

RESEARCH IN REVIEW

2025 EDITION

DALHOUSIE UNIVERSITY | FACULTY OF MANAGEMENT

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Research partnerships that shape our world



Dr. W. Dominika Wranik
Associate Dean Research

The 2025 calendar year was one of momentum, growth, and meaningful impact for research in the Faculty of Management. Across disciplines and methodological traditions, our faculty, students, and partners advanced work that speaks directly to the social, organizational, and economic challenges shaping Nova Scotia and communities well beyond.

The accomplishments are a testimony to our commitment to the 2023–28 strategic research priorities of growing partnerships, research opportunities for students, and cultivating an inclusive research ecosystem.

This year saw the launch of two new PhD programs, strengthening our capacity to train the next generation of scholars and research-informed leaders. We also celebrated substantial success in securing external funding, including significant support from the national research organization Mitacs for partnership-based research. Many of these projects were grounded in collaborations with public, private, and community organizations, tackling practical challenges and opportunities across the province while generating knowledge with broader relevance.

The research highlighted in this review reflects the diversity and depth of scholarship in the Faculty of Management. Our faculty published extensively in leading journals and edited volumes, achieved strong international visibility and citation impact, and contributed expertise to interdisciplinary teams. At the same time, students and recent graduates played critical roles as research assistants, interns, and collaborators, gaining valuable experience at the intersection of academic inquiry and real-world problem-solving.

Partnership remains our defining strength and strategic priority for our research culture. Throughout 2025, our faculty worked alongside Indigenous communities, health and social service organizations, industry partners, cultural institutions, and policymakers. These collaborations exemplify a shared commitment to co-producing knowledge, strengthening systems, and ensuring research is responsive to lived experience and community priorities.

This report offers a snapshot of that work — celebrating achievements, acknowledging the collective effort behind them, and illustrating how management research can contribute to more equitable, innovative, and resilient futures. I am deeply grateful to our faculty, students, partners, and supporters for their dedication, creativity, and generosity, and I look forward to the continued growth and impact of our research community.

2025 Metrics

Sponsored Research

Total new research funding = $3,450,625

Total new external funding = $3,383,675

Grant Paid Research Roles

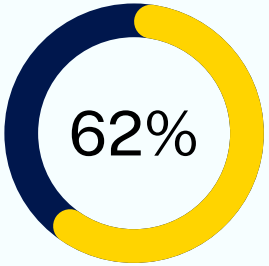
114

Publications

Peer-reviewed scholarly output = 100

↓

International Collaboration



2025 Metrics

Field-weighted citation impact

(> than 1 means cited more than expected)

Dr. Jing (Jenny) Chen — 12.42

Wang, Y., Yu, B., Chen, J. (2025). **Factors affecting customer intention to return in online shopping: the roles of expectation disconfirmation and post-purchase dissonance**. *Electronic Commerce Research*, 25 (4), pp. 2729-2763.

Dr. Najah Attig — 7.54

Attig, N., Rahaman, M., Trabelsi, S. (2025). **Creditors at the gate: Effects of selective environmental disclosure on the cost of debt.** *An International Review*, 33 (2), pp. 202-230.

Dr. Leo-Paul Dana — 6.63

Rahman, M.M., Salamzadeh, A., Dana, L.P., Braga, V. (2025). **Work-family balance, digital leadership skills, and family social support as the predictors of subjective well-being of Y-generation managers.** *Strategic Change*, 34 (3), pp. 453-465.

Dr. Sherry Pictou — 4.91

Pictou, S., Seck, S.L. (2025). I**ndigenous governance, gender, and engagement with rights-holders: Lessons from Canada through environmental human rights.** In *Contested Consultations in the Extractive Industries: Rights, Processes, and Tensions.* Taylor Francis. pp. 127-138.

Dr. Kyung Young Lee — 3.53

Shin, S.I., Han, S., Lee, K.Y., Chang, Younghoon. (2025). **Exploring the impact of paid over-the-top service and mobile network profiles in watching TV content on mobile devices**. *Internet Research*, 35 (3), pp. 1181-1212.

2025 Award Winners

NS Human Rights Award



Wel-lukwen Award
Dr. Sherry Pictou

Dalhousie University President's Research Excellence Award



Emerging Investigator
Dr. Stacy Allison-Cassin

Faculty of Management Research Impact Awards



Established Scholar
Dr. Jenny Chen



Emerging Scholar
Dr. Colin Conrad

Research Partnerships



Partnered research brings researchers and communities or organizations together to define problems, share expertise, and co-produce findings that lead to practical, real-world solutions. These collaborations strengthen decision-making across sectors and help address complex challenges in Nova Scotia and beyond.

Below, we highlight examples of research partnerships from the 2025 calendar year. In each project, students or recent graduates played essential research roles, working across academic and organizational contexts to achieve project outcomes.

Unifying networks for youth mental health in Nova Scotia

Dr. Jenny Baechler with Drs. Jill Chorney and Lori Wozney (Faculty of Medicine) + 50 extended team members from organizations and networks across Nova Scotia.

Funded by Research Nova Scotia (with contributions from Faculty of Management, Faculty of Medicine, VPRI Dalhousie, IWK).



Dr. Jenny Baechler is part of the leadership team driving the six-year participatory research initiative, Unifying Networks to Innovate (UNITE). UNITE connects people and organizations from across Nova Scotia's youth Mental Health and Addictions (MHA) system to better understand how the system works and how it can be strengthened.

Drawing on diverse perspectives and experiences, including those of youth, families, community organizations, service providers, and policymakers, the initiative is building a shared understanding of what's working, where change is needed, and how innovation can lead to meaningful impact.

UNITE's work is organized around three interconnected research objectives developed through consultations across the youth mental health system. First, the team is exploring how to optimize navigation pathways using a human-centred approach, with the goal of developing scalable solutions that support more compassionate, equitable experiences for youth, their families, and care providers. Second, the team is focused on enhancing data-driven insights by examining what data exists, what is needed, and how cross-sector integration can be improved. Finally, UNITE is working to strengthen collaboration capacity through a Whole-of-System approach, supporting more effective problem-solving and coordination across the MHA ecosystem.

The initiative's focus and program of work have been shaped with more than 50 extended team members and 20 partner organizations across Nova Scotia. This collaborative foundation helps ensure the work remains grounded in lived experience, with ongoing feedback and refinement enabling UNITE to stay aligned with evolving system needs and positioned for meaningful impact.

Digital collections of the future: The Nova Scotia development site

Dr. Stacy Allison-Cassin and Canadian Research Knowledge Network

Co-sponsored by Canada Foundation for Innovation



The Digital Collections of the Future (DCoF) project will preserve and expand access to Canada's historical record. The Canadiana collection is one of the largest, openly accessible sources of digitized Canadian documentary heritage, encompassing publications and archives from the 1500s to present. Despite being digitized, the collections are difficult to access due to outdated metadata, decontextualized materials, and systemic biases that limit discovery and reuse.

DCoF is a large-scale, national initiative undertaken in partnership with the Canadian Research Knowledge Network (CRKN). Working with a pan-Canadian team, Dr. Allison-Cassin is applying artificial intelligence and machine learning techniques to the collections, resulting in improved metadata quality, interoperability, and machine-actionable access at scale.

As one of the DCoF development sites, Nova Scotia plays a central role in advancing open, AI-enabled tools that support research, policy development, and innovation while ensuring Canadian data remains trustworthy, accessible, and governed in the public interest. The project also includes robust training programs for students, community members, and advanced users, building transferable digital skills and strengthening Nova Scotia's leadership in open, AI-driven research infrastructure.



Helping organizations navigate the shift to AI-driven operations

Dr. FE Bordeleau and PaceZero Capital Partners

Co-sponsored by Mitacs

PaceZero Capital Partners is a sustainability-focused private credit firm. They partnered with Bordeleau, an expert in digital transformation, to support the integration of artificial intelligence into their operations and business processes. Through their collaboration, PaceZero was able to adopt AI to support small-firm growth, while maintaining the rigour their customers value. By examining AI tools and their real-world applications, this partnership is helping address broader challenges facing Canadian businesses including innovation, productivity, and technology adoption.

Leveraging a diverse and inclusive workplace culture in the tech sector

Dr. Paola Gonzalez and Digital Nova Scotia

Co-sponsored by Mitacs

Dr. Paola Gonzalez, in partnership with Digital Nova Scotia's Centre for Inclusive Communities, is developing an applied research program to strengthen equity, diversity, inclusion, and accessibility (EDIA) in the technology sector. The collaboration integrates literature synthesis, qualitative research with underrepresented technology professionals and industry leaders, and ecosystem-level analysis to identify the conditions shaping long-term career sustainability. Together, they have developed practical strategies to improve access, strengthen inclusive workplace cultures, and support long-term talent persistence within regional technology ecosystems. These strategies now inform the development of a digital EDIA readiness-assessment tool, an initiative that has the potential to inform organizational practice across Nova Scotia and contribute transferable insight to other technology ecosystems.





Advancing cost-effective health innovation

Dr. David Roach and the Nova Scotia Health Innovation Hub

Co-sponsored by Mitacs

The Innovation Hub in Nova Scotia Health is a centre of excellence that works with the health-tech ecosystem to solve challenges in patient care and service delivery. The “Test & Try” is a structured process for trialing external technologies within NS Health operations. One challenge is recovery costs associated with this work. To address this, the Innovation Hub partnered with Roach to understand the commercial value of the Test & Try portfolio and explore potential pathways to monetize its activities. Establishing a viable revenue stream would enable the Innovation Hub to recoup costs and invest in speeding up and scaling innovation efforts in health care.



Healthy leadership systems start with our leaders

Dr. Catherine Loughlin and Canada Soccer

Co-sponsored by Canada Soccer and SSHRC

Dr. Catherine Loughlin is Principal Investigator on a project funded by SSHRC and Sport Canada. Together, they are identifying ways to strengthen coaching practices and support positive sports cultures. Soccer’s growing rapidly in Canada. It is the most-played youth sport nationally, professional leagues are expanding, and the country co-hosted the FIFA World Cup in 2026. Coaches play a central role in this ecosystem, shaping athlete development, well-being, and day-to-day sport experiences. This project focuses on identifying leadership practices that support inclusive, healthy environments. The research team is gathering feedback from athletes, coaches, and stakeholders to understand what is working well and where additional support is needed. Building on these insights, researchers will develop a leadership training intervention. The findings will support Canada Soccer’s leadership development efforts, inform policy and governance discussions, and contribute to positive sport experiences for young people across Canada.



Advancing two-eyed seeing and land-based healing in mental health crisis care

Dr. Heidi Weigand and Eskasoni First Nation
Co-sponsored by Mitacs

In partnership with Eskasoni First Nation, Weigand is working to improve mental health crisis care for Indigenous peoples. Guided by Mi'kmaq knowledge holders, Elders, and practitioners, this work centres Mi'kmaq understandings of well-being and co-develops a Two-Eyed Seeing Cultural Care Framework grounded in Msit No'kmaq and Netukulimk. A key focus is restoring and weaving land-based healing practices, recognizing that wellness is inseparable from relationships with land, community, and spirit. By bringing Western approaches into respectful relationship with Mi'kmaq knowledge systems, this project supports holistic wellness, strengthens cultural identity, and advances self-determined pathways to care.

Building professional development for immigrant and emerging artists

Dan Shaw and Alberta Council for the Ukrainian Arts & CARFAC Alberta
Co-sponsored by Mitacs

Alberta Council for the Ukrainian Arts (ACUA) and CARFAC Alberta are creating a professional development and mentorship program for immigrant, refugee, and emerging artists in Alberta. The program is designed to support inclusivity and help artists overcome barriers as they build sustainable careers and integrate into the arts sector. In partnership with Shaw, ACUA and CARFAC have developed a business plan, mentorship programming, professional development materials, and facilitated cross-cultural exchanges. Over the long term, this project makes a positive impact on Canadian society by addressing challenges related to settlement, economic empowerment, cultural understanding, mentorship, community building, and diversity within the arts sector.





Strategic management support to scale a patient empowerment initiative

Dr. Maria Pacurar and Spirit PEP Inc.

Co-sponsored by Mitacs

The Patient Empowerment Program (PEP) is a health promotion platform designed to support individuals living with cancer or chronic medical conditions. Spirit PEP Inc. is at a pivotal stage of scaling its operations to meet growing global demand for holistic, lifestyle-based interventions. To support this transition, Spirit PEP Inc. has partnered with Dr. Maria Pacurar to develop a marketing and operational strategy and to refine internal business systems for sustainable growth. Together, they are translating PEP's evidence base into value propositions for distinct market segments while building the infrastructure needed for broader delivery.



Reimagining literacy assessment in Nova Scotia

Dr. Sandra Toze and Literacy Nova Scotia

Co-sponsored by Mitacs and SSHRC

Dr. Toze, in partnership with Literacy Nova Scotia, is working to address challenges in assessing literacy levels across the province. This work is complex because literacy is now recognized as more than reading and writing. The research integrates emerging forms of literacy, such as digital and scientific literacy, into assessment and evaluation models, helping to generate more accurate and relevant measures. These updated approaches will support the development of evidence-based programs, policies, and infrastructure that enhance the well-being of Nova Scotians.

Strengthening research capacity at the Mi’kmaw Native Friendship Centre

Dr. Heidi Weigand and Mi’kmaw Native Friendship Centre
Co-sponsored by Mitacs

The Mi’kmaw Native Friendship Centre (MNFC) is an Indigenous-led organization whose work spans health, housing, education, and economic empowerment. In response to the ongoing under-recognition of Indigenous-led research methods, MNFC is advancing work grounded in Mi’kmaq knowledge systems, lived experiences, and community priorities in urban Indigenous contexts. Together, MNFC and Weigand are developing and applying an Indigenous-led research methodology grounded in Tammy Williams’ 7 Directions Medicine Wheel: a Mi’kmaq research framework supporting the co-creation of culturally grounded research tools that reflect relational accountability, community voice, and self-determination.

The project includes mentorship of Indigenous interns and contributes to long-term community-based research leadership. It also lays the foundation for a research centre guided by Mi’kmaq ways of knowing, supporting ongoing Indigenous-led research across community priority areas.





When knowledge isn’t enough: How ‘best before’ labels shape consumer food waste decisions

Drs. Sylvain Charlebois, Hamed Aghakhani, Armağan Özbilge, and Too Good to Go
Sponsored by Too Good to Go

In partnership with Too Good To Go, a digital marketplace for surplus food, Drs. Sylvain Charlebois, Hamed Aghakhani, and Armağan Özbilge examined how consumers interpret food date labels and how those interpretations shape food waste and household costs. Based on results of a national survey, the research team shows that consumers rely heavily on date labels when making food safety decisions. This reliance often leads to the premature disposal of edible food, driven largely by concerns about food safety, and contributes to avoidable household food waste and financial loss.

The findings highlight that knowledge alone does not consistently translate into behaviour change. Consumers with higher tolerance for food-related risk are more likely to act on their label knowledge and reduce waste, while strong environmental values are associated with lower food waste through broader, established practices such as meal planning and food storage. The study identified three consumer clusters, highlighting how tailoring interventions to distinct consumer groups can support more effective, relatable, and accessible strategies to reduce food waste.







List of 2025 publications

The following list of publications is based on a search in Scopus for authors employed in the Faculty of Management. Only publications with a date of **2025** are included. Some relevant items may not appear in Scopus. Some publications are reported in Scopus as 2025 “articles in press” and may end up being assigned to a 2026 issue.

Management researchers’ names are in bold print. Publications authored by several researchers from Management appear only once under the author who appears first in the list of authors.

Hamed Aghakhani

Akhgari, M., Bruning, E. R., **Aghakhani, H.**, & Baradaran-Rafiee, V. (2025). Foreign Market Expansion Commitment and SMEs Financial Performance. *Journal of International Consumer Marketing*, 37(5), 412–428. https://doi.org/10.1080/08961530.2025.2475439

This research examines how foreign market expansion commitment (FMEC) mediates the relationship between SMEs’ resources and financial performance, using a model grounded in the resource-based view (RBV). Analyzing survey data from 366 Canadian managers, regression analysis reveals that FMEC mediates the positive effects of market and entrepreneurial orientations on financial performance, while customer orientation negatively impacts FMEC. Additionally, FMEC positively influences performance, with this effect moderated by the degree of internationalization. Key findings indicate that customer orientation lessens expansion commitment, while commitment plays a critical role in the early stages of internationalization. This study offers valuable insights into the role of FMEC in SME success, integrating commitment and market expansion literature. For managers, the results emphasize the need to foster an early commitment to foreign expansion while carefully managing customer orientation to avoid undermining this commitment.

Stacy Allison-Cassin

Allison-Cassin, S., Callison, C. & Desmeules, R. (2025) The First Nations, Métis, Inuit Indigenous Ontology and Challenges in the Development of an Indigenous Community Vocabulary in the Canadian Context. *Canadian Journal of Information and Library Science*. 48(2), 1-13.

Creating and implementing Indigenous-led thesauri and vocabularies for wide adoption by cultural memory institutions is essential to providing respectful terminology to describe materials by and about Indigenous peoples in the territory referred to as Canada. This article details the background, creation, and reflections on the First Nation, Métis, and Inuit, Indigenous Ontology (FNMIIO), up to the release of the first draft in June 2019 as well as more recent initiatives and transformations. Grounded in the recommendations developed by the Canadian Federation of Library Associations’ (CFLA) Truth and Reconciliation Committee, the article discusses the creation of the FNMIIO as an important first step in addressing the need for a widely adoptable, Indigenous run and led thesaurus for use in cultural memory institutions. The article discusses both the methods undertaken in the project and the challenges faced in the development of the FNMIIO and connects the challenges to issues in libraries and the cultural heritage sector in the territory known as Canada as a whole. While a crucial proof-of-concept, the FNMIIO exposed several important

issues that must be addressed to fully develop the thesaurus, particularly with respect to ensuring the longevity of the project. While much work remains to make the FNMIIO fully usable by institutions, the initial lessons learned by the CFLA Indigenous Matters Committee's Joint Working Group as they progressed through the gathering of community names will undergird the next steps for the development and deployment of the FNMIIO.

Allison-Cassin, S. (2025). Le festival folk Mariposa et Wikidata au Canada = Wikidata in Canada and the Mariposa Folk Festival Linked Data Project. In J.-M. Lapointe & S. Montreuil (Eds.), Le mouvement Wikimédia au Canada: Communautés, institutions et culture libre. Presses de l'Université de Montréal (French).

Le festival Mariposa, un événement majeur de la musique folk au Canada, se transforme en laboratoire de données ouvertes grâce à un projet de longue haleine piloté par Stacy Allison-Cassin de l'Université Dalhousie. Elle propose un retour critique sur cette initiative visant à rendre les archives du festival, qui s'étendent sur plusieurs décennies, accessibles au public via Wikidata, la base de données sémantiques multilingue et collaborative lancée en 2012 par la Fondation Wikimédia. En revenant sur les difficultés, les enjeux et les opportunités rencontrés en cours de route, l'autrice souligne l'importance de la représentation équitable des cultures qui composent le Canada, en particulier celles des peuples autochtones. En filigrane, on apprend également comment le milieu des archives et des bibliothèques s'est approprié Wikidata pour documenter sur le Web la diversité des arts et cultures au pays.

