

# IMPACT:

## A Research Bulletin

2020



BUSINESS  
ADMINISTRATION



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## MESSAGE FROM THE DEAN

I am pleased to share with you our annual publication of IMPACT: A Research Bulletin. Now in its third year, IMPACT aims to publicize our research within the broader academic and business communities and demonstrate the impactful and high-quality research that is being undertaken at Memorial's Faculty of Business Administration.

The past year has been challenging for everyone. Most industries have been affected in some way by the global Covid-19 pandemic, and the academic world likewise saw – and continues to see – massive shifts. We have been forced to pivot quickly, to confront our established practices and beliefs, and to search for new and innovative ways to meet the needs of our students, staff and faculty members. Several faculty were also affected by unplanned interruptions to their research work or forced to consider whether their research could even move forward.

I am so proud to report that we have risen to meet these unexpected challenges. While it has been a difficult time, it has also been an exciting one in which we discovered new efficiencies in the ways we conduct research, innovative avenues through which to share our research results and creative directions for further investigation. The world is full of questions and challenges to be explored, and our researchers continually strive to do so, delving deep to broaden our understanding of the solutions.

Although many things have changed in the business and academic worlds as a result of the Covid-19 pandemic, one thing that has not changed is our resolve. We at the Faculty of Business Administration are committed to our strategic priorities, and we are steadfast in our dedication to high quality, inclusive and impactful research that is relevant to our province, our country and the world.

We are also committed to building an equitable and inclusive educational and research ecosystem that encourages innovation, educates through experience and builds strong, lasting networks through external partnerships. This includes supporting Memorial's Strategic Framework for Indigenization through our teaching and research activities, and we look forward to engaging with Indigenous peoples in meaningful ways in the years to come.

We believe that business can be a force for good, and we endeavour to exemplify that good through our leadership in business management education and research.

Sincerely,

A handwritten signature in black ink, reading "Isabelle Dostaler".

Isabelle Dostaler, PhD  
Dean, Faculty of Business Administration





## FEATURE: DR. JIANYUN (J.Y.) TANG

### Advisory Board Research Impact Award

Dr. Jianyun (J.Y.) Tang has been studying the dichotomous views of dominant leaders for over a decade.

Typically, dominant leaders are viewed as either heroes or villains. Dr. Tang, an associate professor of strategy, has been trying to make sense of these opposing views and figure out the respective conditions under which they tend to be heroes or villains.

His work was recognized with the 2021 Faculty of Business Administration Advisory Board Research Impact Award, which honours research that has impact on teaching, practice or policy. The winner is chosen by members of the faculty's advisory board.

"I'm really glad a practitioner audience seemed to appreciate the value of this research," said Dr. Tang.

In his practitioner-targeted paper, *Dominant leaders: Heroes or villains?*, Dr. Tang explains that dominant leaders are not intrinsically good or bad; rather, with their dominant power relative to their colleagues in management teams, dominant leaders are more apt to make unilateral decisions and thus tend to produce extreme results, usually either big wins or big losses.

His research, Dr. Tang says, is really about power dynamics and enhancing the understanding of healthy, effective workplace relationships.

"Leadership is essentially about social relations, and

power relations is a very important dimension of that," he said. "So I feel that by enhancing our understanding of leadership, and especially how that relationship works, we are better positioned to develop a more healthy and effective leadership as well as followership."

Dr. Tang's paper, which was co-authored by Dr. Mary Crossan and Dr. W. Glenn Rowe, both of Western University, was published in *Organizational Dynamics* in 2019.

The paper also highlights factors that may enhance the likelihood of dominant leaders having big wins versus big losses, finding that institutional checks and balances and individual self-discipline in exercising power are important.

Dr. Tang says that external power-balancing bodies, such as boards of directors, should also be vigilant in scrutinizing decisions and strategic proposals by dominant leaders, and that those responsible for appointing organizational leadership should be cautious about hiring leaders with the hopes they will save a company – an idea he says seems to be a myth.

Dr. Tang hopes his research will help business and societal leaders have a more realistic view of leadership and the impact dominant leaders may have on an organization.

