome of this project is the data will be used to benefit two current ongoing research projects at Sprott; one of which is Professor Nardon’s current study on refugees and the other is related to migrant integration methods. For myself, other than the skills and knowledge that I gained from having done this study, I am going to use this research project to help my chances at attending graduate school; where I hope to study international law with a focus on human rights.

Being given the opportunity by this program to work alongside a Sprott researcher is one that I greatly appreciate. I gained a lot of insight into the world of research and how research is facilitated within an organization such as Sprott. A personal highlight of my experience has been working alongside Professor Nardon, who taught me the importance that research and pursuit of knowledge has upon the world. Overall, I am greatly appreciative for this newfound awareness that the Sprott Summer Research Program has given me.

# Research Centres

The Sprott School of Business research centres engage researchers within Sprott teaching areas, the broader Carleton community, as well as thought leaders within the public and private sectors locally, nationally and internationally through knowledge development and knowledge dissemination. The centres are hubs for promoting and facilitating leading-edge collaborative business research that enhances capacity by enriching the research environment, advancing curriculum, and providing interdisciplinary research training for undergraduate and graduate students.

## **Sprott Centre for Social Enterprises/Centre Sprott pour les entreprises sociales**

Director: **François Brouard**

Established in 2008 the Sprott Centre for Social Enterprises (SCSE-CSES) aims to advance the field of social enterprises. Activities of SCSE-CSES align with core objectives such as conducting high quality research, establishing partnerships with other researchers and practitioners working in the social enterprise community, training and mentoring graduate students, and providing training and education in social enterprises concepts and skills.

## **Sprott Centre for African Research and Business**

Co-Directors: **Troy Anderson and Fred Olayele**

The Sprott Centre for African Research and Business (SCARAB) was established in 2017 and is a strategic research unit dedicated to supporting Africa-focused business research, evidence-based analysis, training, consultancy, and development services to private, public and not-for-profit organizations. SCARAB brings together business experts, entrepreneurs, institutions and organizations from a variety of fields, encouraging and facilitating an interdisciplinary approach to research activities. The Centre also works closely with strategic partners in Canada and Africa to promote initiatives capable of further strengthening Canada-Africa business relations.

## **Centre for Information and Technology, Organizations, and People**

Director: **Gerald Grant**

The main objective of the Centre for Information and Technology, Organizations, and People (CITOP) is develop a better understanding of the interrelationships between digital technology, the organizations in which they are deployed, and the impact they have on the people that design, use, and manage these technology systems. Since its establishment in 2010, CITOP continues to contribute to theory development, theory testing in practical settings, and knowledge transfer from academia to practice.

## **Manufacturing Systems Centre**

Co-Directors: **Vinod Kumar and Aaron Nsakanda**


Established to conduct, coordinate, and disseminate research on management issues of manufacturing and operations systems, the primary aims of the Centre's interdisciplinary research are to develop a scientific understanding of manufacturing/operations systems, develop techniques and models for enhancing their productivity, and to integrate the manufacturing and operations function into corporate strategy.



## Research Centre for Technology Management


Director: **Uma Kumar**

The Research Centre is comprised of two research groups in the areas of E-Business and Innovation Management. Since the launch of the Centre in 1984, these groups have been dedicated to conducting and disseminating research that responds to the needs of the New Economy and managing technology innovation, transfer, adoption and diffusion processes from both the user and the producer perspective.



## Sprott researcher named co-director of Carleton Centre for Community Innovation

**Kate Ruff** (Assistant Professor, Accounting) and **Peter Andrée** (Associate Professor, Department of Political Science) were named co-directors of Carleton Centre for Community Innovation (3ci). Through research, education and program management, the university-based research centre investigates, strengthens and disseminates innovation in community-based economic development, and local governance, responsible investment, philanthropic and nonprofit leadership, social finance, and community/university engagement. Ruff brings internationally recognized expertise on standard setting in the social impact arena that supports 3ci's mission to enhance understanding and knowledge of the distinctive contributions of the non-profit, voluntary, and philanthropic sectors and local institutions to the quality of life of citizens and community vitality.