Allison-Cassin, S., & Callison, C. (2025a). Respectful Terminology Platform Project: Connecting Indigenous Peoples' Knowledge Systems Through Innovative Metadata Technologies. *Proceedings of the International Conference on Dublin Core and Metadata Applications*. https://doi.org/10.23106/dcmi.952533771

The Respectful Terminology Platform Project (RTPP) is a multi-year collaborative project focused on creating community-focused infrastructure for Indigenous controlled vocabulary with the National Indigenous Knowledge and Language Alliance (NIKLA). This article outlines the goals and reports on the current activities of the RTPP.+

Allison-Cassin, S., & Callison, C. (2025b). Using Community-Centered Design for the Development of a System for Indigenous Structured Vocabulary. *Proceedings of the Association for Information Science and Technology*, 62(1), 866–870. https://doi.org/10.1002/pra2.1304

While there has been research on the development of Indigenous subject headings and vocabularies, less research and development has focused on creating community-focused workflows to build in systems of community input and collaboration for vocabulary, working with communities to create policies, protocols, and digital tools to enable approval, usage details, and ongoing checks on vocabulary terms and technical infrastructure to create, store, and make vocabulary accessible, as well as the governance and protocols required for appropriate and respectful access at scale. This paper discusses preliminary research outlining initial methods of participatory research design and community collaborations for a platform for Indigenous structured vocabulary within Canada.

Najah Attig

Attig, N., Brockman, P., & Rahaman, M. (2025). Spillover effects of creditor rights on corporate payout policy. *Journal of Financial Research*, 48(4), 1609–1643. https://doi.org/10.1111/jfir.70000

We use exogenous changes in creditor rights from staggered enactments of anti-recharacterization laws to show that enhanced creditor rights lead to economically significant increases in dividend payments. This impact is more pronounced for firms that are financially constrained, poorly governed, informationally opaque, and prone to agency problems. Our detailed loan-contract results show that stronger creditor rights provide greater access to credit markets, and it is through this channel that firms are able to redirect more funds toward shareholder payouts. Overall, our findings suggest that improving the rights of one stakeholder can create positive spillover effects for other stakeholders.

Attig, N., Rahaman, M., & Trabelsi, S. (2025). Creditors at the Gate: Effects of Selective Environmental Disclosure on the Cost of Debt. *Corporate Governance: An International Review*, 33(2), 202–230. https://doi.org/10.1111/corg.12599

Research Question/Issue: What is the impact of selective environmental disclosure, also known as greenwashing, on firms' credit risk profiles? Can the superior information and monitoring abilities of private lenders serve as environmental governance mechanisms to promote the adoption of ESG best practices by firms?. Research Findings/Insights: Through detailed examination of private debt contracts and environmental disclosure practices, we reveal that private lenders impose financial penalties on firms with poor environmental records, manifesting as higher spreads and loan-related fees. Additionally, our analysis demonstrates that greenwashing, or misleading environmental transparency, results in increased debt financing costs for firms. Moreover, lenders may adopt lenient nonprice terms to mitigate the impact of higher loan costs on firms engaged in selective environmental disclosure. This intricate contract design allows lenders to extract appropriate returns without hindering firms' access to external financing. Theoretical/Academic Implications: Our findings underscore the significance of private creditors in enhancing environmental disclosure standards within the corporate sphere. Additionally, our evidence emphasizes the importance of integrating firms' environmental impact into theoretical and empirical credit risk models. Practitioner/Policy Implications: The intricate contract structures of bank loans can effectively address the informational risks associated with selective disclosure, without impeding firms' access to external financing. Hence, this financing mechanism holds the potential to enhance the ESG performance of firms.

Hossain, A. T., **Attig, N.**, **Hebb, G.**, & Hasan, M. (2025). Firm-level litigation risk and CEO equity incentives. *Finance Research Letters*, 78. https://doi.org/10.1016/j.frl.2025.107151

Using Kim and Skinner's (2012) framework, we document a positive association between firm-level litigation risk and CEOs' equity incentives. This relationship remains robust when using an entropy-balanced sample, alternative regression specifications, a Granger causality test, and a difference-in-differences analysis leveraging Obama's election as an exogenous shock. Our results are also consistent across various restricted samples and alternative proxies for litigation risk and CEO pay. Additional tests indicate that this association is stronger (weaker) in firms with weaker (stronger) corporate governance. Furthermore, we find that the market responds more (less) favorably to risk-

to-pay incentives in firms with strong (weak) governance. These findings suggest that regulators should strengthen corporate governance frameworks.

FE Bordeleau

Ahmed, S., & **Bordeleau, F.-E.** (2025). Supporting the Backbone: A Typology of Governments' Roles for the Digital Transformation of SMEs. *AMCIS 2025 Proceedings*. 5. https://aisel.aisnet.org/amcis2025/sig_dite/sig_dite/5

Small and medium enterprises (SMEs) are described in several regions as the backbone of the economy. Therefore, various levels of government have dedicated resources to support programs to encourage different aspects of SMEs' digital transformation (DT). We present a systematic literature review of government support for DT of SMEs, which leads us to suggest a descriptive typology of the various roles taken by government bodies in this context. We then analyze the success factors and barriers associated with these roles, taking the example of geographic differences. While in Asia, there is a focus on the development of digital infrastructure and market-oriented platforms, in Europe, the focus is on programs offering individualized support. There is also a lack of research in the Americas, Africa, and Oceania. Concerning the barriers, policymakers should focus on the visibility of programs and equality of access.

Bordeleau, F.-E. (2025). Avoiding Digital Bottlenecks: Information Use Variation within Organizations. AMCIS 2025 Proceedings. 1. https://aisel.aisnet.org/amcis2025/sig_osra/sig_osra/1

Continuous information flow is the core of digital transformation, where systems are integrated to limit data duplication. Still, there is a lack of studies on the intra-firm information use variance. Just as a firm's output is limited by its capacity bottleneck, we suggest there are digital bottlenecks in firms and a method to identify them. We analyzed 1118 survey records of employees in 88 small and medium companies of the manufacturing sector collected between 2018 and 2023, where each respondent declared affiliation with one business division within their organization. The variance analysis reveals significant differences between the level of use of the maintenance division and several others, notably accounting, planning, and technology management. A visual analysis at the individual firm level is also presented. It allows to identify digital bottlenecks and could be used in the first step of the development of a diagnostic tool.

Isabelle Caron

Nzobonimpa, S., Savard, J.-F., **Caron, I.**, & Lawarée, J. (2025). Automating public policy: A comparative study of conversational artificial intelligence models and human expertise in crafting briefing notes. *AI and Society*, 40(5), 3627–3639. https://doi.org/10.1007/s00146-024-02103-x

This paper investigates the application of artificial intelligence (AI) language models in writing policy briefing notes within the context of public administration by juxtaposing the technologies' performance against the traditional reliance on human expertise. Briefing notes are pivotal in informing decision-making processes in government contexts, which generally require high accuracy, clarity, and issue-relevance. Given the increasing integration of AI across various sectors, this study aims to evaluate the effectiveness and acceptability of AI-generated policy briefing notes. Using a structured evaluation-by-experts methodology, the research scrutinizes and compares the output of three leading AI language models—OpenAI's ChatGPT, Google's Gemini,

and Mistral's Le Chat—across ten critical dimensions reflective of policy briefing notes quality. These dimensions encompass both structural and content-related aspects, ranging from linguistic precision to the depth and applicability of the generated information. The discussion is anchored in the technology acceptance model (TAM) theory and its extensions, which offer a theoretical framework for understanding the factors influencing the adoption and usefulness of technology in public administration. Our comparative analysis reveals that while AI models exhibit notable competencies in meeting some structural and linguistic benchmarks, they fail to address the nuances and depth required by policy experts for undertaking informed decision-making adequately. This discrepancy underscores the enduring value of human expertise in synthesizing complex information and navigating ethical considerations, even as AI enhances efficiency in certain aspects of the policy briefing note crafting process.

Sylvain Charlebois

Charlebois, S. (2025). Cultivating tomorrow: Agri-food trends in Canada. *Canadian Journal of Plant Science*, 105. https://doi.org/10.1139/cjps-2024-0163

The global agri-food sector is experiencing profound transformations driven by sustainability imperatives, technological advancements, and evolving consumer preferences. This paper explores critical trends shaping Canada's agri-food sector, including sustainable farming practices, technological innovations like supply chain digitization, and emerging production methods such as vertical farming. Through case studies of leading Canadian companies——Maia Farms, McCain Foods, and Index Biosystems——it highlights practical applications of these trends and their implications for food security, sustainability, and economic resilience. The findings underscore Canada's potential to serve as a global model in adopting innovative and sustainable agri-food practices.

Charlebois, S. (2025). Poutine nation: lessons from the unglamorous rise of a canadian culinary icon (p. 276). University of Toronto Press. https://doi.org/10.3138/9781487541613

Blending history, culture, and personal anecdotes, Poutine Nation explores how a comfort dish from rural Quebec became an international sensation and a popular symbol of Canadian identity. Poutine Nation traces the evolution of poutine from its origins in rural Quebec to its status as a global phenomenon. Though it was once dismissed as lowbrow junk food, poutine has now earned a place in fine dining, fast food chains, and global pop culture. Through a mix of history, cultural analysis, and personal anecdotes, Poutine Nation examines the social and economic forces behind food trends, exploring why some dishes fade into obscurity while others, like poutine, become beloved worldwide. With a keen eye for detail and a touch of humour, leading food scientist Dr. Sylvain Charlebois investigates poutine's role in Quebec's cultural identity, its place in Canada's culinary landscape, and the politics surrounding its success. He also explores the evolution of food trends, the psychology of taste, and the ways in which poutine's global popularity reflects broader changes in how we eat and connect through food.

Charlebois, S. (2025c). The ripple effects of carbon pricing on food supply chains and affordability: Editorial. *Trends in Food Science and Technology*, 156. https://doi.org/10.1016/j.tifs.2024.104812

[no abstract]

Charlebois, S., Lee, K., Smyth, S. J., Siddiqi, M., & Vézeau, J. (2025). Evaluating the impact of improved seeds and crop protection products on food affordability, accessibility, and safety: A Canadian perspective. *Trends in Food Science and Technology*, 165. https://doi.org/10.1016/j.tifs.2025.105253

Purpose: Food insecurity in Canada has intensified over the past decade, with rates reaching 22.9 % in 2022. This study evaluates the role of agricultural biotechnology, specifically genetically modified (GM) and gene-edited crops and crop protection technologies, in addressing the four core pillars of food security—availability, accessibility, utilization, and stability—within Canada's agri-food system. Design/methodology/approach: The article synthesizes national datasets, peer-reviewed literature, and economic modeling to evaluate yield gains, input cost savings, regulatory impacts, and consumer perceptions. Special attention is given to systemic barriers such as regulatory uncertainty, public skepticism, and inadequate farm-level data infrastructure. Findings: Biotechnological innovations, including herbicide-tolerant and insect-resistant crops, have contributed to more stable yields and lower production costs, indirectly affecting food affordability. However, their direct impact on retail prices is limited due to downstream costs. Key constraints include underinvestment in public R&D, regulatory ambiguity, and insufficient trait-specific data collection. Recent reforms have improved approval timelines for gene-edited crops, but public confidence hinges on clear policies and transparency. Practical implications: To integrate biotechnology into Canada's food security strategy, Canada must enhance data collection, improve regulatory clarity, and invest more consistently in agri-food R&D. These steps are necessary to align scientific advances with measurable improvements in food access and sustainability. Consumer acceptance is contingent upon perceived safety and sustainability benefits, highlighting the need for effective communication and governance. Originality/value: This article offers one of the first integrated evaluations of agri-biotech impacts on all four pillars of food security in Canada. It bridges technical assessments with socioeconomic implications, offering policy recommendations to better align innovation with measurable improvements in food system resilience.

Elliot, T., Goldstein, B., & **Charlebois, S.** (2025). Over 6 billion liters of Canadian milk wasted since 2012. *Ecological Economics*, 227. https://doi.org/10.1016/j.ecolecon.2024.108413

Canada's dairy supply management system provides milk year-round but unnecessarily disposes of overproduction. A lack of transparent data on discarded milk means that the scale of this issue is unknown. This hinders actions to mitigate the potentially large environmental, economic and nutritional costs of avoidable, on-farm milk waste. Here we estimate the volume of surplus milk discarded on farms using a material flow analysis approach, and assess the related environmental and nutritional costs. By our estimates, over 6.8 billion liters of raw milk vanished from Canadian dairy farms since 2012 (totaling a value of $6.7 billion CAD). We calculate this is equivalent to 8.4 million tonnes of CO<inf>2</inf> emissions and enough milk for 4.2 million people (11 % of the Canadian population) annually. We suggest increasing transparency on the volume overproduction, reducing incentives for farmers to overproduce, and updating quotas to reflect shifting dietary needs as actions to align the Canadian dairy sector with broader food-system sustainability objectives.

Jing (Jenny) Chen

Amjadian, A., O'Neil, R., Khatab, A., **Chen, J.**, Venkatadri, U., & Diallo, C. (2025). Optimising resource-constrained fleet selective maintenance with asynchronous maintenance breaks. *International Journal of Production Research*, 63(7), 2385–2407. https://doi.org/10.1080/00207543.2024.2403114

This paper offers a novel and significant extension of the Fleet Selective Maintenance Problem (FSMP) by considering asynchronous maintenance breaks and resource-constrained maintenance planning. This constitutes a significant shift from the conventional focus on synchronous breaks for the FSMP formulated to plan maintenance for fleets of mission-critical systems. This paper establishes a theoretical link between the Selective Maintenance Problem (SMP) and the Resource Constrained Project Scheduling Problem (RCPSP). The proposed FSMP formulation for asynchronous breaks is more general and versatile in adapting to a broad spectrum of operational constraints and resource scarcities. Numerical experiments are conducted that highlights the trade-offs between the timing and quality levels of maintenance activities and the consumption of resources that maintenance planners can make to obtain the best system performance for the budget and maintenance windows available.

Cen, Y., Deng, Q., **Chen, J.**, **Lee, K. Y.**, & **Aghakhani, H.** (2025). Effects of streamer, context and product on consumers' purchase and continuous watching intentions in livestreaming commerce. *Industrial Management and Data Systems*. https://doi.org/10.1108/IMDS-07-2024-0705

Purpose – This study examines consumer behavior in livestreaming shopping. It investigates how streamer characteristics, contextual elements and product attributes affect consumers' feelings of relatedness, competence and autonomy, and subsequently, their purchase and continuous watching intentions. Design/methodology/approach – This study draws on the stimuli-organism-response model and selfdetermination theory. An online survey was conducted with Amazon Live users. PLS-SEM was used to test the research model and hypotheses. Findings – The findings indicate that streamers' perceived interactivity, similarity and expertise substantially enhance these psychological constructs. Contextual factors – visual complexity, time pressure and perceived social herding – also significantly influence such psychological constructs. Additionally, price attractiveness and product diversity are critical in influencing consumers' sense of relatedness and autonomy. These psychological constructs are central to consumer behavior, impacting both purchase and continuous watching intentions. Originality/value – This study reveals relatedness, competence and autonomy as drivers of consumer behavior in livestreaming shopping, suggesting that the fulfillment of these psychological motivations can lead to higher continuous watching and purchase intentions.

Chen, W., Zhu, R., **Chen, J.**, & Ma, Y. (2025). Impacts of Carbon Tax Policies on Low-Carbon Technology Investment in the Electricity Supply Chain Under Peak–Valley Pricing. *IEEE Transactions on Engineering Management*, 72, 3151–3165. https://doi.org/10.1109/TEM.2025.3589549

This article investigates low-carbon technology (LCT) investment strategies within the electricity supply chain, employing a hybrid decision-making framework that considers both decentralized and cooperative approaches. By integrating a peak–valley pricing mechanism, the article examines

the impact of carbon tax policies (CTPs) on LCT investment. It analyzes the competitive and cooperative interactions between power generation and electricity retail (ER) enterprises, focusing on how the CTP influences investment decisions, electricity pricing, and the profitability of the electricity enterprise under a wholesale electricity pricing discount strategy. The findings are as follows: 1) Surprisingly, CTPs may not always incentivize LCT investment under peak–valley pricing. When unit carbon emissions are low, CTPs promote greater LCT investment, stimulate electricity demand during peak and valley periods, and enhance the profitability of the ER enterprise. However, when unit carbon emissions are high, the absence of CTPs more effectively drives LCT investment, increases electricity demand, and yields higher profits for the ER enterprise. 2) Under a wholesale electricity pricing discount strategy, compared to the case without CTPs, when unit carbon emissions are low, CTPs lead to lower initial wholesale electricity prices during peak and valley periods, thereby increasing marginal profits for the ER enterprise. Conversely, when unit carbon emissions are high, CTPs lead to higher initial wholesale electricity prices in both periods, reducing the ER enterprise's marginal profits. 3) Under a CTP, higher unit carbon emissions increase retail electricity prices during peak and valley periods, which reduces electricity demand, LCT investment, and the profitability of electricity enterprises. Furthermore, an increase in the unit cost of electricity generation raises retail electricity prices during peak and valley periods, further exacerbating declines in demand, investment, and profits.

Li, W., **Chen, J.**, & Pun, H. (2025). Manufacturer Encroachment in the Presence of Production Economies of Scale. *Production and Operations Management*. https://doi.org/10.1177/10591478251378836

It is well established that a manufacturer generally benefits from encroachment with a profitable direct channel and may also benefit from using encroachment as a threat (i.e., without sales in the direct channel); the retailer may also benefit from both encroachment strategies. Our study provides new insights into the manufacturer encroachment literature by considering the upstream manufacturer's production economies of scale. Contrary to conventional wisdom, we show that an increasing level of economies of scale may reduce the manufacturer's profit if the manufacturer encroaches. Furthermore, we find that under strong economies of scale, refraining from encroachment may be the optimal strategy, even if encroachment could increase the manufacturer's wholesale profit. This finding suggests that a manufacturer may choose not to encroach solely due to profit losses in direct selling. Interestingly, we also find that the manufacturer can benefit from encroachment by maintaining an unprofitable direct channel with sales, provided that the level of economies of scale is below a threshold. Moreover, our findings reveal that the retailer can benefit from manufacturer encroachment only when the level of economies of scale remains below this threshold, and that an increasing level of economies of scale reduces the likelihood that the retailer can benefit.

Li, W., Li, Y., **Chen, J.**, & Chen, B. (2025). Strategic decentralization of self-branded and contract manufacturing businesses. *European Journal of Operational Research*, 323(3), 868–887. https://doi.org/10.1016/j.ejor.2025.01.017

This paper explores the incentive of a competitive contract manufacturer (CCM) to adopt a decentralized structure by segregating contract manufacturing from its self-branded business. We consider an original equipment manufacturer (OEM) with the option to outsource production either

to a CCM producing its self-branded product, or to a non-competitive contract manufacturer (NCM) also serving another OEM. The CCM has the option to centralize or decentralize its two businesses and competes in quantity with both OEMs in the end-user market. Our analysis of the strategic interactions between the OEM's outsourcing decision and the CCM's organizational structure choice shows that the likelihood of the OEM outsourcing to the CCM increases when the CCM adopts a decentralized structure compared to a centralized one. Under decentralization, a sufficiently low wholesale price offered by the contract manufacturing division provides the OEM with a competitive advantage. Consequently, the CCM is motivated to strategically deploy a decentralized structure to attract contract manufacturing business from the OEM, even though decentralization yields a lower profit than centralization. However, the CCM must be cautious when implementing a decentralized structure to secure orders from the OEM. The resulting intensified market competition undermines its profit from self-branded business and potentially makes it worse off from producing for the OEM. In such case, the CCM should maintain a centralized structure and uphold a purely competitive relationship with the OEM. Moreover, we demonstrate how the profitability of another OEM supplied by the NCM is influenced by the interplay between the CCM and the OEM.