"Knowledge is power. When people have a good understanding of something important, they are able to operate more effectively."

# REPORT FROM THE CHAIR: DR. EMMANUEL HAVEN



During 2020, I took on the role of interim director of graduate programs at the Faculty of Business Administration. This has brought me much closer to trying to understand how the various graduate programs, like the GDBA, MBA, MBA-SEE, M.Sc. and PhD, coexist.

My teaching in the 2020 academic year revolved around courses in economics (MBA) and financial derivative pricing (MBA and upper undergraduate). I also hosted the Interdisciplinary Colloquium (INTE 902A/B) doctoral course in the School of Graduate Studies and introduced the first version of a new course in the physics department, PHYS 6061, on the interaction between physics and finance/economics.

I continue to be involved in The Fund activities, which are led in a superb way by my colleague, Dr. Erin Oldford, and I continue to evaluate activity reports of students who are in the co-operative education program. I was a member of the search committee for the new provost at the university, am chair of the promotion and tenure committee at the business faculty and serve on multiple committees across the university. I am also a member of the executive committee of Senate.

I have continued in my role as director of Memorial's interdisciplinary PhD (ID PhD) program.

In 2020, I started co-editorships on two books to be published with Springer-Nature and on a special issue of a journal with academics from Columbia University and Purdue University. This year, we also published work on scaling features of price volume correlations. We have additional papers accepted for the 2021 academic year.

Although conferences were mostly cancelled in 2020 due to the Covid-19 pandemic, I acted as chair in the econo-physics/socio-physics session at this year's International Conference on Thermodynamics, held in Massachusetts, United States.

## HIGHLIGHT: DR. ASHRAFEE HOSSAIN

Dr. Ashrafee Hossain secured a Social Sciences and Humanities Research Council Insight Development Grant for his project, Corporate diversity and role of political corruption.

Together with co-investigator Dr. Lawrence Kryzanowski of Concordia University, Dr. Hossain will work to complete two separate yet interrelated studies. Each study will be interdisciplinary, bridging the gap between areas such as financial economics, political science and sociology.

Dr. Hossain says that corruption, gender diversity and social responsibility are three of the most important topics of our generation. The researchers plan to study these topics holistically by looking at how gender diversity in corporate boardrooms relates to politically corrupt environments. They'll achieve this by examining the relationship between politically corrupt environments and gender diversity at the corporate board level while controlling for other types of diversity and between politically corrupt environments and corporate social responsibility (CSR).

Over the past number of years, there has been an increased focus on gender diversity in boardrooms. While some countries have mandated quotas for including women on

boards, there has been no consensus on the benefits of this inclusion. Similarly, there has been an increased focus on CSR. However, some people argue that this focus is somewhat of a façade.

Given the increased focus on gender diversity and CSR, the researchers believe that the results of this study will have valuable impact for both academic scholars and practitioners in identifying the roots and impact of political corruption.



## CONFERENCES & PRESENTATIONS

Adeniyi, J.I. & **Brown, T.C.** (2020). Progressive versus positive discipline: A systematic literature review of disciplinary practices used to correct unacceptable behaviour and performance in the workplace. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

Adeniyi, J.I. & **Arnold, K.A.** (2020). Leader transparency and its spillover effect in promoting knowledge sharing within an organization. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Arnold, K.A.** (2020). Panellist. Mental health in the workplace: A virtual symposium. Institute of Public Administration of Canada.