## Carleton Centre for Research and Education on Women and Work welcomes a new director

**Luciara Nardon**, Associate Professor in the Sprott School of Business, took over the reins in July 2018 as director of the Carleton Centre for Research and Education on Women and Work (CREWW). This new role builds on Nardon's research expertise in multicultural workplaces and global leadership. CREWW will continue to offer specialized training programs, research seminars, project funding, and graduate student support, but under the leadership of Nardon, CREWW will also be exploring new and exciting ways of engaging and expanding CREWW's network of experts to reflect the evolving needs of the workplace. During her time as director, Nardon will focus on increasing the number of externally funded research projects as well as the collaborative research connections that CREWW has with local Ottawa communities and other researchers and centres across Canada to broaden the reach and the individual impact of CREWW researchers.



# 2018 Publications

## Peer-Reviewed Journals

Ahmed, Z., **Kumar, U., & Kumar, V.** (2018). Managing critical success factors for IS implementation: A stakeholder engagement and control perspective. *Canadian Journal of Administrative Sciences*, 35 (3), 403-418.

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**Becker, H.** (2018). Cirque du Soleil? KA in Las Vegas: Sustainability of a Blue Ocean. *Journal of International Management Studies*, 18 (2), 39-46.

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**Cai, S.**, & Jun, M. (2018). A qualitative study of the internalization of ISO 9000 standards: the linkages among firms' motivations, internalization processes, and performance. *International Journal of Production Economics*, 196 (1), 248-260.

**Callery, P.**, & Potoski, M. (2018). Peer communication improves environmental employee engagement programs: Evidence from a quasi-experimental field study. *Journal of Cleaner Production*, 172, 1486-1500.

Caputo, T., **McIntyre, M.**, Wang, L., & Hodgkinson, T. (2018). Assessing What Police Officers Do. *Policing: An International Journal of Police Strategies & Management*, 41 (1), 70-83.

Cinte, I., & **Duxbury, L.** (2018). Measuring the Behavioural Properties of Commitment and Resistance to Organizational Change. *Journal of Applied Behavioral Science*, 54 (2), 113-139.

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Deng, Q., & **Ji, S.** (2018). A Review of Design Science Research in Information Systems: Concept, Process, Outcome, and Evaluation. *Pacific Asia Journal of the Association for Information Systems*, 10 (1), 1-36.

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**Duxbury, L.**, & Gover, L. (2018). Inside the onion: Understanding what enhances and inhibits organizational resilience. *Journal of Applied Behavioral Science*, 54 (4), 447-501.

**Duxbury, L.**, & Halinski, M. (2018). It's not all about Guns and Gangs: Role overload as a source of stress in police. *Policing and Society*, 28 (8), 930-946.



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**Duxbury, L.,** Stevenson, M., & Higgins, C. (2018). Too Much To Do, Too Little Time: Role Overload and Stress in a Multi-Role Environment. *International Journal of Stress Management*, 25 (3), 250-266.

Galdino, K. M., **Kiggundu, M.,** Jones, M. N., & Ro, S. (2018). The informal economy in pan-Africa: Review of the literature, themes, questions, and directions for management research. *Africa Journal of Management*, 4 (3), 225-258.

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Gulanowski, D., **Papadopoulos, N.,** & Plante, L. (2018). The Role of Knowledge in International Expansion: Toward an Integration of Competing Models of Internationalization. *Review of International Business and Strategy*, 28 (1), 35-60.

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Demands, Control, and Perceived Stress. *Journal of Family Issues*, 39 (12), 3248-3275.

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**Mohsni, S., & Otchere, I.** (2018). Does regulatory regime matter for bank risk taking? A comparative analysis of US and Canada. *Journal of International Financial Markets, Institutions and Money*, 53 (C), 1-16.

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## Book Chapters

Ahmed, Z., **Kumar, V.**, & **Kumar, U.** (2018). Enterprise COTS Implementation and Control Dynamics, in Evolving Business Models. In A. K. Day and H. Lehtimäki (Eds.), *Evolving Business Models in Ecosystem of Disruptive Technologies and Social Media* (pp. 193-207). Bloomsbury India.

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**Carleton**  
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