Sun, F., Yang, H., **Chen, J.**, Chen, B., & **Yu, B.** (2025). Information service and quality strategies in a supply chain. *Transportation Research Part E: Logistics and Transportation Review*, 199. https://doi.org/10.1016/j.tre.2025.104169

E-commerce platforms (EPs) commonly provide information services. This study explores an EP's information service strategy and an original equipment manufacturer's (OEM) quality strategy in a supply chain. The OEM outsources production to a competing contract manufacturer (CM), and both the OEM and the CM sell their products through the platform, paying a preset commission. The EP decides whether to provide information on consumer quality preferences to the two manufacturers, incurring an associated cost. The OEM needs to determine its product quality strategy by strategically setting the optimal quality level relative to the CM's product. By developing a game-theoretical model, we derive the optimal information service strategy for the EP and the quality strategy for the OEM. Our findings show that the platform prefers to provide the information services when the CM's product has a low cost-quality ratio or when obtaining the information is inexpensive. In addition, the OEM opts for lower product quality relative to the CM's product when the cost-quality ratio is high. We identify two effects of the EP's information service: increasing product quality investment (quality-discrimination effect) and intensifying competition (competition-intensification effect) driven by price adjustments. These effects significantly impact the OEM's quality strategy when consumers have low-quality preferences, leading to reduced quality and selling price when the cost-quality ratio of the CM's product is low. Interestingly, these effects may conflict, inducing the OEM to increase both quality and selling price when this ratio is relatively high. Our study provides valuable managerial insights, suggesting that EPs should provide the information service when the CM's product has a low cost-quality ratio or when obtaining consumer quality preferences is inexpensive. OEMs should strategically adjust their product quality relative to the CM's product, especially when targeting consumers with low quality preferences. Extensions confirms the robustness of the major results derived from our main model.

Sun, M., & **Chen, J.** (2025). Managing returns by selling and pricing strategies with online product reviews. *European Journal of Operational Research*. https://doi.org/10.1016/j.ejor.2025.10.034

A full-refund return policy is intended to enhance customer satisfaction but can lead to financial losses when products fail to match customer preferences. Online reviews can help mitigate these mismatches by providing critical product information and enabling more informed purchase decisions. This paper develops a game-theoretic pricing model for an online retailer managing returns in the presence of reviews, integrating pre-purchase risk (review informativeness) with post-purchase risk (return hassle cost). Our analysis yields several key findings. First, the seller can enhance profitability and reduce unnecessary returns by strategically setting selling strategies and prices when the hassle costs of returns are moderate. Second, online reviews play a significant role in shaping these strategies by creating distinct market segments based on product fit signals. The seller lowers the price to attract all customer segments but raises it for those who perceive the product as a good fit. Third, a seller with high product-market fit can maximize profit by managing both pre- and post-purchase risks, whereas a seller with low product-market fit can attract a broader customer base by simplifying returns and leveraging informational ambiguity. A "beneficial zone" for the seller emerges when reviews are highly informative, return hassle costs are moderate, and product-market fit is strong. Finally, the study shows that online reviews generally enhance consumer surplus and, under certain conditions, improve social welfare, particularly when mismatched products have low social value and return hassle costs are moderate. These insights help guide the seller in balancing profitability, customer satisfaction, and consumer surplus.

Tang, H., **Chen, J.**, Ai, X., & Jian, M. (2025). Blockchain adoption and distribution channels in a platform-based supply chain with salient thinking. *Transportation Research Part E: Logistics and Transportation Review*, 203. https://doi.org/10.1016/j.tre.2025.104391

This study explores the manufacturer's distribution channels (DC) selection and blockchain technology (BCT) adoption strategies in a platform-based supply chain, considering consumer salient thinking. It examines the interplay between these strategies and their effects on pricing decisions, demand, and profits for supply chain members. It also identifies the conditions under which BCT adoption and DC selection are optimal. The study finds that BCT is not universally beneficial in the presence of consumer salient thinking. Its adoption depends on product quality and consumer behavior, particularly when search costs for product information are low. While BCT enhances outcomes for high-quality products, its benefits for low-quality products are limited. Without BCT, both the manufacturer and the platform prefer the agency selling model, while neither favors reselling model. However, with BCT, either agency selling or reselling may be optimal for them, depending on product quality and market conditions. Optimal strategies of the manufacturer include: (1) no BCT with agency selling, (2) BCT with agency selling, (3) no BCT with reselling, and (4) BCT with reselling. Among these, only the agency selling strategies (with or without BCT) generate win–win outcomes for both the manufacturer and the platform.

Shamsud Chowdhury

Baba, V., & **Chowdhury, S. D.** (2025). Globalization of Management Education: Business Theory, Competency Model, and the Role of Canadian Business Schools. In *Management Education in*

Canada: Historical Reflections. Routledge (pp. 116–137). https://doi.org/10.4324/9781003612612-6

The chapter begins with an introduction to globalization and discusses its strengths and weaknesses in the context of capitalism. Authors make the case that the net present value of globalization has been positive for both economic growth and human well-being. Consequently, they argue that globalization may serve as a paradigmatic platform for business education. The chapter places emphasis on the Master of Business Administration (MBA) program, as it is generally understood that professionalization of management takes place at the MBA level. Authors offer a theory of business education that incorporates globalization as a permeating notion in generating a usable body of business knowledge that would serve as the basis for management training. They outline parameters of management training that identify critical skills that contribute to managerial competence. By combing the two and an integrated business education and managerial competence, globally relevant model is presented. Then, in the context of our model, we address the leadership role of Canadian business schools in promoting a globalized curriculum for business education and management training. The leadership focuses on academic, institutional, professional, and political roles that academic institutions and accreditation bodies might be called upon to play. The chapter concludes with some strategies for globalizing business education that Canadian business schools can implement.

Anika Cloutier

Cloutier, A. E., & Barling, J. (2025). Adolescent dating violence and leader role occupancy. *Journal of Occupational and Organizational Psychology*, 98(1). https://doi.org/10.1111/joop.12558

Who becomes a leader is of considerable importance to employees, organizations and society. Recently, researchers have considered whether early life events outside of the workplace affect who occupies leadership roles within organizations. Informed by the lifespan approach to leadership, and the work–home resources model, we investigate whether violence in adolescent dating relationships is associated with leader role occupancy in adulthood. We hypothesize that experiencing psychological aggression and physical violence indirectly lowers the likelihood of occupying a leadership role through depressive symptoms. Moreover, we hypothesize that the indirect effects will be weaker when parent–adolescent relationship quality is higher, when adolescents come from higher household incomes, and stronger for women. Drawing on four waves of ADD Health, results showed that experiencing early psychological aggression in dating relationships increased depressive symptoms, hindering leader role occupancy; however, this effect was buffered by income, and stronger for women. Experiencing physical violence exerted indirect negative effects on leader role occupancy via depressive symptoms, regardless of parent–adolescent relationship quality, income or gender. There were no direct effects of aggression or violence on leader role occupancy. Our findings suggest that early personal relationships can impact young adult's mental health, which in turn can influence leadership outcomes into adulthood.

Ortynsky, M., **Cloutier, A. E.**, Byrne, A., & Carleton, E. L. (2025). Ebbs and Flows: A Within-Person Study of Menstruation and Work Performance. *Journal of Occupational Health Psychology*, 30(3), 136–155. https://doi.org/10.1037/ocp0000404

Worker experiences are influenced by natural bodily fluctuations, yet these effects are rarely acknowledged by research, organizations, or society. For example, most women experience their menstrual cycle for most of their career, yet the relationship between women's menstrual cycle and work outcomes has received limited attention from organizational scholars and decision-makers. In this study, we explore how menstruation indirectly affects women's perceived daily work performance as mediated by emotional and self-control and how menstrual pain moderates these relationships. Drawing on theories of human energy and biological evidence related to the menstrual cycle, we conceptualize menstruation as an internal, chronic, and intermittent stressor that depletes potential energy, thereby limiting women's ability to engage in emotional and self-control, which in turn affect work behaviors. Given menstrual pain varies between individuals and throughout cycles, we conceptualize menstrual pain as a distinct internal stressor that can further deplete internal resources, moderating the relationship between menstruation and work behaviors. Results across 108 participants, over 30 consecutive days, indicate that compared with nonmenstruating days, when menstruating, women perceive a decreased capacity to engage in emotional and self-control. This in turn affected perceptions of their task performance, organizational citizenship behaviors, and work withdrawal. Menstrual pain amplified the relationship between menstruation and performance through emotional control, but not through self-control. Our findings emphasize how bodily fluctuations, specifically through the lens of menstruation, impact performance and underscore the need for employees, organizations, and society to move beyond ignoring these fluctuations to instead integrate them into workplace practices.

Colin Conrad

Conrad, C. (2025). How Awareness of a User's Cognitive State Can Improve Human-AI Teams. In *Progress in IS*. Springer Nature(pp. 281–291). https://doi.org/10.1007/978-3-031-83512-4_16

Much of the discussion about human-AI teams has focused on artificial intelligence technologies; however, recent works have focused on the role of humans. Situation awareness has been used to describe awareness about human environmental factors (e.g., mental workload) on task performance and has recently been applied to new discussions about performance in human-AI teams. These discussions have neglected many cognitive factors that can now be incorporated into human-AI team dynamics, thanks to advances in cognitive neuroscience and technology. In this chapter, I will describe how these advances enable situation awareness of cognition that opens new possibilities for human-AI collaboration.

Conrad, C., Boakye, N., & Newman, A. J. (2025). Do We Perceive Virtual Teachers as Human? An EEG Experiment Proposal for Investigating the Cognition of AI Teaching Expectations. In: Davis, F.D., Riedl, R., vom Brocke, J., Léger, PM., B. Randolph, A., R. Müller-Putz, G. (eds) *Information Systems and Neuroscience. NeuroIS 2025*. Lecture Notes in Information Systems and Organisation, vol 9. Springer, Cham. https://doi.org/10.1007/978-3-032-00815-2_5

Advances in generative artificial intelligence (AI) have made virtual agents ubiquitous, leading to widespread disruption of higher education. Many are asking whether these agents will replace educators altogether. In this paper, we explore some of the literature on virtual agents and past work from the educational technology literature to outline one of the key limitations of educational

virtual agents: their inability to generate social presence. We then provide reasons why the N400 event-related potential (ERP) may be sensitive to aspects of social presence and thus reflect associated perceptions of virtual teachers and virtual agents broadly. We conclude with a proposal for an experiment which could establish cognitive differences, as measured by N400 amplitude differences and their relationship to Cloze probability of phrase endings. This would also suggest that user expectations are important considerations in the effective design of virtual teachers.

Fereidoonian, S., & **Conrad, C.** (2025). How Privacy Calculus Drives Fatigue-Induced Disclosure in Generative AI. AMCIS 2025 Proceedings. 42.https://aisel.aisnet.org/amcis2025/sigadit/sigadit/42

As generative artificial intelligence (GAI) becomes increasingly prevalent, concerns regarding information disclosure have garnered considerable attention. In this research-in-progress paper, expand on existing theories of privacy disclosure by introducing eye tracking measures and an experiment which will investigate the effectiveness of an informational privacy nudging technique. We hypothesize that privacy nudges will moderate the relationship between privacy calculus and varieties of privacy fatigue. We introduce an expanded conceptual model and describe an eye tracking experiment that can validate it. This research will also offer insights into whether past models of privacy disclosure generalize in the new context of effective and safer GAI design.

Manzke, L., **Conrad, C.**, Marchildon, P., Raisinghani, M., & Xie, R. (2025). Artificial Intelligence in the Classroom: Can GenAI Teach Effectively? *AMCIS 2025 Proceedings*. 2. https://aisel.aisnet.org/amcis2025/paperathon/paperathon/2

Driven by the current blend of curiosity, skepticism, and concern regarding the potential of GenAI to replace teachers in the classroom, this short paper seeks to identify the strengths and weaknesses of current agentic teaching systems. To this end, we first conceptualize what constitutes effective teaching by considering the recent shift towards student-centered learning in higher education, as well as Bloom's revised taxonomy of educational objectives. Then, we review the literature from both educational sciences and information systems to assess GenAI effectiveness in facilitating learning, across Bloom's educational objectives in higher education. What we found is that GenAI can facilitate learning across all levels of Bloom's taxonomy, but significant challenges remain. Based on these insights, we propose future research avenues to enable the IS discipline to take a leading role in shaping the future of GenAI in education.

Nissen, A., **Conrad, C.**, Seeber, I., & Newman, A. J. (2025). Why Do We Follow Virtual Influencer Recommendations? Three Theoretical Explanations from Brain Data Tested with Self-Reports. *Journal of the Association for Information Systems*, 26(4), 1042–1080. https://doi.org/10.17705/1jais.00930

Virtual influencers have received significant recent research attention. Past work has investigated users' perceptions of their human-likeness, uncanniness, trust, and ability to persuade. However, the findings are mixed, motivating new theoretical approaches and investigations into the antecedents of the typically utilized variables. We thus took an exploratory, inductive approach by conducting two neuroimaging experiments with complementary brain imaging techniques and then derived theoretical explanations based on the findings. We discovered three key antecedents that impact human and virtual influencer evaluations: (1) expectancy violation, (2) emotion, and (3) cognitive effort. To validate their explanatory power, we tested their effects on the intention to

follow influencer recommendations using uncanniness, trust and distrust as serial mediators in a third behavioral study. Results confirm our interpretation of neural results and reveal three explanatory paths towards following intentions with human and virtual influencers: expectancy violation → uncanniness; emotion → trust/distrust; and cognitive effort → follow intentions. Given the lack of theorizing on expectancy violation, emotion, and cognitive effort in the existing research on virtual influencers, we offer a significant theoretical contribution to the field by showing how these features fundamentally predict further evaluations. Our results can guide design theories for the creation of virtual influencer accounts, help companies to better evaluate the predictors for successful virtual influencer marketing, and inform future information systems studies interested in taking an exploratory, inductive approach using neurophysiological data.

Shakeeb, H., & **Conrad, C.** (2025). Sounding Trustworthy: AI-Generated Audio Outperforms Video and Images in Political Communication. AMCIS 2025 Proceedings. 3. https://aisel.aisnet.org/amcis2025/sig_aiaa/sig_aiaa/3

Artificial Intelligence (AI) is transforming political communication through AI-generated content, including deepfake videos, synthetic voices, and digitally manipulated images. While these advancements offer new opportunities for engagement, they also raise concerns about misinformation and political trust. This study investigates the effects of AI-generated media formats on individuals' willingness to follow political recommendations and the role of media realism in shaping trust. Through an online experiment, 150 participants assessed political content in varying degrees of realism across audio, video, and image formats. Results were analyzed using a combination of linear mixed effects analysis and natural language processing, and indicate that AI-generated audio is perceived as more trustworthy than image or video content, while lower realism levels trigger skepticism. These findings contribute to discussions on political AI, emphasizing the need for media literacy and regulatory frameworks to mitigate misinformation risks.

Kyung Young Lee

Lee, K. Y., Deng, Q., Zhuang, Y., Kwon, E., Tsui, A. L. Y., Liu, H., & Nuzha, A. (2025). Migrants' knowledge sharing in ethnic mobile communities: Focusing on the roles of intra-ethnic trust, immigration status and community commitment. *Transitions: Journal of Transient Migration*, 9(2), 257–290. https://doi.org/10.1386/tjtm_00075_1

Ethnic online/mobile communities (EOMCs) refer to weakly tied online/mobile collectives formed by the same ethnic members in a foreign country to share knowledge via online/mobile networks. This study proposes two ethnic factors (intra-ethnic trust [IET] and immigration status [IS]) leading to knowledge-seeking and contribution (KS and KC) intentions and behaviours through the formation of affective and continuity commitment for the EOMCs. Statistical analysis is conducted with survey data from the members of WeChat communities formed by Chinese migrants in a metropolitan city in Nova Scotia, Canada. The results suggest that IET is positively associated with affective and continuity commitments, while IS, measured with a scale from study permit (1) to Canadian citizen (6), is negatively associated with affective and continuity commitments and that affective and continuity commitments have different effects on knowledge-seeking and contribution intentions in EMCs. Other cognitive (the usefulness of knowledge) and personal

(reputation and enjoy-helping) factors are also tested for their impacts on knowledge-seeking and contribution intentions, which lead to knowledge-seeking and contribution behaviours. The findings of this study will provide the administrators and users of EOMCs with insightful implications for their sustainability and contribute to the literature on immigration studies, knowledge management and online/mobile communities.

Lee, K. Y., Sobhaeerooy, R., & **Sheehan, L.** (2025). Navigating the digital transformation of ocean tourism industries: Insights from the literature and industry experts. *Information Technology and Tourism*, 27(2), 345–384. https://doi.org/10.1007/s40558-024-00302-2

This research examines the impact of digital transformation on the ocean tourism industry through a systematic literature review (SLR) and key informant interviews. Specifically, it searched peer-reviewed journals published in 2014 ~ 2023 from six scholarly databases and identified 35 studies. The findings indicated that the selected studies investigated virtual reality, gaming, geographic information systems, Internet-of-Things, etc. as key digital technologies driving improved performances or positive responses from tourists, businesses, and the industry. The most studied sub-sectors are cruises, ecotourism, and expeditions, with 60% of the studies originating from Asia Pacific countries. A follow-up key informant interview focused on three areas: DT applications in ocean tourism, key performance indicators, and success factors for DT-enabled achievements. Based on two studies, future research agendas were proposed, including the exploration of new digital technologies, identification of new success factors, examination of understudied ocean tourism sectors, expansion of geographical reach, and adoption of mixed-method studies.

Shin, S. I., Han, S., **Lee, K. Y.**, & Chang, Y. (2025). Exploring the impact of paid over-the-top service and mobile network profiles in watching TV content on mobile devices. *Internet Research*, 35(3), 1181–1212. https://doi.org/10.1108/INTR-06-2023-0487

Purpose: The television (TV) content ecosystem has shifted from traditional broadcasting systems to dedicated content producers and over-the-top (OTT) services. However, less empirical effort has been paid to the actual behaviors of the mobile users who watch TV content when explaining the impact of OTT service and mobile network profiles in watching TV content. This study aims to investigate the impact of gratifications and attitude formed by mobile TV users on actual mobile TV watching behaviors, as well as the moderating impacts of paid OTT service subscriptions and mobile network profiles, based on gratification theory, cognition–affect–behavioral (CAB) framework, sunk cost effect and walled-garden effect. Design/methodology/approach: This study employs the generalized linear model (GLM) with generalized estimating equations (GEE) to test hypothesized relationships. A total of 338 mobile phone users who have been watching TV content using a mobile phone participated in the survey. The moderating variables, 4 types of paid streaming platform subscriptions, were classified based on the walled gardens formed by mobile telecom services. Findings: The study's results revealed that obtained gratifications and opportunity constructs substantially influenced a mobile phone user's attitude and behaviors. Additionally, mobile network profiles and the degree of access to paid platform services played significant moderating roles in the relationship between users' attitudes and behavior. Originality/value: This research enriches the existing OTT service literature and is one of the pioneering studies investigating the walled-garden effect's role in mobile phone users' actual watching behaviors, offering valuable practical implications for the OTT platform providers.