**Arnold, K.A.**, Turner, N., Barling, J. & Iverson, R.D. (2020). Feeling safe doing sex work: Physical danger, motivation for entering sex work and turnover intentions. Institute of Work Psychology (IWP) International Conference, Sheffield, United Kingdom. [virtual]

Baliyaesingh, U. & **Brown, T.C.** (2020). Cognitive diversity and its management implications: A systematic literature review. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Bauer, L. & Faseruk, A.** (2020). Understanding political pressures, monetary policy and the independence of the Federal Reserve in the United States from 1960-2019. MBAA International Conference. [cancelled]

Brenton, J. & **Slawinski, N.** (2020). Making do to make an impact: Fishing for Success in Petty Harbour, N.L. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Brown, T., Warren, A.**, Dupré, K., Hickman, R. & Mahdavi, S. (2020). Employee recognition and respectful workplace: Potential avenues for HRD research interventions related to mistreatment? UFHRD Conference. [cancelled]

**Brown, T.C.** (2020). Navigating the implementation of the human resource business partner model. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Byrne, A. & Bittner, A.** (2020). Who brings home the bacon? The impact of marital breadwinning roles on political attitudes and behaviours. Work-Family Research Network Conference, New York, N.Y. [virtual]

**Byrne, A.** (2020). Panellist, doctoral consortium. The job market. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Byrne, A.**, Cloutier, A. & Barling, J. (2020). Relative subjective spousal status: How spouses impact leadership role occupancy. Academy of Management Annual Meeting, Vancouver, B.C. [cancelled]

Chalise, S., Mercer, D., Scheuer, C.L., McNally, C., Loughlin, C. & **Arnold, K.A.** (2020). How leaders can 'walk the diversity talk': The promise of diversity-specific leadership. Academy of Management Annual Meeting, Vancouver, B.C. [accepted but not presented virtually]

**Cooper, T. & Parewick, K.** (2020). Developing a community of practice: The development of an asset management training program – A case study from Newfoundland and Labrador. Canadian Network of Asset Managers Annual Conference, St. John's, N.L. [virtual]

**Cooper, T.** (2020). Adapting organizational strategy in uncertain times. Alumni Affairs, Memorial University, St. John's, N.L. [virtual]

**Cooper, T.** (2020). In this region and the new reality, what are the opportunities to leverage innovation and creativity for enhanced entrepreneurial outcomes? ReBeginning Symposium, City of St. John's. St. John's, N.L. [virtual]

**Cooper, T.** (2020). Speaking from experience: Transitioning to remote teaching. Centre for Innovation in Teaching and Learning, Memorial University, St. John's, N.L. [virtual]

**Cooper, T.** (2020). Using strategic risk as a tool for better governance and regulatory compliance. Canadian Network of Asset Managers Annual Conference, St. John's, N.L. [virtual]

**Cooper, T.** (June 2020). Four things for graduate student teaching. School of Graduate Studies, Memorial University, St. John's, N.L. [virtual]

**Cooper, T.** (November 2020). Four things for graduate student teaching. School of Graduate Studies, Memorial University, St. John's, N.L. [virtual]

**Cooper, T., Downer, P. & Faseruk, A.** (2020). Property taxes and the gig economy: What are fair and equitable property taxes in a new economy? Evidence from Canada. MBAA International Conference. [cancelled]

**Cooper, T., Downer, P. & Faseruk, A.** (2020). The design, funding and management of infrastructure in local municipalities: A study from Canada. MBAA International Conference. [cancelled]

**Cooper, T., Parewick, K. & Walsh, D.** (2020). The design, funding and management of infrastructure in local municipalities: Using data to develop better strategies. Geomatics Atlantic. St. John's, NL. [virtual]

**Cooper, T., Parewick, K. & Walsh, D.** (2020). Why is critical infrastructure important to the province of Newfoundland and Labrador? Geomatics Atlantic, St. John's, N.L. [virtual]

Daher Moreno, N.E. & **Arnold, K.A.** (2020). Machiavellian individuals and the pursuit of power at work: The buffering role of co-operative cultures. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Dostaler, I.** (2020). Air industry's role in business development and importance of connectivity. Air Travel and Business Resiliency Roundtable, BDC Small Business Week, Grenfell Campus, Memorial University. Corner Brook, N.L. [virtual]



## CONFERENCES & PRESENTATIONS con't

**Dostaler, I.** (2020). Business schools' response to EDI awareness. Business School Association of Canada Annual Conference, Fredericton, N.B. [virtual]

**Dostaler, I.** (2020). Presentation at the annual general meeting. Supply Chain Canada, Newfoundland and Labrador Institute, St. John's, N.L. [virtual]