Leo Paul Dana

Dana, L.-P., & Chhabra, M. (Eds). (2025). Women's Entrepreneurship and the Sustainable Development Goals. Elsevier https://doi.org/10.1016/C2023-0-01420-0

Women's Entrepreneurship and the Sustainable Development Goals: An Opportunity Nexus is a comprehensive collection of research articles and case studies exploring the role of women-owned businesses in advancing the United Nations Sustainable Development Goals (SDGs). Written by global experts, this book delves into theoretical and empirical research that underscores the importance of female entrepreneurship in promoting sustainable development. The content spans various contexts, providing a rich understanding of how sustainability is perceived and implemented in different settings. The book addresses critical topics such as gender differences in entrepreneurship, the influence of the female workforce on sustainability, and the significance of female-led intrapreneurship within corporate sustainability strategies. It serves as an invaluable resource for researchers, practitioners, and students interested in sustainable entrepreneurship, offering practical guidance to support women in creating sustainable enterprises that contribute to achieving the SDGs.

Anggadwita, G., Prasetio, A., **Dana, L.-P.**, Shiroka-Pula, J., Ramadani, V., & Fayolle, A. (2025). Understanding Gender in Digital Entrepreneurial Ecosystems: A Contextual Perspective from Emerging Countries. In *Sustainable Development Goals Series*: Springer Nature (pp. 3–16). https://doi.org/10.1007/978-981-95-1148-8_1

This chapter introduces the primary issue and structure of the book "Gender in Digital Entrepreneurship: Recent Issues in Emerging Countries," emphasizing the significance of digital entrepreneurship as a means of economic empowerment for women in emerging economies. Despite the unprecedented prospects for inclusion presented by digital platforms, women in emerging economies continue to encounter systemic barriers, such as restricted access to technical skills, financing, and supportive ecosystems. This chapter reconceptualizes gender as a socio-cultural construct influenced by institutional, economic, and technological elements, proposing for an integrative approach to examine women's entrepreneurial experiences. This chapter provides an overview of the five thematic sections: theoretical foundations, digital skills and empowerment, opportunities and challenges, cultural and regional perspectives, and leadership, finance, and personal branding. This chapter contends that inclusive digital entrepreneurship can operate as a transformative catalyst for gender equality, provided that structural barriers are addressed through collaborations in research, policy, and practice.

Dana, L.-P., Kumar, A., & Gupta, V. P. (Eds.). (2025). Digital Transformation in Tourism and Hospitality: Sustainable Management Strategies for Long-Term Excellence. Emerald Publishing Limited https://doi.org/10.1108/978-1-80592-425-8

In the era of a constantly changing tourism and hospitality landscape, Digital Transformation in Tourism and Hospitality: Sustainable Management Strategies for Long-Term Excellence serves as a comprehensive guide on how to lead, innovate, and sustain forward-thinking approaches within the industry. Catering to leaders, entrepreneurs, and academics, it distils ground-breaking ideas about the impact of digital innovations and how sustainability-centric practices are shaping the future of travel. Explore how emerging technologies—such as artificial intelligence, data analytics,

and digital marketing—can be leveraged to create seamless, immersive guest experiences while addressing critical environmental and social challenges. Digital Transformation in Tourism and Hospitality is a roadmap to future-proof leadership, filled with case studies, expert insights, and actionable frameworks. From implementing green technology to optimizing digital operations, each chapter provides a deeper understanding of how to achieve sustainable success in an industry where environmental and social responsibility are essential for differentiation and resilience. Whether you are a tourism professional, business strategist, or academic, this book equips you to drive responsible growth and achieve long-term excellence in a digitally driven world.

Anggadwita, G., Prasetio, A., **Dana, L.-P.**, Shiroka-Pula, J., Ramadani, V., & Fayolle, A. (2025). Understanding Gender in Digital Entrepreneurial Ecosystems: A Contextual Perspective from Emerging Countries. In *Sustainable Development Goals Series*: Springer Nature (pp. 3–16). https://doi.org/10.1007/978-981-95-1148-8_1

This chapter introduces the primary issue and structure of the book "Gender in Digital Entrepreneurship: Recent Issues in Emerging Countries," emphasizing the significance of digital entrepreneurship as a means of economic empowerment for women in emerging economies. Despite the unprecedented prospects for inclusion presented by digital platforms, women in emerging economies continue to encounter systemic barriers, such as restricted access to technical skills, financing, and supportive ecosystems. This chapter reconceptualizes gender as a socio-cultural construct influenced by institutional, economic, and technological elements, proposing for an integrative approach to examine women's entrepreneurial experiences. This chapter provides an overview of the five thematic sections: theoretical foundations, digital skills and empowerment, opportunities and challenges, cultural and regional perspectives, and leadership, finance, and personal branding. This chapter contends that inclusive digital entrepreneurship can operate as a transformative catalyst for gender equality, provided that structural barriers are addressed through collaborations in research, policy, and practice.

Ben Mohamed, E. B., Ramadani, V., Fatma, E. B., Elleuch, S., & **Dana, L.-P.** (2025). A new lens on opportunity recognition: The impact of dispositional optimism and human capital. *International Journal of Entrepreneurship and Innovation*. https://doi.org/10.1177/14657503251346414

This study addresses a core question in entrepreneurship: why do some entrepreneurs successfully identify opportunities while others fail? It explores the role of dispositional optimism, a psychological bias that influences how entrepreneurs perceive and act on opportunities. Moving beyond traditional economic and resource-based explanations, we argue that optimism plays a critical role in opportunity recognition. Based on a sample of 264 entrepreneurs who own small businesses across various sectors, our findings reveal that optimism directly enhances an entrepreneur's ability to identify opportunities and mediates the relationship between human capital and opportunity recognition. Furthermore, optimism serves as a bridge between demographic factors and entrepreneurial success, highlighting the psychological dimensions often overlooked in entrepreneurship research. By integrating psychological traits with human capital and demographic factors, this study offers a multidimensional framework for understanding how entrepreneurs recognize opportunities. These insights underscore the importance of incorporating psychological perspectives into entrepreneurship research, broadening our understanding of the drivers of entrepreneurial success.

Braune, E., Boncori, A.-L., & **Dana, L.-P.** (2025). Digitalization's effect on everyday entrepreneurs in the French organic wine industry. *Technological Forecasting and Social Change*, 211. https://doi.org/10.1016/j.techfore.2024.123921

Everyday entrepreneurs comprise a substantial portion of the entrepreneur population. This paper focuses on everyday entrepreneurship, and on its ability despite limited resources to seize opportunities. Specifically, it investigates the impact of digital platform on the performance and activities of everyday entrepreneurs in France's organic wine sector. To this end, we construct a difference-in-difference model for the period 2011–2020. We compare the performance and growth of 66 organic wine producers before and after they joined Les petites caves—a digital platform dedicated to the promotion of organic wines. Subsequently, we compare this target sample with a control sample. The results show that, after digitalization, the target sample achieves higher sales; earnings before interest, taxes, depreciation, and amortization; net income; and return on assets and equity than that of the control sample. The effect of digital platform on economic performance is more pronounced for younger ventures. These findings show that recourse to new digital technologies thanks to a bricolage ability contributes to everyday entrepreneurs' operational growth and sustainability and enhances their value creation. This study recommends everyday organic wine entrepreneurs to exploit digital platforms to promote local products, improve marketing and economic performance, and revitalize winemaking territories.

Braune, E., Omenguele, G., Mbouolang, C. Y., Boncori, A.-L., & **Dana, L.-P.** (2025). Country-level drivers of crowdfunding platform creation in Africa: An institutional theory perspective. *Journal of Small Business and Entrepreneurship*. https://doi.org/10.1080/08276331.2025.2591533

Understanding how institutions shape financial innovation in emerging economies remains critical for entrepreneurship scholars and policymakers addressing financial exclusion. This study investigates institutional drivers of crowdfunding platform (CFP) creation across African countries. Using panel data from 33 African countries (2011–2017), we employ negative binomial regression models analyzing how formal institutions (regulatory frameworks, digital infrastructure, corruption) and informal institutions (structural social capital, cultural-cognitive orientations) jointly influence CFP emergence. Corruption fundamentally undermines formal legal frameworks in fostering crowdfunding development, rendering property rights protection statistically insignificant in high-corruption contexts. Structural social capital—rooted in African communitarian traditions of mutual aid—emerges as the dominant predictor of platform creation, operating independently of formal institutional quality. Financial market development negatively correlates with CFP emergence, revealing crowdfunding functions as a substitute for traditional finance. These findings challenge universal applicability of Western-derived entrepreneurial finance theories, demonstrating institutional relationships governing financial innovation differ fundamentally between developed and emerging economy contexts.

Chhabra, M., Hassan, R., & **Dana, L.-P.** (2025). Effectuating Entrepreneurial Productivity Through ChatGPT: Lessons Learned From the Horse's Mouth Itself. In *International Encyclopedia of Business Management* (pp. Vol1-656). https://doi.org/10.1016/B978-0-443-13701-3.00472-2

Chatbots have attracted much research attention recently, and organizations have increasingly begun applying them in everyday working life. But how will AI tools affect the enterprises' functions - sales, marketing, operations, organizational communication (inter and intra), human resource

management, etc. in the future? To what extent will they replace human interfaces and human expertise? How they will change the entire landscape of the enterprising community is a matter of phenomenological research, and we are only beginning to understand these implications. ChatGPT is one of the most well-known chatbots that OpenAI recently released. Our chapter is a perspective on the prospects of ChatGPT usage for augmenting entrepreneurial productivity. We also express concerns about the ChatGPT use for an entrepreneur.

Rahman, M. N., Rahman, M. M., Salamzadeh, A., & **Dana, L.-P.** (2025). Industry 4.0 and Sustainable Development Goals: A review in the context of emerging economies. In *Handbook of Grand Challenges in Global Production and Innovation Networks*. Edward Elgar Publishing (pp. 241–252). https://doi.org/10.4337/9781035346516.00026

As stated in the 17 sustainable development goals (SDGs) and 169 objectives for the Millennium Development Goals, the SDGs aim to alleviate poverty, safeguard the environment, and improve global peace. These goals stress economic, social, and environmental dimensions of sustainability that can only be realized holistically with technological advancements. Academics and policymakers have recently highlighted that Industry 4.0 (I4.0) technologies are crucial technical catalysts for attaining the SDGs. Extant literature indicates that I4.0 technologies such as the Internet of Things (IoT), big data, artificial intelligence, and blockchain enhance the efficiency and effectiveness of firms' production, resulting in superior sustainability performance. Literature reveals that the linkage between I4.0 technologies and SDGs is indirect, mediated, and moderated by multiple factors. This study employs an introductory review approach to determine the factors underlying the interplay between I4.0 technology adoption and sustainability in an emerging economy context. Our review reveals that I4.0 technologies promote the transition to a circular economy business model (CEBM) and enhance businesses' sustainable production, green innovation, and sustainability performance in emerging economies. The extensive literature review revealed that digitalization knowledge and expertise, absorptive capacity, technical abilities, resource availability, top management commitment, organizational culture, transformational leadership, external partnership and collaboration, value chain readiness, national culture, and regional variances, and government assistance are the critical success factors for implementing I4.0 for sustainability in emerging economies. Based on these findings, we advocate for extensive empirical studies to uncover the various technological drivers of sustainability and their internal mechanisms to broaden our understanding of this topic.

Clausen, H. B., & **Dana, L.-P.** (2025). Opportunities for entrepreneurial sustainability initiatives to advance Sustainable Development Goals. In *Handbook of Grand Challenges in Global Production and Innovation Networks*. Edward Elgar Publishing (pp. 63–77). https://doi.org/10.4337/9781035346516.00014

As Norwegian social anthropologist Fredrik Barth (1969) considered entrepreneurs as agents of social change, entrepreneurship has been regarded as a driver of change in communities. In contrast, little research has been done on the intersection between the Sustainable Development Goals (SDGs) and local entrepreneurial activities. Despite the SDGs setting a new global environmental, social, and political agenda, with particular emphasis on the private sector's strength to achieve these goals (e.g., entrepreneurial activities), it appears that localized entrepreneurial activities may be an overlooked resource that could significantly drive

sustainability transformations. This chapter aims to further understand the complex interplay between local entrepreneurial ventures and the global framework of the SDGs. While the empirical focus is on Fiji and Morocco, the argument is relevant in a broader context. The chapter underscores the importance of engaging in essential interdisciplinary discussions concerning sustainability development, entrepreneurial business, and environmentalism, inviting the audience to be part of this larger conversation.

Corvello, V., Felicetti, A. M., Troise, C., Ammirato, S., & **Dana, L.-P.** (2025). Start-ups as suppliers: Toward a new framework for understanding the role of innovative firms in supply chains. *Journal of International Entrepreneurship*. https://doi.org/10.1007/s10843-025-00378-9

Start-ups, characterised by their innovation and agility, are emerging as transformative suppliers in global supply chains. Their ability to rapidly adapt to market changes and introduce disruptive technologies positions them as pivotal supply chain competitiveness and resilience enablers. This study develops a comprehensive theoretical framework to understand the dynamics of start-up integration into supply chains, addressing their dual role as drivers of innovation and sources of risk. The research identifies critical antecedents, strategies, and outcomes that define successful collaborations by synthesising insights from supply chain management, entrepreneurship, and innovation theories. The findings highlight that start-ups enhance supply chain agility, flexibility, and innovation but face resource constraints and power imbalances. Proposed strategies, such as structured engagement programmes and trust-building mechanisms, enable effective integration, fostering mutual value creation. The study also outlines propositions for future research, emphasising the need for context-specific strategies and longitudinal analyses to refine the theoretical framework further. This study provides actionable insights for managers and policymakers to leverage start-ups for competitive advantage while mitigating associated risks.

Cruz, E. P., Falcão, R. P. Q., & **Dana, L.-P.** (2025). From typologies to axes: revisiting the classifications of immigrant entrepreneurs through a multidimensional perspective. *Revista Interdisciplinar Da Mobilidade Humana*, 33. https://doi.org/10.1590/1980-858525038800033105

This study proposes a multidimensional model to understand the diverse trajectories of Brazilian immigrant entrepreneurs in 17 countries. Drawing on a thematic analysis of 38 selected interviews from a database of 284, 10 questionnaires, and a systematic review of 29 international studies, the research highlights the limitations of rigid typologies and argues for analytical axes. Five dimensions structure the model: motivation (necessity, opportunity, or mission), market orientation (ethnic, mixed, or generalist), transnationalism (local, connected, or transnational), identity positioning (concealment, instrumentalization, or authenticity), and institutional embeddedness (informal, enclave, integrated, or breakout). These axes allow the simultaneous analysis of structural, identity-related, and strategic factors, revealing recurrent combinations and hybrid profiles. The model contributes to a more refined understanding of immigrant entrepreneurship and supports comparative studies and policy development for the economic integration of Brazilians abroad. It also connects individual narratives with broader migratory and transnational patterns, advancing research in the field.

Dana, L.-P. (2025). Foreword. In Mehra, P. & Kumar, P. (Eds.). *Incentives and Benefits for Adopting Green Entrepreneurship Practices*, IGI Global Scientific Publishing. xvi–xvii. https://doi.org/10.4018/979-8-3693-9306-2

[no abstract]

Dana, L.-P., Crocco, E., Giacosa, E., & Culasso, F. (2025). The art of the elevator pitch: State-of-the-art and research agenda. *International Entrepreneurship and Management Journal*, 21(1). https://doi.org/10.1007/s11365-025-01083-8

Despite its inherent brevity, the elevator pitch is a complex concept, often hard to master for both scholars and entrepreneurs. Being able to effectively convey an entrepreneurial idea while simultaneously keeping the investors' attention and trust high requires meticulous planning and a strong execution. Entrepreneurship scholars have investigated the elevator pitch at length in recent years, yet the field remains scattered due to conflicting results and the overall predominance of case study-based empirical research. Consequently, our study presents a systematic literature review of the quickly growing scientific literature on the elevator pitch, focusing on articles published from 2014 to 2024, in an attempt to both critically analyze what has already been established in current literature and derive a structured research agenda based on critical gaps found in the analysis. By combining bibliometric analyses and qualitative coding, we extracted three emerging themes characterizing the field, namely the use of the elevator pitch in entrepreneurship research, the attempts to derive elevator pitch best practices in terms of content and delivery, and how the use of technology is reshaping the concept of the elevator pitch. The research provides both theoretical and practical insights. From a theoretical perspective, it serves as a guide for researchers to link current research areas to future trends. For practitioners and entrepreneurs, the study serves as a multidisciplinary reference for the current state of the art of elevator pitch knowledge.

Dana, L.-P., & Khanna, K. (Eds.) (2025). *Green Technologies and Sustainable Development: Coherent Strategies for Developing Countries*. Emerald Publishing Limited. https://doi.org/10.1108/978-1-80592-186-8

Green technology and sustainable development are essential pillars for addressing the pressing environmental challenges and fostering holistic progress in developing nations. The developing countries are grappling with rapid urbanization, population growth, and resource constraints; adopting green technology practices becomes not only a necessity but also an opportunity to enhance economic stability, improve public health, and reduce their environmental footprint. In developing economies, sustainable development stands as an overarching goal, encompassing economic growth, social equity, and environmental conservation. Achieving this equilibrium requires rethinking traditional approaches and integrating green technology solutions that can mitigate the adverse environmental effects often associated with rapid development. Green technology, characterized by innovation and efficiency, encompasses a wide array of practices and technologies designed to reduce resource consumption, minimize pollution, and promote a harmonious coexistence with nature. Green Technologies and Sustainable Development: Coherent Strategies for Developing Countries is a meticulously curated volume that brings together the expertise and insights of multiple authors, each contributing a unique perspective on the pivotal role of green technologies in advancing sustainable development within the context of developing nations. This collaborative effort results in a comprehensive guide that addresses the multifaceted challenges faced by these countries and offers actionable solutions through green innovation.

de Almeida Leite, E. M. d. A., Audretsch, D., Kariv, D., & **Dana, L.-P.** (2025). Near failures as strategic inflection points. *Journal of Strategy and Management*. https://doi.org/10.1108/JSMA-05-2025-0167

Purpose This study introduces near failures as disruptive, non-terminal events that reveal hidden vulnerabilities and catalyse strategic recalibration and resilience. Design/methodology/approach Employing an in-depth case of a founder-led enterprise that faced a severe but avoided collapse, this study uses semi-structured interviews and supporting documents to develop a conceptual model grounded in dynamic capabilities, absorptive capacity and resilience theories. Findings Near failures initiate cognitive reframing, strategic experimentation and adaptive learning, bypassing organizational breakdown. These episodes unfold through a structured process – identification, assessment, experimentation and institutionalization – leading to lasting individual and organizational transformation. Findings are context-bound but offer transferable insights for similar entrepreneurial settings. Research limitations/implications A framework is presented to help leaders harness near failures as opportunities for reflective adaptation and proactive resilience in volatile environments. Practical implications The four-step model enables managers to identify, assess, experiment with and institutionalise near failures for adaptation, innovation and resilience. Social implications Integrating near failures into governance systems provides organisations and institutions with proactive foresight, enabling them to anticipate disruption, mitigate systemic risks, and drive sustainable transitions aligned with economic resilience, social equity, and environmental stewardship. Originality/value By positioning near failures as a distinct construct – separate from near misses and catastrophic failures – this study offers novel theoretical and practical insights for managing disruption and enabling strategic agility.

Elo, T., Puumalainen, K., Sjögrén, H., Pätäri, S., & **Dana, L.-P.** (2025). Future of knowledge-intensive work: Stakeholder perceptions on technology-driven changes in the accounting profession. *Review of Managerial Science*. https://doi.org/10.1007/s11846-025-00896-9

Digitalization and technological advancements are reshaping knowledge-intensive work, transforming the conventional roles and tasks of knowledge professionals. Focusing on one domain that exemplifies knowledge-intensive business services, this study examines technology-driven changes in the accounting profession. Stakeholder perceptions are crucial for organizational change management and successful implementation; for this reason, this study explores and compares the perceptions of three stakeholder groups—Finnish accounting students, employers, and employees—regarding predefined projections of future work. The results show that changes driven by emerging technologies and automation are widely expected by the actors involved. Despite an overall positive attitude toward these changes, differences emerge among stakeholder groups; in particular, students express more optimistic perceptions about several changes compared to employees and employers. The findings also provide empirical evidence on how individual characteristics, such as educational level and possessed skills, influence stakeholder perceptions. By presenting a multi-stakeholder perspective and a two-dimensional analysis of probable and desirable futures in accounting, the study offers valuable insights about managing change and designing work arrangements (intended for organizations), as well as preparing professionals and addressing future research needs (aimed at educators and academics).

Emami, A., Shamohammadi, Y., Packard, M. D., Jones, P., Ashourizadeh, S., & **Dana, L.-P.** (2025). The role of religious beliefs in productive entrepreneurship and personal social responsibility: Insights from a non-WEIRD nation. *Entrepreneurship and Regional Development*. https://doi.org/10.1080/08985626.2025.2603457

What channels entrepreneurial effort towards activities that generate broad social and economic value, rather than towards rent-seeking or destructive pursuits, remains a critical question for developing nations. This study investigates whether and how religious beliefs steer entrepreneurs towards productive outcomes. Employing Upper Echelons Theory as a lens, we argue that religious beliefs shape productive entrepreneurship through the mediating mechanism of personal social responsibility (PSR), and that this process is influenced by the entrepreneur's entry mode (necessity versus opportunity). Data from 390 entrepreneurs in Iran, analysed using partial least squares structural equation modelling (PLS-SEM), reveal that religious beliefs do bolster productive entrepreneurship. However, this relationship is fully mediated by PSR, i.e. religious faith increases productive entrepreneurship primarily by fostering a sense of social and ethical duty. Furthermore, while necessity-driven entry typically weakens PSR, strong religious commitment effectively neutralizes this negative effect. These findings highlight the role of internal value systems as a foundation for ethical venturing, offering valuable insights for policymakers and practitioners seeking to foster productive entrepreneurship and advance social welfare.

Fohim, E., James, A. E., Salamzadeh, A., & **Dana, L.-P.** (2025). Entrepreneurship and aboriginal Canadians: A case study in economic development. *Research in the Sociology of Organizations*, 7(1). https://doi.org/10.1108/S0733-558X20250000093005

We address our role as educators and researchers of entrepreneurship in ensuring that everything we do today is aimed at reconciling the relationship between Indigenous and non-Indigenous people and restoring balanced relationships. Based on recognition of the importance of Indigenous knowledge for reconciliation and the value of Indigenous knowledge in a more holistic and comprehensive understanding of entrepreneurship to make better scientific and educational decisions, we describe a brief introduction and partial explanation of our lack of attention and offer justification for checking our assumptions about entrepreneurship and decolonizing our research and teaching. We offer a brief introduction to examples of Indigenous conceptual frameworks of ethical and appropriate informed pluralism that allow ways of knowing, being, and doing. Finally, we offer some suggestions for scholars in our field in pursuit of decolonizing their minds and work.

Gehlot, V., Kaushik, M. B., **Dana, L.-P.**, & Trikha, A. (2025). Decades of progress: A bibliometric examination of women entrepreneurship (1993–2023). *Journal of Enterprising Communities*, 1–19. https://doi.org/10.1108/JEC-03-2025-0070

Purpose – This study aims to explore the intellectual evolution and structural development of women entrepreneurship research over the past three decades. It aims to identify thematic trends, conceptual clusters, prolific contributors and global research patterns informing both academic inquiry and policy discourse. By highlighting emerging and evolving themes, the study positions itself as a foundational resource for scholars and practitioners. Design/methodology/approach – A comprehensive bibliometric analysis was conducted using the SCOPUS database, covering 1, 723 covering 1, 723 articles published between 1993 and 2023. The study used performance analysis in R Studio via the Biblioshiny interface to examine publication outputs, authorship patterns, citations

and journal distributions. Scientific mapping was carried out using VOSviewer to visualize co-authorship networks, keyword co-occurrence and co-citation patterns. This approach enabled a deeper understanding of the field's knowledge structures. Findings – The results indicate exponential growth in scholarly contributions, particularly post-2010, reflecting heightened academic and policy interest in women entrepreneurship. Key thematic clusters emerged around entrepreneurial intention, gender dynamics, sustainability, microfinance and education. The analysis also highlights influential authors, high-impact journals, productive institutions and cross-national collaboration networks, especially from the UK, USA, Malaysia and Indonesia. Practical implications – Beyond mapping publication trends, the study critically identifies conceptual blind spots and underexplored research streams. These include the intersection of women entrepreneurship with digital transformation, informal economies and intersectionality. Insights from this analysis provide evidence-based recommendations for future research agendas, policymaking, curriculum design and targeted support for women-led enterprises. Originality/value – Unlike other bibliometric studies, this paper is offering a dual-layered approach by combining performance metrics with scientific mapping techniques. It interprets the structural and conceptual progression of the field. The findings emphasized and stressed upon growth of a more constructive view of women entrepreneurship and cemented the groundwork for theory advancement and inclusive ecosystem-building in both developed and emerging economies.

Haq, M., Ng, W., Budhathoki, T., Davies, J., & **Dana, L.-P.** (2025). Microentrepreneurial commitment and perseverance in local communities during the COVID-19 crisis. *International Journal of Entrepreneurial Behaviour and Research*, 31(5), 1400–1420. https://doi.org/10.1108/IJEBR-12-2023-1324

Purpose: This paper aims to examine the puzzling performance of microbusinesses during the COVID-19 crisis by drawing on the Pinocchio paradox as a theoretical lens to explain their entrepreneurial commitment (EC) and perseverance in an existential crisis. Design/methodology/approach: Findings are drawn from a survey of owners and managers of 202 microbusinesses in Northern England during lockdown periods caused by the COVID-19 crisis. Findings: The sampled microbusinesses remained committed to serving communal needs during the crisis and persevered with high service levels despite the negative implications for the viability of those businesses. Originality/value: The paper fills an important gap in understanding why microbusinesses, which contribute significantly to the UK and other national economies, continued to serve their local communities during the COVID-19 crisis despite the financial risk of this activity. The paper's principal contribution is in understanding the role of EC and perseverance, underpinned by local network ties, in enabling microbusinesses to remain active during an economic crisis to serve unmet needs and to compensate for lost business. State policies are proposed to assist microbusinesses and communities in anticipating and supporting their needs in and beyond future crises.

Linh, H., Salloum, C., **Dana, L.-P.**, & Voak, A. (2025). Going organic: The power of health, safety, and social media on buying choices. *Journal of Foodservice Business Research*. https://doi.org/10.1080/15378020.2025.2483036

This study investigates the factors influencing organic food purchasing intentions among Vietnamese consumers, focusing on health consciousness, food safety concerns, and perceived

knowledge, and examines the moderating role of social media informativeness. Using structural equation modeling (SEM) on data from 304 respondents, the findings reveal that health consciousness, food safety concerns, and perceived knowledge significantly impact organic food purchasing intentions. Moreover, social media informativeness strengthens these relationships, indicating its critical role in consumer decision-making processes. These results have substantial implications for marketers and policymakers.

Mahamat, A. A., Vagai, D., & **Dana, L.-P.** (2025). Does entrepreneurs' psychology and organizational resilience of SMES: empirical findings from Central Africa. *International Entrepreneurship and Management Journal*, 21(1). https://doi.org/10.1007/s11365-024-01022-z

For several years, organizational resilience has been considered as a strategy for navigating challenging circumstances. A significant number of business closures has sparked inquiries into the characteristics and typical profiles of entrepreneurs who can withstand these challenges, as indicated by previous research. This study aims to gain insight into the psychological processes that enable small and medium-sized enterprise (SME) entrepreneur-managers to navigate critical or chaotic situations and facilitate company prosperity. Consequently, the study examines the role of psychological factors in the organizational resilience of SMEs. The study of psychological factors and organizational resilience is relatively underdeveloped in the African context. It is therefore imperative to undertake this exploration to gain insight into the profile that enables SMEs to survive and thrive in the face of significant challenges. A qualitative approach was employed with eight entrepreneur-managers to identify the new psychological factors that enable them to maintain their businesses and continue to develop in challenging circumstances.

Masud, M., Paul, B., **Dana, L.-P.**, & Luperi, M. M. (2025). Students' perceptions on startups in higher education institutions: Insights from West Bengal, India. In Poddar, S., Paul, B., & Luperi, M. M. (Eds.). *Sustainable Business Ecosystems and Social Perspectives* (pp. 143–164). https://doi.org/10.4018/979-8-3693-8437-4.ch007

With the adoption of the National Education Policy (NEP) 2020, the dynamic landscape of higher education has transformed to incorporate innovation and entrepreneurship as essential elements of student development in India's Higher Education Institutions (HEIs). This study explores students' awareness and perceptions towards startups within the context of higher education institutions, focusing on their motivations, challenges, and the role of HEIs in fostering entrepreneurial ambitions. For this, the primary data are collected through questionnaire. The research sample comprised undergraduate students, postgraduate students, and research scholars from various departments of various universities and colleges from various districts of the state of West Bengal. Here, researchers applied Pearson Chi-Square test, Principal Component Analysis (PCA) and calculated Attitude and Perception Score (APS). This study revealed that a huge number respondent students and scholars are of the opinion that they are not having any idea about startups activities within their campus.

Mohan, M., Sharma, P., & **Dana, L.-P.** (2025). Cultivating socially sustainable employability in Industry 5.0: Exploring the impact of specific skills on the employability of management graduates. *Education and Training*, 1–20. https://doi.org/10.1108/ET-03-2024-0105

Purpose – This study intends to promote social sustainability by addressing the shifting skill expectations for recent graduates in response to changing employer demands within the industry 5.0 framework. It tries to identify the best combination of socially sustainable skills that will improve graduates' employability and align them with industry expectations. Design/methodology/approach – This study analyses data obtained from 187 industry experts using an exploratory method and Structural Equation Modelling with AMOS software. Confirmatory Factor Analysis is used to validate seven unique socially sustainable components, which are then examined using a route model to determine their relationship to overall graduate employability (OGE). Findings – The study highlights the skills and competences that have a major impact on graduate success in a labour market that is changing quickly by identifying seven important socially sustainable characteristics that influence OGE within Industry 5.0. The results show that employability is positively impacted by analytical, cognitive, leadership, self-efficacy and technology abilities (with an emphasis on social sustainability). Emotional intelligence and decision-making abilities, with a focus on social sustainability, have little influence, nevertheless. Research limitations/implications – By highlighting the complex role of emotional intelligence and decision-making abilities in employability from a social sustainability perspective, this study challenges conventional viewpoints and advances the theoretical understanding of socially sustainable employability within Industry 5.0. Practical implications – The results offer businesses and higher education institutions (HEIs) with practical advice on how to improve social sustainability in the workforce. Employers can modify hiring and personnel management practices to match the competences most valued in Industry 5.0, while HEIs can modify their curricula to concentrate on the most significant employable skills. A workforce that is not only technically skilled but also socially conscious and flexible enough to meet new industrial problems is fostered by this alignment. Originality/value – This research will be highly valuable to the higher education institutes, universities, students, faculty members, government who is making the policies.

Oluwafemi, T. B., Ogundana, O. M., **Dana, L.-P.**, & Hasnaoui, J. (2025). Antecedents of Ambidextrous Leadership in Entrepreneurship: The Role of Emotional Intelligence and Entrepreneurial Leadership Styles. *Strategic Change*, 34(6), 845–858. https://doi.org/10.1002/jsc.70001

Ambidextrous leadership (AL) is a game-changer for entrepreneurial success, empowering leaders to balance exploration and exploitation expertly—two powerful forces that drive innovation and business growth. Yet, despite its evident importance, research into the factors that shape AL in entrepreneurial settings remains surprisingly sparse. This study fills this gap by exploring how emotional intelligence, adaptive and flexible leadership, transformational leadership, and transactional leadership influence AL behaviors among entrepreneurial leaders. Drawing on data collected via structured questionnaires from entrepreneurs who lead high-tech businesses in the UK, this research reveals how each leadership dimension contributes to AL. The results, based on multiple linear regression analysis, indicate that while all four leadership styles influence AL, they do so in distinct ways. Transformational and transactional leadership help shape a leader's opening and closing behaviors, while adaptive or flexible leadership determines the strategic timing for their deployment. Additionally, emotional intelligence fosters the emotional climate that helps leaders navigate the tensions inherent in leading innovation. The study demonstrates that emotional intelligence and adaptive/flexible leadership are individual capabilities that empower

leaders to act ambidextrously. In contrast, transformational and transactional leadership are behavioral modes that enable leaders to lead ambidextrously. This study not only enriches entrepreneurial leadership theory but also provides actionable insights for cultivating the leadership skills necessary to build ambidextrous capacity at the individual level, thereby fueling innovation and driving scalable success in entrepreneurial ventures.

Rafiki, A., **Dana, L.-P.**, & Liaw, J. (2025). Entrepreneurial behavior in family business: Bibliometric – systematic literature reviews (B-SLR). *Journal of Enterprising Communities*. https://doi.org/10.1108/JEC-12-2023-0233

Purpose – This paper aims to discuss and synthesize existing research on entrepreneurial behavior (EB) within family businesses, drawing from several prominent research publishers, and provide a comprehensive view of how EB develops and operates in this context.
Design/methodology/approach – A bibliometric analysis coupled with a systematic literature review using the preferred reporting items for systematic reviews and meta-analyses (PRISMA) protocol was used to analyze the data. The analysis focused on publications indexed in the Scopus database, including Emerald, Taylor & Francis, Elsevier and Springer. PRISMA is a widely accepted guideline for performing a systematic review to improve reporting and achieve reproducibility in research. Findings – It was found that 11 articles and 7 book series adopted both qualitative and quantitative research approaches. The findings highlight a growing body of knowledge on EB in family businesses, covering themes such as entrepreneurial intention, orientation, education, innovation, women entrepreneurs and entrepreneurial skills. Contributions have come from various countries, with notable research outputs from leading universities and scholars. Various propositions have been found on EB in family businesses that indicate the development of EB continuously progressing (theoretically and practically). There are important keywords related to EB, such as entrepreneurial intention, entrepreneurial orientation, entrepreneurship education, women entrepreneurs, entrepreneurs' skills and innovation. Each country has the potential to develop research on EB in family business. It follows with the impressive outcome by reputable universities in each country, as well as respective authors that have contributed tremendously to publications of EB in family business. Originality/value – With that, the roots and pictures of research on EB are exposed. These results give valuable information and insights for future research in mapping out a more comprehensive framework, mainly on EB in family business. This study provides a valuable foundation for future research by mapping the key trends and gaps in the literature on EB in family businesses. It contributes to building a more structured and comprehensive research framework in this field.

Rahman, M. M., Salamzadeh, A., **Dana, L.-P.**, & Braga, V. (2025). Work-Family Balance, Digital Leadership Skills, and Family Social Support as the Predictors of Subjective Well-Being of Y-Generation Managers. *Strategic Change*, 34(3), 453–465. https://doi.org/10.1002/jsc.2628

Over the past few years, academic scholars have shifted toward paying more attention to work-family balance, family social support, and subjective well-being, as these are critical issues for mature employees. Besides, Y-Gen managers are more concerned about their digital leadership skills, which is also crucial for subjective well-being. However, for this study, the researchers have constructed the main research variables (work-family balance, digital leadership skills, family social support, and subjective well-being) based on the assumptions of spillover theory and

conservation of resources (COR) theory. The current study has three distinct objectives: (a) to determine the impact of work-family balance, digital leadership skills, and family social support on subjective well-being, (b) to test the mediation effects of family social support in the relationships between work-family balance, digital leadership skills and subjective well-being (c) to test the moderation effects of gender on the relationships between work-family balance, digital leadership skills and subjective well-being. Using the convenience sampling technique, data was taken from 314 Y-Gen mid and top-level managers working in the private sector in Bangladesh. The findings revealed that work-family balance, digital leadership skills, and family social support positively affect Y-Gen managers' subjective well-being. Besides, family social support partially mediates the relationships between work-family balance, digital leadership skills and subjective well-being. However, gender does not have any moderation effect on the relationship between work-family balance, digital leadership skills and subjective well-being. Therefore, the higher authority needs to focus more on Y-Gen managers regarding work-family balance and digital leadership skills.

Rahman, M. N., Rahman, M. M., Salamzadeh, A., & **Dana, L.-P.** (2025). Industry 4.0 and Sustainable Development Goals: A review in the context of emerging economies. In Vang, J., Clausen, H. B., Bille, A., Brambini, A., & Masi, D. (Eds.). *Handbook of Grand Challenges in Global Production and Innovation Networks*. Edward Elgar Publishing (pp. 241–252). https://doi.org/10.4337/9781035346516.00026

As stated in the 17 sustainable development goals (SDGs) and 169 objectives for the Millennium Development Goals, the SDGs aim to alleviate poverty, safeguard the environment, and improve global peace. These goals stress economic, social, and environmental dimensions of sustainability that can only be realized holistically with technological advancements. Academics and policymakers have recently highlighted that Industry 4.0 (I4.0) technologies are crucial technical catalysts for attaining the SDGs. Extant literature indicates that I4.0 technologies such as the Internet of Things (IoT), big data, artificial intelligence, and blockchain enhance the efficiency and effectiveness of firms' production, resulting in superior sustainability performance. Literature reveals that the linkage between I4.0 technologies and SDGs is indirect, mediated, and moderated by multiple factors. This study employs an introductory review approach to determine the factors underlying the interplay between I4.0 technology adoption and sustainability in an emerging economy context. Our review reveals that I4.0 technologies promote the transition to a circular economy business model (CEBM) and enhance businesses' sustainable production, green innovation, and sustainability performance in emerging economies. The extensive literature review revealed that digitalization knowledge and expertise, absorptive capacity, technical abilities, resource availability, top management commitment, organizational culture, transformational leadership, external partnership and collaboration, value chain readiness, national culture, and regional variances, and government assistance are the critical success factors for implementing I4.0 for sustainability in emerging economies. Based on these findings, we advocate for extensive empirical studies to uncover the various technological drivers of sustainability and their internal mechanisms to broaden our understanding of this topic.