**Dredge, J. & Park, C.** (2020). The impact of performance on internationalization decisions based on resource-based view and prospect theory: Some recent evidence. Academy of International Business Annual Meeting, Miami, Fla. [virtual]

**Eghbali-Zarch, M.** (2020). Strategic adoption of artificial intelligence in business processes. Memorial AI eSymposium, Memorial University, St. John's, N.L. [virtual]

**Ely, R., Hahn, T., Hoffman, A.J., McGahan, A.** (panellists), **Smith, W.K.** (moderator/organizer) & **Slawinski, N.** (chair/organizer). (2020). Impacting grand challenges: A 'both/and' approach. Academy of Management Annual Meeting, Vancouver, B.C. [virtual]

**Fiset, J. & Byrne, A.** (2020). Getting away 'scott'-free: The effects of safety-specific abusive supervision and supervisor gender on follower attributions and safety climate. Interdisciplinary Perspectives on Leadership Symposium, Mykonos, Greece. [cancelled]

**Fiset, J. & Byrne, A.** (2020). The ISR-1 drug case: An experiential exercise. Academy of Management Annual Meeting, Vancouver, B.C. [virtual]

**Ford, D.P.** (2020). The risks of virtual harassment and cyberbullying. Alumni Affairs, Memorial University, St. John's, N.L. [virtual]

**Ford, D.P.** (2020). Workplace harassment and violence: The new legislation and what it means to you. Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE) 2020 Conference. [cancelled]

**Garud, R., Ravasi, D., Schultz, M. & Slawinski, N.** (panellists), **Fuels, M. & Stjerne, I.** (chair/organizers). (2020). Temporality of innovations: How do different conceptualizations of time influence managing and organizing for innovations? Academy of Management Annual Meeting, Vancouver, B.C. [virtual]

**Haven, E.** (2020). Panellist: Quantum social science and public policy. Centre for Complexity Economics Applied Spirituality and Public Policy, Sonapat, India. [virtual]

**Hickman, R., Warren, A., Brown, T.C. & Dupré, K.** (2020). Development of behavioural observation scales to address workplace mistreatment. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Hossain, A. & Jha, A.** (2020). Does social capital affect acquisitions? Southern Finance Association. [virtual]

**Hossain, A. & Kryzanowski, L.** (2020). Social environment and corporate payouts. Eastern Finance Association (EFA), Boston, Mass. [virtual]

**Hossain, A.** (2020). Board diversity and cost of equity (CoE). Zhengzhou University, Zhengzhou, China. [virtual]

**Hossain, A.** (2020). Board diversity and cost of equity (CoE). IIF International Research Conference and Award Summit 2020, NCR Delhi, India. [virtual]

**Hossain, A.** (2020). Political corruption (CORR) and corporate payouts (DP). Zhengzhou University, Zhengzhou, China. [virtual]

**Hossain, A., Hossain, T. & Kryzanowski, L.** (2020). Social environment and corporate payouts. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Jewer, J. & Fillier-Skinner, P.** (2020). Project management in social enterprises: A literature review and research agenda. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Jewer, J.** (2020). Digital innovation across organizational boundaries: The influence of the institutional environment. Association for Information Systems (AIS) Special Interest Group on Digital Innovation, Transformation and Entrepreneurship (SIG DITE). [virtual]

**Jewer, J., Patey, C. & Norman, P.** (2020). Implementation and use of an emergency department surge management system: A work system approach. American Medical Informatics Association (AMIA), Chicago, Ill. [virtual]

**Joyce, M. & Park, C.** (2020). Canadian hidden champions: A conceptual framework for key success factors and challenges. European International Business Academy. [virtual]

**Ke, G.Y., Lu, J. & Bookbinder, J.H.** (2020). Emergency response for hazardous materials with uncertainty and disruptions. INFORMS Annual Meeting. Catonsville, Md. [virtual]

**Kubiak, W.** (2020). New challenges in scheduling theory. CAES du CNRS, Centre Paul-Langevin, Aussois, France. [cancelled]