Salloum, C., & **Dana, L.-P.** (2025). Spiritual Leadership. In Laker, B., Soga, L. R., & Bolade-Ogunfodun, Y. (Eds.). *Elgar Encyclopedia of Leadership* (pp. 292–294). https://doi.org/10.4337/9781035307074.000127

[no abstract]

Sanjeev, R., Shridhar Natrajan, N. S., Jain, R., & **Dana, L.-P.** (2025). Exploring sustainable business reporting using the triple bottom line: A systematic review. In Goel, R., Krishnan, C., Prasad, K., Jayashree, P., & McCarthy, G. (Eds.). *Global Business Transformation: Innovation, Technology, and Sustainability*. CRC Press(pp. 1–16). https://doi.org/10.1201/9781003480853-2

Sustainability is a requirement for contemporary business. Implementing sustainability reporting can propel businesses to foster sustainable business practices. The triple bottom line (TBL) is one such sustainability reporting framework. The current paper focuses on understanding the historical evolution of the TBL and its role in sustainable development. This study discusses three dimensions of the TBL, that is, profit, people, and the planet. It also discusses the factors contributing to sustainable development in HR at the practice, research, and teaching levels. The various challenges in implementing the TBL to ensure sustainability in business practices have been explored through a systematic literature review. The contributions of various researchers in the field of TBL implementation are discussed. This research highlights the importance of the TBL along with social and environmental reporting for the appropriate measurement of sustainability. Most authors have suggested that TBL implementation is an enabler of sustainability reporting. TBL implementation requires training and strategic support. Difficulty in the measurement of social and environmental aspects is highlighted. There is very limited work on TBL implementation for sustainable reporting.

Shahzad, F., Jarrar, H., Salloum, C., **Dana, L.-P.**, & Antoun, L. B. (2025). CEO Characteristics and MSME Internationalization: An Interpretative Phenomenological Analysis of Finnish Firms. *Strategic Change*, 34(6), 777–791. https://doi.org/10.1002/jsc.2688

While Upper Echelons Theory (UET) explains how executives influence firm strategy, limited research examines the direct role of CEO characteristics in the internationalization of micro, small, and medium-sized enterprises (MSMEs). Given the centralized decision-making in MSMEs, the personal attributes of CEOs play a crucial role in shaping international expansion strategies. By conducting semi-structured interviews with 12 CEOs from Finnish MSMEs using Interpretative Phenomenological Analysis (IPA), this study makes three key contributions to the international business and leadership literature. First, while prior research highlights education as a general enabler of strategic decision-making, this study identifies “international business acumen capability,” where CEOs with specialized education in international business demonstrate superior strategic foresight and adaptability in global markets. Second, while international experience has been associated with reducing risk perception, this study introduces “experiential risk-mitigation capability,” wherein CEOs with prior exposure to foreign markets develop the ability to anticipate and navigate uncertainties more effectively. Third, the study expands on the influence of demographic factors by identifying “strategic diversity leverage capability,” as female CEOs emphasize structured risk management and long-term relationship-building, while immigrant CEOs apply bicultural knowledge and international networks to facilitate market entry. These findings extend UET by illustrating how specific CEO capabilities influence Finnish MSME internationalization. In addition to its theoretical contributions, this study also provides actionable insights for MSME leaders and policymakers on fostering CEO capabilities critical for international success. The study has important implications for businesses, policymakers, and training

institutions, emphasizing the need to develop leadership competencies that enhance strategic global expansion.

Singh, H., Kumar, P., & **Dana, L.-P.** (2025). The green entrepreneurship landscape: Drivers, outcomes, and future directions. *International Entrepreneurship and Management Journal*, 21(1). https://doi.org/10.1007/s11365-025-01079-4

Amidst the escalating environmental crisis, green entrepreneurship emerges as a pivotal force in fostering a sustainable business paradigm. However, there is a noticeable dearth of studies examining green entrepreneurship as an independent research domain and with novel frameworks, revealing nuanced future directions. Employing the SPAR-4 framework, this Systematic Literature Review (SLR) meticulously examines articles sourced from Scopus and Web of Science, ultimately selecting and scrutinizing 73 articles spanning 2004 to 2024. The primary objective of this review is to critically analyse existing knowledge on green entrepreneurship, utilizing the TCCM framework to unfold the literature with different dimensions and to critically identify the drivers and outcomes of green entrepreneurship (GE) and future directions. Through a comprehensive analysis encompassing foundational theories, antecedents, driving forces, and methodological frameworks, this review uncovered emergent areas of inquiry and intricate interconnections within the field. Key themes and categories representing various drivers and outcomes of green entrepreneurship are extracted from the selected literature and organized into broader categories. This nuanced exploration not only synthesizes key insights from past studies but also highlights potential pathways for future research, contributing to a deeper understanding of the dynamic and multifaceted nature of green entrepreneurship. With its practical and theoretical contributions, the paper demonstrates the significance of green entrepreneurship. Finally, the paper concludes by identifying and signifying the nine major themes upon which future research questions are developed.

Swarnathilake, C., **Dana, L.-P.**, Hartt, C., & Abebe, G. K. (2025). The role of policy in enhancing beef production and marketing in Maritime Canada. *Journal of Foodservice Business Research*. https://doi.org/10.1080/15378020.2025.2606674

This study evaluates the effectiveness of policy frameworks that support Maritime Canada's beef sector, and the regional food service industry by adopting the New Institutional Economics (NIE) theory A thematic content analysis was conducted using 31 policy documents in MAXQDA. It was found that current policies support sustainable beef production and marketing and, indirectly, impact the food service sector. Opportunities exist to enhance local meat sourcing and supply chain stability for restaurants and institutional buyers. The policy instruments influence sourcing costs and supply chain resilience in the foodservice sector by improving production efficiency and fostering local market integration.

Yasin, N., Haq, M., **Dana, L.-P.**, & Salamzadeh, A. (2025). "Try to keep them dumb and under the thumb": Exploring the "darker side" of psychological contracts in "overly embedded" immigrant enterprises. *Employee Relations*, 47(3–4), 537–556. https://doi.org/10.1108/ER-04-2024-0235

Purpose: This paper investigates the employment dynamics of immigrant enterprises by examining psychological contract (PC) relationships between immigrant entrepreneurs (IEs) and their workforce within immigrant enclaves in Northern England. By integrating psychological contract

theory (PCT) with the mixed embeddedness framework, the study explores how informal employment relationships lead to inadvertent PC violations and their operational and competitive consequences. Design/methodology/approach: A qualitative approach was adopted using semi-structured interviews that were conducted with 43 Pakistani IEs and 68 employees between March 2022 and August 2023. The data were analysed using template analysis, allowing for a structured examination and comparison of themes and patterns across participants' narratives. Findings: The study reveals distinct PC dynamics, illustrating how different relationship "types" within immigrant enterprises are related to varying competitive and operational risks. Kinship-based relationships foster loyalty but introduce operational risks related to role misalignment and limited skill development. Second-level relatives pose the highest competitive threat by leveraging their positions for skill acquisition and future competitive behaviour. Co-ethnic employees present moderate competitive risks, often exhibiting counterproductive behaviours or leaving to start their businesses. Non-co-ethnic employees, though rare, pose the lowest competitive threat but can introduce legal and compliance risks due to transactional PC breaches. These findings illustrate the complex interplay between relationship types, competitive pressures and operational stability within immigrant enterprises. Practical implications: This study offers practical implications for IEs, business support agencies and policymakers. Immigrant entrepreneurs are encouraged to formalise employment practices by defining roles and expectations to reduce misunderstandings and operational risks. Business support agencies can provide training on compliance, financial management and formal business practices, helping immigrant businesses achieve sustainability. At the policy level, increasing access to business mentoring and financial support can foster structured management approaches within immigrant enterprises, thereby enhancing their contributions to local economies and reducing competitive tensions within immigrant enclaves. Originality/value: This study uniquely combines PCT with the mixed embeddedness framework to provide a nuanced perspective on immigrant entrepreneurship within Northern England's immigrant enclaves. By focusing on the unintended consequences of over-embeddedness, this research challenges the traditional view of ethnic networks and social capital as uniformly beneficial, illustrating how excessive reliance on informal agreements can undermine business sustainability. The study highlights the importance of formalised management practices, offering new insights into the discourse on immigrant entrepreneurship theory and practical implications for workforce management within ethnic enclave enterprises.

Paola Gonzalez

Gonzalez, P. A., & Karimy, P. (2025). Breaking Barriers: Retention Strategies for Underrepresented Groups in the IT Workforce. 7, 4352–4356. AMCIS 2025 Proceedings. 7. https://aisel.aisnet.org/amcis2025/social_inclusion/social_inclusion/7

The underrepresentation and high attrition rates of minorities in the IT workforce remain critical challenges despite diversity initiatives. Systemic barriers, including workplace biases, limited mentorship opportunities, and rigid workplace structures, hinder career advancement and drive turnover. This scoping review examines these challenges and identifies retention strategies for underrepresented IT professionals. Using the PRISMA framework, 1,241 articles were screened, with 30 peer-reviewed studies included. Six core strategies were identified: mentorship and sponsorship programs, employee resource groups (ERGs), flexible work policies, workplace

accommodations, inclusive hiring practices, and diversity, equity, and inclusion (DEI) training. However, these strategies face challenges such as inconsistent implementation, limited access to informal networks, and lack of structural reform. These preliminary findings provide a foundation for future research, including stakeholder consultations and cross-sector comparisons, to validate and refine strategies. This in-progress study underscores the need for targeted approaches to foster a more inclusive IT workforce.

Onwuka, B., **Gonzalez, P. A.**, Aubert, B., O'Donnell, D., MacKinnon, N. J., Beaton, C., & Barker, J. R. (2025). Trends and Contributing Factors in Medication Home Delivery Incidents in Community Pharmacies Before and After COVID-19: A Retrospective Analysis. *Inquiry (United States)*, 62. https://doi.org/10.1177/00469580251375868

This study examines medication home delivery incidents reported in community pharmacies before and after the onset of the COVID-19 pandemic. Medication home delivery incidents are defined as medication errors that occur during the transportation of medication to patients outside the pharmacy through shipping, courier, or pharmacy delivery services. The objective was to analyze trends over time and identify contributing factors to inform patient safety improvements. A retrospective analysis was conducted on medication home delivery incidents reported to a national Community Pharmacy Incident Reporting system, Pharmapod (a Think Research company). Reports from 4091 community pharmacies across 10 provinces and 2 Territories were reviewed, covering the period from January 1, 2019, to January 27, 2022. A total of 156 medication home delivery incidents were identified and analyzed. Of the 156 incidents, 55 (35%) occurred pre-COVID and 101 (65%) post-COVID. The most frequent incident type was delivery to the incorrect patient, which decreased from 52.8% to 32.7%. In contrast, privacy breaches increased significantly from 29.2% to 41.6%. Contributing factors include staffing distribution, lack of quality control or independent checks, environmental distraction, operational workflow gaps, and insufficient staff training. Medication home delivery incidents increased following the onset of the COVID-19 pandemic, revealing emerging safety risks in pharmacy delivery practices. The shift in incident types and contributing factors highlights the need for improved verification protocols, enhanced privacy protections, and dedicated staff training. As home delivery services continue to expand, these findings underscore the importance of system-level interventions to safeguard medication safety in the community pharmacy setting.

Dana Kabat-Farr

Kabat-Farr, D., Nosoohi, I., & Labelle-Deraspe, R. (Jan/Feb 2025). Selective incivility: Undermining diversity and inclusion in supply chains. Supply Chain Management Review, 34-41.

With an increasingly diverse workforce and society, companies are embracing diversity, realizing its importance from both economic and social justice perspectives. Several large companies, such as UPS, Tesla, Target, and PepsiCo, have instituted programs mandating or encouraging increased utilization of minority- and women-owned business enterprises (MWBEs). Notably, Fortune 200 companies committed to spending more than $50 billion with MWBEs between January 2020 and March 2022 (Stewart, 2022, Fortune). These are positive initiatives and align with traditional notions of diversity in supply chains—defined by ownership of the supplier firm. In the following discussion, we expand the notion of supply chain diversity to include employment demographics within firms,

making the case that diverse employees are fundamental in realizing the benefits of new ideas, perspectives, and innovation throughout supply chains. Despite commitments to achieving diverse supply chains, it remains a challenge.

Walsh, B. M., Spencer, Z., Burrus, A., & **Kabat-Farr, D.** (2025). Will the satisfaction of basic psychological needs induce the presence of a calling? *Journal of Career Development, 53*(1), 102-117. https://doi.org/10.1177/08948453251389928

Career callings manifest when work is viewed as a vital part of one's identity. Employees who experience a career calling tend to report beneficial outcomes (e.g., career self-efficacy, job satisfaction, and work engagement), but researchers know much less about the factors that shape the presence of a career calling. This study seeks to understand what induces women working in domestic violence services to experience the presence of a career calling. We draw upon basic psychological need theory to hypothesize that the satisfaction of the basic needs for autonomy, competence, and relatedness will promote calling presence. Two-wave survey data were collected from 207 women working in domestic violence services. Cross-lagged panel modeling results showed that satisfaction of the basic needs for competence and relatedness (but not autonomy) were positively associated with calling presence. Our findings provide key insights into the utility of basic psychological need theory for understanding the antecedents to the presence of a career calling. Limitations, directions for future research, and implications are discussed.

Kabat-Farr, D. & Walsh, B. (2025). Sexual harassment in the contemporary workplace: Cyber-sexual harassment, virtual work, and independent work arrangements. In R.S. Dalal, J.M. Jensen, and S. Lim (Eds.), *Handbook of Counterproductive Work Behavior*, Edward Elgar Publishing.

In this chapter, we draw from various disciplines, including communication, applied psychology, and management, to describe how the form and nature of sexual harassment is evolving with technology and the increasing reliance on computer-mediated communication. We then examine factors that may pose heightened risk for sexual harassment, including changing modalities (remote and hybrid work) and employment conditions (independent and precarious work). We end by reviewing technology-enabled reporting applications and suggest new ways to reduce sexual harassment and promote climates of respect. Our goal is to guide research and interventions acknowledging these risks and shifts in work, while also leveraging technology for combatting sexual harassment.

J. A. Colquitt, J. A. LePine, M. J. Wesson, I. Gellatly, **D. Kabat-Farr.** (2025) Organizational Behaviour: Improving Performance and Commitment in the Workplace, 6th Canadian Edition, McGraw-Hill Canada.

The 6th Canadian edition of Organizational Behaviour: Improving Performance and Commitment in the Workplace continues to strike the perfect balance between academic rigor and a student focused approach. Current and engaging examples help students relate to the content, using scenes from popular films and television series to demonstrate topics in action. In addition, this updated edition describes cross-cultural differences with an emphasis on cultural diversity in the workplace.

Each chapter speaks to the learning objectives of Organizational Behaviour (OB) from a conversational and manager's lens, focusing on the performance, retention, commitment, and the overarching organizational impact of each topic. As a result, this product is known for answering the 'so what' of OB in a way that is both academically sound and engaging for students. The innovative pedagogy, combined with an evidence-based approach, ensures research and accuracy are at the forefront of each chapter.

Catherine Loughlin

Scheuer, C.-L., **Loughlin, C.**, Prowse, D., McNally, C., Arnold, K. A., & Chalise, S. (2025). Diversity-Specific Empowering Leadership: An Alternative Approach to Reducing Sex-Based Bias and Enabling Inclusivity. *Journal of Business Ethics*, 201(1), 111–144. https://doi.org/10.1007/s10551-025-05973-3

Achieving sex-based equity in organizational leadership roles has proven to be a 'wicked' problem with existing diversity initiatives providing minimal improvement. In this paper, we address this issue by considering a key inhibiter to women's leadership advancement—biased perceptions of female leaders' competence—and links to a climate for inclusion. In Study 1 (N = 236), we develop and validate a Diversity-Specific Empowering Leadership (DSEL) measure, and demonstrate its value in predicting perceptions of female leaders' competence when compared to alternative leadership models (empowering leadership, transformational leadership, diversity-specific transformational leadership, transactional leadership, leader diversity-valuing behavior, and inclusive leadership). In Study 2 (N = 314), we introduce sex-based diversity beliefs as a moderator in the relationship between DSEL and perceptions of female leaders' competence. In Study 3 (N = 313), we provide support for a mediated moderation model, with sex-based diversity beliefs moderating the effects of DSEL on perceptions of female leaders' competence. In turn, this is associated with a climate for inclusion. DSEL is collaborative and developmentally focused, and our findings suggest it may attenuate sex-based biases in perceptions of leadership, especially for those who have been most resistant to change (i.e., individuals with negative sex-based diversity beliefs). Our research offers theory that can support ethical action by advancing DSEL as a promising 'target-specific' leadership model for creating less biased and more inclusive work environments for all.

Walsh, M. M., Prowse, D., Arnold, K. A., & **Loughlin, C.** (2025). Vision, gender, and context: Examining visioning styles in men and women leaders across three contexts. *Leadership and Organization Development Journal*, 46(4), 636–648. https://doi.org/10.1108/LODJ-05-2025-0341

Purpose: The purpose of this study is to explore how men and women leaders describe vision as part of their leadership behavior across three contexts (military, private business, and government). Design/methodology/approach: Data from semi-structured interviews conducted with 66 senior leaders across Canada were analyzed. Findings: Both men and women leaders across contexts perceive vision to be important. However, vision was perceived to be least important in the government context. Some gender similarities and differences in visioning styles were also noted across contexts. Men and women in the military utilized a more directive visionary leadership style. In private business, men reported more directive approaches to vision than women, who were primarily participative. In government, men reported more participative

approaches than women, who were primarily directive. Explanations for these findings are discussed. Originality/value: This is the first study to qualitatively explore how men and women leaders perceive and describe their use of organizational vision across three different contexts.

Stephane Méchoulan

Méchoulan, S., Pantano, J., & Rosenthal, I. (2025). Extension: A Tale of Two Studies: Revisiting the Unintended Effects of Staggered Legal Changes. *Journal of Legal Studies*, 54(2), 519–575. https://doi.org/10.1086/733370

Post-2003 methodological innovations in causal inference suggest that many older studies investigating the unintended effects of legal changes need reappraisal. In particular, new difference-in-differences estimators have been proposed recently in settings with staggered adoption that allow for treatment effect heterogeneity across groups and dynamic treatment effects that may grow or dissipate over time. These are common to most legal changes occurring at the state level in the United States. We provide a practitioner-oriented overview of those methodological developments, followed by two empirical illustrations. We first revisit a study that finds that abortion legalization led to an increase in sexually transmitted diseases. Second, we revisit an analysis claiming that three-strikes laws caused an increase in homicides. While we find that the conclusions of the second study are robust, we show that some of the conclusions of the first one are sensitive to the new methodological developments.

Philippe Mongeon

Madsen, E. B., **Mongeon, P.**, & Schneider, J. W. (2025). Gender disparity in funding rates in double-blind grant peer review: The case of the Villum Experiment. *Quantitative Science Studies*, 6, 774–795. https://doi.org/10.1162/qss.a.5

The Villum Experiment (VEX) is one of the few funding schemes that employs a double-blind review process where applicants are blinded to reviewers, applications are highly standardized, reviewers do not deliberate, and funding is determined solely by ranked aggregated review scores. This unique controlled setting enables assumptions that direct reviewer gender bias is highly unlikely. Using a causal framework (DAG), we examine the extent to which gender disparities in funding may exist in such a setting. Our analyses of 2,041 applications from five funding rounds (2017–2021) reveal a small but consistent gender disparity in success rates, concentrated within the Life Science panel. As reviewer bias is unlikely in this setting, these disparities or structural inequalities are likely caused by differences in gender compositions across disciplines and the underrepresentation of highly experienced women among the applicants and in the population in general. Multilevel modeling with poststratification indicates that accounting for these structural factors removes the disparity in funding success rates. Our findings highlight that gender disparity in funding may remain without direct review bias. In this case, such remaining disparities are likely rooted in broader structural inequalities within academia and/or compositional effects.

Orian, C., Riddle, P., Toupin, R., Krause, G., **Mongeon, P.**, & Brooks, S. (2025). Ocean Science Visualization Via the World Ocean Assessment. *29th International Conference Information Visualisation (IV)*, Darmstadt, Germany https://doi.org/10.1109/IV68685.2025.00036

The World Ocean Assessment is a comprehensive investigation of oceanography. The assessment contains over 3500 bibliographic references, however due to the size of the assessment it can be difficult for a human to effectively use this as a starting point for literature reviews. Therefore, we implemented a system that visualizes the relationships between the assessment's chapters, keywords, and bibliographic metadata. Filters and a tagging system were also implemented to make finding papers easier. Finally, we demonstrate the system's features through a case study.

Simard, M.-A., Basson, I., Hare, M., Larivière, V., & **Mongeon, P.** (2025). Examining the geographic and linguistic coverage of gold and diamond open access journals in OpenAlex, Scopus, and Web of Science. *Quantitative Science Studies*, 6, 732–752. https://doi.org/10.1162/qss.a.1

Diamond open access (OA) journals are a publishing model that is free for both authors and readers, but their lack of indexing in major bibliographic databases compared to gold journals presents challenges in assessing their uptake. Furthermore, the characteristics of diamond journals, such as language and country of publication, have often been used to support the argument that they are more diverse and serve national research communities. However, there is a notable lack of empirical evidence regarding their geographical and linguistic characteristics. Using the Directory of Open Access Journals (DOAJ) as a benchmark, we investigate OA journals through their coverage in OpenAlex, Web of Science (WoS) and Scopus by field, country, language. The results show the lower coverage of diamond journals in WoS and Scopus and confirms the national scope of diamond journals compared to gold. The share of English-only journals is considerably higher among gold journals in every database. High-income countries have the highest share of authorship in every domain and type of journal, except for diamond journals in the social sciences and humanities. Understanding the current landscape of diamond OA indexing can aid the scholarly communications community and decision-makers in advancing policy and practices toward more inclusive OA models.

Mongeon, P., Hare, M., Krause, G., Marjoram, R., Riddle, P., Toupin, R., & Wilson, S. (2025). Investigating document type discrepancies between OpenAlex and the Web of Science. Proceedings of the Annual Conference of CAIS/Actes du congrès annuel de l'ACSI.

Bibliometrics, whether used for research or research evaluation, relies on large multidisciplinary databases of research outputs and citation indices. The Web of Science (WoS) was the main supporting infrastructure of the field for more than 30 years until several new competitors emerged. OpenAlex, launched in 2022, stands out for its openness and extensive coverage. While OpenAlex may reduce or eliminate barriers to accessing bibliometric data, one of the concerns that hinder its broader adoption for research and research evaluation is the quality of its metadata. This study aims to assess the metadata quality of works in OpenAlex and WoS, focusing on document type accuracy. We observe that over 4% of the publications indexed in both OpenAlex and WoS appear to be misclassified as research articles or reviews, and that the vast majority (about 97%) of these errors occur in OpenAlex. By addressing discrepancies and misattributions in document types this research seeks to enhance awareness of data quality issues that could impact bibliometric research and evaluation outcomes.

Cassady, S., Hare, M., **Mongeon, P.**, & Johnson, C. (2025). Big Deal Cancellations and Influences on Librarian Decision-Making. *Canadian Journal of Academic Librarianship*, 11, 1–33. https://doi.org/10.33137/cjal-rcbu.v11.43905

Big Deals initially emerged as cost-saving purchasing models through which academic libraries could quickly grow their collections. Over time, the soaring costs of journal bundles have strained library budgets, and librarians have worked to transition away from Big Deals. Cancellation projects are complex processes involving a large amount of time and labour. Past research has examined how librarians use quantitative and/or qualitative data to make decisions around cancellations, but few go inside the process to understand the subjective factors influencing librarians' choices. This study investigates the decision-making practices and processes of librarians concerned with the cancellation of Big Deals through interviews conducted at four medium-sized Canadian institutions that underwent cancellation projects from 2015 to 2020. The institutions investigated in this study adopted similar practices in deciding what packages to unbundle and selecting their teams. Differences in how qualitative and quantitative data were used in forming analyses, and the communication methods to counteract opposition heavily influenced the relative success of each library. Libraries seemed most successful if they could perform nuanced and complex data analyses, involved their Liaison librarians in faculty consultations, had the strong support of administrators, and wrapped the project together with an integrated communications plan. A model describing the decision-making steps in the process of unbundling journal packages and the influences that impact each step is presented, followed by recommendations for engaging with each influencing factor, based on the findings of this study.

Sauvé, J.-S., Hare, M., Krause, G., Poitras, C., Riddle, P., & **Mongeon, P.** (2025). A Bibliometric Analysis of Canadian LIS Scholars and Practitioners' Research Contributions. *The Canadian Journal of Information and Library Science*, 48(1), 20–35. https://doi.org/10.5206/cjils-rcsib.v48i1.22439

Canada's research productivity in Library and Information Science (LIS) is significant: studies have found that Canada ranks third globally in terms of output. As the LIS field continues to grow, the pace of output accelerates, and the scope of this work expands. The recently launched Canadian Publications in Library and Information Science Database compiles all Canadian scientific publications, including those authored by faculty members and academic librarians. This database offers the advantage of encompassing articles and librarian publications that may not be typically included in traditional bibliometric surveys, such as those conducted using databases like Web of Science, Scopus, and Library and Information Science Abstracts (LISA). Using this data, this study maps the scholarly contributions of Canadian LIS scholars and academic librarians to the field of LIS and examines whether Canadian LIS research is characterized by silos. This paper examines the similarities and differences in research output, impact, topics, and publication venues between academic librarians and scholars in Canada, as well as the extent to which academics and practitioners engage in research collaborations or reference each other's work. We find that while there is some degree of overlap in research topics and publication venues between LIS academics and academic librarians, the two groups appear to act as distinct research communities with distinct topical foci and publishing habits. The two groups also do not appear to engage with each other strongly, either through collaboration or citing each other's work.

Sauvé, J.-S., Hare, M., Krause, G., Poitras, C., Riddle, P., & **Mongeon, P.** (2025). Canadian Publications in Library and Information Science: A Database of research by LIS academics and practitioners in Canada. *The Canadian Journal of Information and Library Science*, 48(1), 45–54. https://doi.org/10.5206/cjils-rcsib.v48i1.22200

The aim of the Canadian publications in Library and Information Science (LIS) database is to help break down the silos in which the two main target audiences – LIS faculty members and academic librarians – conduct their research. As part of a larger project entitled "Breaking down research silos", we created a database of research contributions by Canadian LIS researchers (academics and practitioners). This was motivated by a desire to make research by Canadian LIS scholars and practitioners more visible and foster collaboration between these two groups. The aim of this paper is to introduce the database, describe the process through which it was created, provide descriptive statistics of the database content, and highlight areas for future development.

Toupin, R., Krause, G., Riddle, P. N., Hare, M., & **Mongeon, P.** (2025). Identifying ocean-related literature using the UN Second World Ocean Assessment report. *Ocean and Society*, 2. https://doi.org/10.17645/oas.8924

In recent years, ocean governance has called for strategic action and science-informed policy to work towards the sustainable development of the ocean, most notably as part of the UN Decade of Ocean Science for Sustainable Development (2021–2030). This common framework identifies the integration of scientific knowledge in governance as a key process to deliver solutions responding to the current challenges, opportunities, and transformations posed by global change in the oceans. This article presents a methodological approach for identifying ocean-related research outputs and documenting research-based knowledge integration in documents that inform ocean governance. Specifically, this study builds on an analysis of the references included in the UN Second World Ocean Assessment report to (a) identify and describe the research outputs cited in the distinct chapters of the report, (b) identify research outputs relevant to ocean governance through the analysis of citations from and to references included in the UN Second World Ocean Assessment report, (c) compare both datasets to examine the position of the literature cited in the report within a broader ecosystem of ocean-related research, and (d) present a method to identify topically relevant research that could be integrated in future ocean assessments. Our findings show distinct referencing practices across chapters and expert groups and a higher reliance on high-profile sources in the report compared to a broader dataset of ocean research outputs. Moreover, this study highlights an innovative approach to identifying ocean research based on knowledge syntheses and considers discussion points about integrating research-based knowledge in documents informing ocean governance.

Armağan Özbilge

Özbilge, A., Benjaafar, S., Hassini, E., & Parlar, M. (2025). Who Benefits From Government Tax-Subsidies for Corporate Charitable Food Donations? *Production and Operations Management*. https://doi.org/10.1177/10591478251350098

Leveraging government tax incentives to prompt corporate charitable giving has gained considerable popularity over the past decade. This paper sheds light on the broader consequences of the U.S. government's tax-subsidy policy for charitable food donations, which is determined

based on the fair market value (FMV) of the donated products. We incorporate the tax-subsidy into a monopolist food retailer's after-tax profit function. Market demand is both price- and quality-dependent, and the shelf-life of the goods is determined by their initial quality and deterioration rate. The retailer makes joint quantity and pricing decisions over two periods, procuring goods at the start of the selling season and (possibly) donating at the end of period 1. We characterize the retailer's optimal policy and specify conditions under which she donates some, all, or none of her leftover inventory. We explore the impact of government tax-subsidies on the retailer's actions, consumer surplus, quantity of donations, and total welfare. We show that tax-subsidies may motivate retailers to intentionally create supply scarcity (by donating more) to increase FMV (determined by the second-period price), thereby enhancing tax deductions. While tax-subsidies encourage donations, they can also unintentionally harm consumers by reducing supply and raising prices. Interestingly, we show that a higher subsidy does not necessarily lead to more donations; the retailer may choose to donate fewer units to achieve the same tax deduction while increasing sales revenue. We investigate conditions under which tax-subsidies can simultaneously increase donations, consumer surplus, and retail profit. We show that this outcome is possible only when retailers donate low-quality goods in modest quantities. Our findings reveal how FMV-dependent tax-subsidies can backfire, reducing both consumer surplus and total welfare while benefiting the retailer. Governments must carefully weigh the benefits of donations against potential harm caused to consumers.

Sherry Pictou

Aboukakrine, M. W., Parlee, B., Boirin-Fargues, Z., Argumedo, A., Carroll, C., Quispe, M. E. C., Guttorm, H., Jones, C., Seurujärvi-Kari, I., Silan/I-An Gao, W., Trakansuphakon, P., & **Pictou, S.** (2025). Ărramăt: An example of Indigenous Peoples' holistic approach of health and well-being. *Facets*, 10. https://doi.org/10.1139/facets-2023-0191

Status quo frameworks are highly Eurocentric and narrow in scope protecting; biodiversity conservation in many parts of the world and reflect a kind of dichotomized conservation that has created and perpetuated patterns of poverty, food insecurity, and socio-economic marginalization, particularly among Indigenous Peoples. By dichotomized conservation, we mean an approach to conservation that is not taking into consideration the intrinsic interdependence of environment, people, and all the species. It is the management of conservation of different ecosystems and species separately. This framework is opposed to the Indigenous approach to conservation in which people cannot think about their health and well-being without thinking about the health and well-being of Mother Earth. New conceptualizations of biodiversity are needed that are holistic in nature and confront these historical and systemic patterns of exclusion of Indigenous Peoples.

Pictou, S., & Seck, S. L. (2025). Indigenous governance, gender, and engagement with rights-holders: Lessons from Canada through environmental human rights. In Haslam, P.A., Andrews, N., Buhmann, K., Odumosu-Ayanu, I.T., & Stoddart, M. (Eds.). *Contested Consultations in the Extractive Industries: Rights, Processes, and Tensions*. Routledge (pp. 127–138). https://doi.org/10.4324/9781003488507-11

Corporate and state driven engagement processes routinely exclude grassroots leadership by Indigenous women due to colonial and patriarchal governance structures. These governance

structures are at odds with implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), self-determination of Indigenous Peoples, and Indigenous laws. This chapter will first explore lessons from Nova Scotia and New Brunswick case studies through the published report Wolastoqiyik and Mi'kmaq Grandmothers – Land/Water Defenders Sharing and Learning Circle: Generating Knowledge for Action, drafted by Dr Sherry Pictou in collaboration with Dr Janet Conway and Angela Day. The chapter will then consider the potential and legitimacy of an environmental human rights-based approach to engagement with Indigenous Peoples informed by international law that accounts for state duties and business responsibilities to respect the rights and responsibilities of Indigenous Peoples and gender diverse persons especially women and girls.

Pictou, S., & Stiegman, M. (2025). Learning about living treaties. In Kapoor, D. (Ed.). *Contesting Colonial Capitalism in the Americas, Africa, and Asia*. Routledge (pp. 26–36). https://doi.org/10.4324/9781003404491-4

Two decades of Participatory Action Research with L's?tkuk, or Bear River First Nation, has sought to support and amplify this Mi'kmaq community's efforts to assert rights and enact sacred stewardship responsibilities with their ancestral homelands. Participatory filmmaking has been a particularly useful tool to create a reflective, informal learning space within L's?tkuk and beyond. In this chapter, the authors' experiences are storied as Mi'kmaq and settler activist-scholars researching their treaty relationship, in a way that allows them to honor where their own learning journeys differ and where they converge, offering insights into a treaty praxis for research in action.

Binod Sundararajan

Sundararajan, B., & Islam, T. (2025). Business ethics: Adopting an Ethical Mindshift and Building Multicultural Ethical Capital. In Ross, D. (Ed,) *The Routledge Handbook of Ethics in Technical and Professional Communication*. Routledge (pp. 324–337). https://doi.org/10.4324/9781003434375-36

The aim of this chapter is to put forward the concept of a multicultural perspective of ethical capital, for which we will necessarily look at how ethics or ethical action has been viewed, across cultures and by need, across some of the world's major religions. Such an approach is required to fully understand what is being espoused by people from different backgrounds and faiths, and how this shapes their approach to life, work, and dealing with ethical dilemmas. In this endeavor, we will look at the multicultural perspectives of ethical relativism and ethical universalism and discuss how an ethical capital framework that encompasses morality, religious beliefs, and cultural contexts, can serve individuals and leaders to acquire a mindshift that will allow them to contextually and ethically resolve many moral dilemmas with which they are faced.

Williams, K. A., Davis, A., Choudhary, R., Baidoo, L., Makani, J., Walker, T. R., **Sundararajan, B.**, & Sigala, M. (2025). From insight to action: Possible pathways for sustainable futures in a Canadian university. *Cleaner Production Letters*, 8. https://doi.org/10.1016/j.clpl.2024.100091

This study examines the impact of the Thriving Futures 2023 event, which engaged the Dalhousie University (DAL) community located in Halifax, Nova Scotia, Canada, and residents from the broader Halifax area in exploring inclusive sustainable development pathways. Employing a mixed

methods approach that included surveys, video interviews, and expressive arts, the research captures diverse perspectives from students, staff, faculty, and community members. Rooted in a transdisciplinary framework, the event wove together the 17 Rooms methodology with Indigenous and local knowledge systems. Through deep dialogues and collaborative activities focused on the Sustainable Development Goals (SDGs), the event cultivated meaningful engagement. Key findings reveal a strong enthusiasm and readiness within the academic community to advance sustainability efforts, alongside challenges such as limited structural incentives and insufficient university leadership support. This study underscores the critical role of inter- and transdisciplinary collaboration, inclusive leadership, and the integration of sustainability principles into university curricula and operations. By reflecting on the outcomes of Thriving Futures (2023), the research offers actionable strategies for embedding sustainable practices in higher education and contributes to the broader discourse on applying the SDGs in academic contexts.

Sundararajan, B. & Sundararajan, M. (2025). How helping students design ethical metaverse platforms can lead to safety and wellbeing for all. *Journal of Business and Management Education*, 8(2), 313-328. https://doi.org/10.35564/jmbe.2025.0017

A lack of proximity and enhanced anonymity in virtual worlds seems to provide the license to Artificial Intelligence (AI) based metaverse users to misbehave. Bullying, abuse, spread of hatred and divisiveness and manipulations of minds in Metaverses are growing exponentially due to the speed and magnitude with which AI enabled bots in Metaverses can multiply and reproduce content. Online violence has begun spilling into the real world which is negatively impacting the psyche and wellbeing of children and young adults in society. Ethicists or well-meaning employees have spoken out against these violations in Metaverses. But we find many such ethics groups have been dissolved or silenced while employees who are whistleblowers are often fired, discredited, or dismissed. Business Ethics, Marketing, Management and Sustainability students are often asked to simply carry out an ethical analysis of cases and provide recommendations. While such processes have helped explore various ethical schools of thought, the application of these concepts to AI based metaverses seems less about what framework to apply and more about how to design a fail-proof system to protect the safety and wellbeing of all. Such an approach will make students more aware of the consequences of their choices and develop a sense of responsibility towards the wellbeing of all. The paper proposes the use of a case study of a hypothetical company that has a metaverse platform and the challenges it faces in addressing abuse and scandals on its platform. The paper also offers a detailed review along with the pros and cons of several ethical frameworks and puts forth two key questions to students asking them to design a metaverse platform that can, a) ensure the wellbeing, security, and safety of the users who are not even aware that their minds may be swayed and manipulated; and b) find a way to convince companies that create AI-based metaverses to adopt ethical frameworks. Sample answers are provided to help faculty work with students understand the importance of always designing products and services with personal and others' well-being in mind rather than only making profits at the cost of people's safety and security.

Oumar Sy

Assoé, K., Mbengue, M. L., Sene, B., & **Sy, O.** (2025). Herding behavior in African stock markets: A state-space assessment during times of crisis. *Finance Research Letters*, 79. https://doi.org/10.1016/j.frl.2025.107208

This study investigates the dynamics of herding behavior across 17 African stock markets from 2009 to 2022, encompassing major crises such as the European debt crisis, the Arab Spring, the Ebola outbreak, Brexit, COVID-19, and the Russia-Ukraine conflict. Employing state-space models, we find significant and persistent herding patterns across all markets. The time-varying herding dynamics reveal slightly negative, albeit statistically significant, herding during normal times. Contrary to conventional expectations, herding does not intensify during crises. Instead, investors tend to focus on fundamentals rather than following the crowd. These results provide novel insights into the behavior of African stock markets under stress.