**Mazumdar, B., Corsano, T., Warren, A. & Brown, T.C.** (2020). Bridge employment: An investigation of recruitment practices and employment policies to better attract and engage bridge employees. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Mazumdar, B., Warren, A. & Brown, T.C.** (2020). Understanding bridge employment through the lenses of Kaleidoscope Career Model. Academy of Management Annual Meeting, Vancouver, B.C. [virtual]

**Moreno, N.E. & Brown, T.C.** (2020). In the light of globalization: A systematic literature review in the study of workplace aggression over the last 14 years. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

# Research impact

## Faculty members share expertise to examine effects of Covid-19 pandemic

As the Covid-19 pandemic disrupted business as usual across the globe, it also provided opportunities for faculty members to share their expertise in new contexts.

At the Faculty of Business Administration, some faculty members began to share their knowledge in the media to help leaders, workplaces and workers adjust to a new reality.

**Dr. Kara Arnold** explored the impact of the pandemic on the mental health of workplace leaders and how a transformational leadership style can help employees during times of crisis. She co-authored a piece for *The Conversation Canada* highlighting the ways in which universities are being put to the test by the pandemic, and spoke to *Global News* about how working from home is affecting employee well-being.

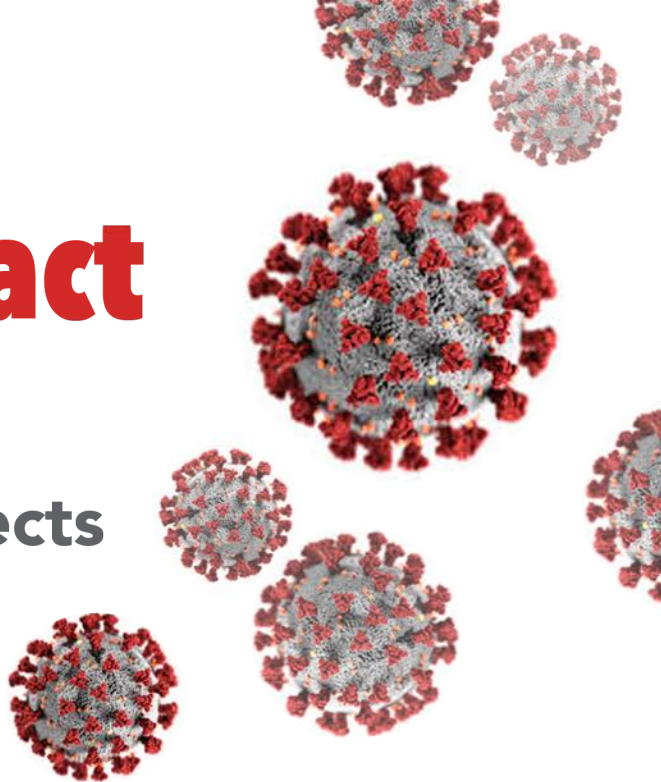
**Dr. Alyson Byrne's** research on female breadwinners in high-status jobs was interrupted by the pandemic but, as she experienced the reality of working from home with two small children, she pivoted to start a new project. It focuses on heterosexual couples where at least one partner was forced to work remotely from home as a result of the pandemic, and the resulting impact on their work and relationship experiences. Dr. Byrne discussed this research in several media outlets including *Bloomberg*, *Wall Street Journal*, *CBC Radio* and *Women of Influence.ca*. She was also mentioned by Dr. Vianne Timmons, president of Memorial University, in a *CBC* article about women at the front lines of the pandemic.

For **Dr. Gordon Cooke**, who researches the working conditions of non-standard work and workers, the pandemic accentuated the disparity of working conditions among different types of front line employees. In December, he spoke to *CBC* about the differences in pay, benefits and workload between retail workers and *Canada Post* staff at retail postal outlets.

**Dr. Tom Cooper** spoke to *Saltwire.com* about the impact of Covid-19 on the business community in Newfoundland and Labrador, offering four strategies that businesses can use to adapt during the crisis. The *Saltwire* chain includes a number of regional publications including *The Telegram* and *The Chronicle Herald*.