Sandra Toze

Cadman, R. and **Toze, S.** and **MacDonald, BH**. (2025) Building Capacity for Decision Making Where Information Matters. *Information Matters*, 5(5) http://dx.doi.org/10.2139/ssrn.5260268

As educators, we believe we have a responsibility to equip students entering professional careers with the knowledge and skills to consider evidence critically, to understand the roles of various actors who could and should be included in decision processes, and how to arrive at solutions to societal problems effectively. Accordingly, for over a decade we have offered a graduate course, Information in Public Policy and Decision Making, in the Dalhousie University Master of Information program. Unique among the Canadian Information Studies programs, this course is designed to introduce students to the many facets of evidence-based (or evidence-informed) policy and decision-making with the expectation that as the next generation professionals they will understand when and how to facilitate policy development at organizational and local, national, and international levels.

Hare, M., Riddle, P., **Toze, S.**, Kraglund-Gauthier , W., Brown, A., McNiff, L., & Hunter, J. (2025). Reading the province: Creating a multiliteracy assessment framework for Nova Scotia. *Proceedings of the Annual Conference of CAIS Actes Du congrès Annuel De l'ACSI*. https://doi.org/10.29173/cais1898

[no abstract]

Lori Turnbull

Turnbull, L. (2025). Jean Chrétien: The "Friendly Dictator." In Azzi, S. & Dutil, P. (Eds.) *Statecraft: Canadian Prime Ministers and Their Cabinets*. University of Toronto Press (pp. 354–374). https://doi.org/10.3138/9781487558970.018

[no abstract]

M. Ali Ülkü

Amegboleza, A. A., Acakpovi, A., & **Ülkü, M. A**. (2025). Project management challenges in client-consultant decision-making: A case for the Ghanaian mining construction industry. *Canadian Journal of Administrative Sciences*, 42(2), 302–319. https://doi.org/10.1002/cjas.1772

This study explores the complex decision-making (DM) dynamics between clients and consultants, a crucial area often neglected in existing research. Utilizing a Multi-Perspective Approach combined with Multi-Criteria Decision Analysis, we examine DM challenges such as cost overruns, project delays, and compromised work quality stemming from ineffective DM practices. Key findings highlight the pervasive fear of financial repercussions from poor decisions, which impedes decisive and transparent DM. We offer practical recommendations for managers, propose strategies to strengthen DM processes, enhance project execution frameworks and insights to improve operational efficiency and competitive advantages for Ghanaian mining construction sector stakeholders. This study significantly contributes to the literature on project management by offering targeted solutions and advancing knowledge on DM practices.

Amegboleza, A. A., & **Ülkü, M. A.** (2025). Sustainable Energy Transition for the Mining Industry: A Bibliometric Analysis of Trends and Emerging Research Pathways. **Sustainability (Switzerland)**, 17(5). https://doi.org/10.3390/su17052292

The mining industry (MI), one of the largest energy consumers globally, is under increasing pressure to transition towards more sustainable energy systems. This paper explores the current trends in sustainable energy transition (SET) in mining operations, focusing on integrating renewable energy, decarbonization efforts, economic and technological enablers, and sustainability frameworks. Through a systematic literature review utilizing bibliometric tools such as Scopus and VOSviewer 1.6.20, this study identifies key themes, trends, and challenges shaping the future of energy transition in mining. Despite advancements in renewable technologies such as solar, wind, and hydrogen, the MI faces significant barriers, including high upfront costs, logistical challenges in remote operations, and inconsistent regional decarbonization policies. The review highlights the importance of global regulatory alignment, technological innovation, and financial mechanisms to overcome these challenges and accelerate the industry's shift towards clean energy. Future research directions address gaps in renewable energy deployment, energy efficiency, and sustainability practices in the mining sector. This study aims to contribute to the academic discourse and provide actionable insights for industry stakeholders striving to achieve a SET.

Heidi Weigand

Williams, K. S., Mills, A. J., & **Weigand, H.** (Eds.) (2025). Management Education in Canada: Historical Reflections. Routledge. https://doi.org/10.4324/9781003612612

Management Education in Canada: Historical Reflections offers a fresh and critical look at the evolution of management education in Canada. Nearly 25 years after the seminal work Capitalizing Knowledge by Barbara Austin, this edited collection revisits and expands upon the debates that shaped the field, while introducing new perspectives and overlooked histories. Featuring ten scholarly essays from leading academics, this volume explores a range of critical and historiographic approaches to management education, highlighting the ways in which history is

written, privileged, and, at times, neglected. Through a variety of themes, including the gendered experiences of female Ph.D. graduates, Africentric and Indigenous leadership approaches, and the role of globalization in shaping management curricula, the book prompts readers to reflect on the past, present, and future of management education in Canada. Chapters cover topics such as the influence of the Administrative Sciences Association of Canada, the underrepresentation of French-language business education, and the critical interrogation of management textbooks. Together, these chapters offer a rich and comprehensive analysis of the cultural, institutional, and intellectual forces shaping the discipline. This volume will engage scholars, educators, and students in business schools, faculties of management, and those interested in the broader history of higher education, as well as anyone seeking to understand the historical development of management education in Canada. It is an essential contribution to the ongoing conversation about what management education has been and what it could become.

Weigand, H., **Sundararajan, B.**, & Williams, K. S. (2025). Embracing "SANKOFA" at Dalhousie University. In *Management Education in Canada: Historical Reflections*. Routledge (pp. 176–195). https://doi.org/10.4324/9781003612612-9

In this chapter, authors offer insights into Dalhousie's history of anti-Blackness, settler origins, and establishment on slave-compensation money from the West India trade. The authors explore a collaborative approach and embrace a framework of reflexivity anchored in anti-bias education (identity, diversity, justice, and action). The chapter shares findings from the September 2019, Report on Lord Dalhousie's History on Slavery and Race, a critical window into Dalhousie's past, undertaken in scholarly inquiry. Authors share ideas and best practices to co-create management education curriculum with an infusion of Black, Indigenous, and Persons of Color (BIPOC) histories to change the management education narratives and praxis, including examples of efforts to co-create curriculum to decolonize management education.

Weigand, H., & Williams, T. (2025). Missing and murdered indigenous women and girls crisis. In Helms Mills, J., Mills, A. J., Williams, K. S., & Bendl, R. (Eds.). *Elgar Encyclopedia on Gender in Management* (pp. 345–348). https://doi.org/10.4337/9781803922065.ch104

The 2016 National Inquiry into Missing and Murdered Indigenous Women and Girls identified factors that left Indigenous women vulnerable to violence and trauma. The report outlined 231 Calls to Justice covering organizational influences and an unquestionable "interconnection between Indigenous self-determination and Indigenous women's rights. For Indigenous self-determination to be successful it must address the question of violence against Indigenous women". Indigenous and non-Indigenous organizations must work together to make actionable changes in responding to the calls for justice. This entry will focus on housing and trafficking that impact the violence towards Indigenous women leading to violence and MMIWG.

Williams, T., & **Weigand, H.** (2025). Indigenous matriarchal systems. In Helms Mills, J., Mills, A. J., Williams, K. S., & Bendl, R. (Eds.). *Elgar Encyclopedia on Gender in Management* (pp. 243–246). https://doi.org/10.4337/9781803922065.ch75

Western patriarchal systems of colonization have had long-lasting impacts on the Indigenous populations of the lands they occupied, including the traditional gender roles of those societies, which can be argued are continuing in contemporary times through various systemically biased

organizational policies, laws and enforcement. In Canada, the Indian Act, and the church, are examples of strong patriarchal colonizing systems that have left traditional matriarchal societies in ruins, but not extinct. There is a movement to reawaken matriarchal systems and values as the caregivers, life-bearers and teachers for the next generation.

Williams, T., & **Weigand, H.** (2025). Indigenous women's health inequities. In Helms Mills, J., Mills, A. J., Williams, K. S., & Bendl, R. (Eds.). *Elgar Encyclopedia on Gender in Management* (pp. 247–249). https://doi.org/10.4337/9781803922065.ch76

Social determinants of health influence the physical, emotional, mental and spiritual well-being of individuals. Western practices in Canada create inequities for Indigenous peoples and disproportionately impact the health and well-being of Indigenous women. The management of Indigenous women's health is a critical element in building healthy Indigenous communities based on traditional matriarchal leadership roles, which have been dismantled by colonization and patriarchal systems. The calls to action from the Truth and Reconciliation process need to be a primary focus for healthcare institutions and policymakers, reviewing policies for Indigenous women who face disproportionate levels of systemic discrimination. A collaborative approach between government, healthcare institutions and Indigenous communities is needed to create an equitable, inclusive and improved state of health and well-being for Indigenous women and girls.

Alexandria West

Naeimi, H., Muise, A., Di Bartolomeo, A., **West, A.**, & Impett, E. A. (2025). With a Little Help From My Friends: Social Approval and Relationship Quality in Intercultural Romantic Relationships. *Social Psychological and Personality Science*. https://doi.org/10.1177/19485506251389441

Despite their growing prevalence, intercultural couples continue to experience social disapproval and discrimination from their social networks. In this study (N = 757), we examined how social approval from different sources (i.e., family, friends, and society) predicts relationship quality and whether these effects vary by individual (i.e., cultural background and gender) and couple-level (i.e., cultural pairing and relationship length) characteristics. Friend approval emerged as the most robust predictor of relationship quality, especially for couples in which both partners belonged to minority cultures. In contrast, family approval was only important for Latinx and Middle Eastern partners, and those in the earlier stages in relationships. These findings suggest that different sources of social approval can buffer or exacerbate relationship quality, depending on partners' cultural backgrounds and relationship length. By identifying which sources of approval matter most and for whom, these findings can inform culturally sensitive interventions and support systems for intercultural couples.

Dominika Wranik

Kawchuk G.N., Mior S., Draper C., Li M., **Wranik W.D**. Psychological well-being among Canadian chiropractors: a cross-sectional questionnaire-based study. Chiropr Man Therap. 2025 Nov 28;33(1):55. doi: 10.1186/s12998-025-00616-w.

Background: Chiropractors are trained to help others, but do chiropractors need help themselves? While many health professions have been surveyed regarding their mental health and wellness, no such comprehensive survey has been conducted in the chiropractic profession. These data are

important to improve the health of individual chiropractors, designing effective interventions and creating a strategic workforce plan. Methods: We used a cross-sectional design to survey Canadian chiropractors and students between 02-2023 and 04-2023. We adapted the Canadian Medical Association's questionnaire with permission. The questionnaire was divided into 5 domains; we report results from the psychological domain. Descriptive statistics were tabulated and inferential statistics conducted on each psychological test stratified by gender, age, years and type of practice, and geographic location. From these data, most-at-risk and least-at-risk profiles were constructed. Results: Anonymous data were obtained from 2109 respondents (26% response rate). The majority identified as male, white and without disability. Respondents identifying as practicing chiropractors and students represented 92.6% and 4.5% of the sample, respectively. From the mental health continuum, 57.8% of Canadian chiropractors were considered to be flourishing and only 5.3% languishing. Chiropractors reported experiencing substantial levels of mental health issues including burnout (33.2%), anxiety (22.0%), and lifetime depressed mood (36.8%). Most notably, 26.7% of responding chiropractors reported having lifetime suicidal ideation. Respondents identifying as having a disability (20%) or being students reported more unfavourable scores across all psychological measures. The most at-risk profile for a Canadian chiropractor is a young female practitioner (under 31) with less than 5 years of experience. In contrast, the least at-risk profile is an older male (over 60) with 31 or more years of practice experience. Conclusion: This is the first comprehensive evaluation of mental health and wellness in the Canadian chiropractic profession. The results demonstrate that, like other professions, there are mental health and wellness challenges among Canadian chiropractors. These data have value in designing preventative and intervention strategies for those most at-risk. Currently, this survey is being conducted in other countries to understand the mental health of the chiropractic profession in different settings. Future work will analyze the remaining domains.

Bo Yu

Wang, Y., **Yu, B.**, & **Chen, J.** (2025). Factors affecting customer intention to return in online shopping: The roles of expectation disconfirmation and post-purchase dissonance. *Electronic Commerce Research,* 25(4), 2729–2763. https://doi.org/10.1007/s10660-023-09769-3

This study integrates expectation disconfirmation theory and cognitive dissonance theory into a model to explain why individual customers choose to return purchased products. The study uses survey results to test the impact of negative expectation disconfirmation and post-purchase dissonance on consumers' return intention and confirm that they work as dual mechanisms to independently predict customers' product returns; importantly, the research emphasizes the multidimensionality of post-purchase dissonance (i.e., cognitive and emotional dissonance) and their joint impact on customers' intention to return. Moreover, the current study explores the impact of a large group of factors, including online reviews, product-related factors, and shopper-related factors on product returns through the dual mechanisms. Regarding online review factors, the results highlight the critical roles of aggregated indicators (i.e., review consistency) and individual review content (i.e., emotions expressed in reviews) in affecting customers' return intention, through the mediation of cognitive dissonance and emotional dissonance. Significant effects are also identified between product-related factors (e.g., price) and negative expectation

disconfirmation, and between shopper-related factors (e.g., income) and post-purchase dissonance. theoretical and managerial implications of the findings are discussed.

Wang, Y., **Yu, B.**, **Chen, J.**, & Johan, T. R. (2025). "Holiday effect" in online product Returns: Evidence from negative expectation disconfirmation and post-purchase dissonance. *Journal of Retailing and Consumer Services*, 87. https://doi.org/10.1016/j.jretconser.2025.104443

Product returns pose significant challenges for online retailers, particularly during holiday seasons when shopping behaviors are influenced by heightened emotions and promotional incentives. This study examines the impact of holidays on consumers' online product return intentions using a two-phase repeated online survey conducted before and after major holiday periods. It examined the role of negative expectation disconfirmation and post-purchase dissonance (including both cognitive and emotional dissonance) as key psychological mechanisms driving return intentions. The findings confirm that negative expectation disconfirmation and emotional dissonance significantly influence return intentions, with emotional dissonance playing a stronger role than cognitive dissonance. Additionally, holidays moderate the relationships between price, negative expectation disconfirmation, and return intentions, suggesting that consumer decision-making during holiday shopping differs from the non-holiday period. This research contributes to the literature on consumer post-purchase behavior by empirically validating a dual psychological mechanism underlying product returns and highlighting the nuanced effects of holidays. Managerial implications suggest that retailers should develop strategies to mitigate emotional dissonance during holidays.

Wenjun Zhang

Burke, L., Fang, X., Pennathur, A., & **Zhang, W.** (2025). Does Banking Competition Compromise the Role of Bank Monitoring in the Capital Market? Evidence From Firm-Specific Tail Risk. *European Financial Management*, 31(5), 1846–1871. https://doi.org/10.1111/eufm.12563

We exploit the staggered deregulation of interstate bank branching laws across US states and study the impact of banking competition on managerial manipulative behaviour. We find compelling evidence that firms experience an increase in future stock price crash risk following deregulation events. It is consistent with the view that increased banking competition compromises the role of bank monitoring, thus facilitating bad news hoarding. Further evidence shows that the impact of banking competition on crash risk is salient for firms with weak director social connections and chief executive officers with limited outside opportunities.

Chen, W., Dai, L., Fang, X., & **Zhang, W.** (2025). Labor protection and stock price crash risk: Evidence from international equity markets. *British Accounting Review*, 57(3). https://doi.org/10.1016/j.bar.2023.101274

We utilize the exogenous intertemporal variation in employment protection across countries and study the impact of employment protection on international equity markets. We find robust evidence that firms located in countries with weak labor protection regulation exhibit a low level of one-year-ahead stock price crash risks relative to those in countries with strong labor protection regulation. It is consistent with the view that when employees face material unemployment risk, they are more incentivized to engage in information search and analysis, thereby curtailing the

effectiveness of managerial bad news hoarding activities (i.e., the protection heightening risk hypothesis). Our findings are robust to a battery of sensitivity tests. Further evidence shows that the impact of employment protection on crash risk is more pronounced for firms with a higher proclivity to suppress bad news and for firms in countries with stronger legal enforcement. Our findings have important implications for policymakers concerning equity extreme risk and labor protection around the globe.

Yonggan Zhao

MacLean, L., **Zhao, Y.**, & Miao, H. (2025). Comparisons of mean-variance analysis and entropy-based approaches to portfolio selection under asymmetric returns in bear and bull markets. *Annals of Operations Research*. https://doi.org/10.1007/s10479-025-06746-x

This paper considers dynamic portfolio selection models where uncertainty in the financial market is characterized by business cycles. We consider that the financial market is defined by factors and present a regime switching autoregressive model for macro-economic factors to reflect financial cycles. It is assumed that the regime dynamics are Markovian and the parameters in the autoregressive model depend on regime dynamics. We then define a factor model for asset returns, with returns depending on regimes through the factors. The joint distribution of regimes and asset returns is the input to optimal portfolio selection models. Contrasting approaches to risk measurement of returns on investment are variance and exponential Rényi entropy (Rényi, 1960). We compare portfolio models with minimum variance and minimum entropy objectives. In the empirical analysis, we use the select sector ETFs to test the asset pricing model and examine the portfolio performance. Weekly financial data from 04-March-2016 to 26-June-2020 is employed for the estimation of the hidden Markov model including the asset return parameters, while the out-of-sample period from 26-June-2020 and 14-July-2023 is used for portfolio performance testing. It is found that, under both the empirical Sharpe and excess return to entropy ratios, the dynamic portfolio strategy with the entropy objective is an improvement on mean-variance models.

MacLean, L., **Zhao, Y.**, & Zhang, O. (2025). Mean-variance optimization with inferred regimes. *Annals of Operations Research*, 346(1), 341–368. https://doi.org/10.1007/s10479-024-06267-z

The dynamics of financial time series display a cyclical behavior, and the performance of portfolio decisions based on the anticipated distribution of asset returns are sensitive to the alignment of the anticipated distribution and subsequently observed returns in cyclical markets. We consider that the financial market is characterized by factors, and we present a regime-switching auto-regressive model for macro-economic factors to reflect financial cycles. We then define a factor model for the distribution of asset returns, with returns depending on regimes through the factors. The dependence is on the regime sequence in successive periods, or the regime transition. The factor model structure is embedded in the asset expected returns and their corresponding covariance matrix. These regime-dependent parameters serve as the inputs to mean-variance optimization, thereby constructing portfolios adapted to the current market environment. A contrast between investment decisions based on the expectation over regimes or the selection of a single most likely (inferred) regime is provided. The improvements in portfolio performance are calibrated with market data on macroeconomic factors and exchange traded funds as investment instruments.

Jun Zhou

Ntantamis, C., & **Zhou, J.** (2025). Firm size and workplace diversity and inclusion. *Economics Letters*, 248. https://doi.org/10.1016/j.econlet.2025.112234

This paper examines the impact of firm size on workplace diversity and inclusion in a global setting. Using a sample of publicly listed firms from 33 countries/economies over the period from 2016 to 2022 and utilizing the newly introduced Diversity and Inclusion Scores by LSEG, we find that larger firms are more engaged in cultivating workplace diversity and inclusion. Overall, our finding aligns with the prediction from the legitimacy theory.