The airline industry was particularly hard-hit by Covid-19, providing **Dr. Isabelle Dostaler** with several opportunities to share her insight with media across the country. She wrote an article about the effect of regional route cancellations on remote communities for *The Conversation Canada* and spoke to *CBC* and several other outlets about the impact of the pandemic on air transport in Atlantic Canada, other provinces and around the world.

Social media expert **Prof. Lyle Wetsch** spoke about the plethora of misinformation available on social media and how users may wade through the barrage of information to determine what's factual and most up-to-date for *Saltwire.com*.





# REPORT FROM THE CHAIR: DR. JOHN SCHOUTEN

## CANADA RESEARCH CHAIR (TIER 1) IN SOCIAL ENTERPRISE

What I did in 2020 consisted largely of variations on the theme of surviving Covid-19.

In January, I went to New York to be with my fiancée, Beth, while we planned our March wedding. In early February, she and I both contracted what could only be Covid. We spent more than three weeks with persistent fevers, head and body aches, severe breathing difficulties and cytokine storms inflaming knees, elbows and finger joints. No formal diagnosis was possible because New York had no testing in place. We stayed away from hospitals, already overloaded with cases, to avoid incurring additional viral loads.

In early March, it seemed we were fully recovered so we proceeded with our plans for a small, outdoor wedding on the Oregon Coast. Within a week of our return to New York, we were both struck with Covid again. For about three weeks we suffered similar symptoms as before with the added benefit of losing the ability to smell. When the Canadian border reopened on June 21, we packed up all Beth's belongings and drove to Newfoundland. Throughout the rest of the year, I have suffered occasional setbacks associated with long-Covid, mostly day-long bouts of gastrointestinal pain, headaches, fatigue and/or fevers.

Like everyone in the pandemic, I've worked as I could. My field research halted but, as an ethnographer living in the village that contains my research site, I was able to include the research partners in a small, social bubble and observe how the social enterprise (SE) deals with a pandemic.

I co-authored a paper with a former PhD student and submitted it to *Journal of Consumer Research* (FT50), earning a revise-and-resubmit decision. The piece focuses on social innovation in the context of a German SE called Familyship, which offers an

online platform to assist people (especially LGBTQ+ and other marginalized people) in creating and supporting alternative families. I began working with Beth on a paper related to our SSHRC Partnership Development Grant that examines the SE as a broker of identity resources for people with fragile or transitional identities. It will be included in a special issue of *Sustainability*, which we are co-editing, on SE and community well-being.

I formed a collaboration with a French marketing scholar to produce French and English versions of a textbook on marketing for sustainable business. I had accepted for publication the first collection of my poetry, titled *Evenings When the Sun*, which I will sell, in conjunction with public readings, to raise funds for the SE partner at the heart of my SSHRC-funded ethnographic research.

On the teaching front, I converted two courses, a Qualitative Research Methods module (PhD/M.Sc.) and Marketing for Sustainability (MBA) to asynchronous online learning, and I prepped and taught for the first time (also asynchronously) the course Introduction to Social Enterprise, Innovation and Entrepreneurship in the MBA-SEE program.

I did a keynote presentation about SE opportunities for people in retirement for a Transitions to Retirement conference at George Mason University. I graduated my final non-Memorial PhD student and saw her placed in a tenure-track position at the University of Southern Denmark; I continued supervision of two Memorial PhD students in SE (both passed comprehensive exams) and recruited

two new PhD students to the program; I began co-supervising a new interdisciplinary PhD student with a SE theme; and I began supervising a MITACS-funded project on textile reuse enterprises in Atlantic Canada. If I've forgotten anything, I blame it on Covid.





## FEATURE: DR. SHERRIE KOMIAK

### Using IT to improve the lives of seniors

Dr. Sherrie Komiak, working with Dr. Paul Komiak and recent PhD graduate, Dr. Vania Yuxi Shi, has proposed a conceptual framework of useful virtual health-care information technologies (HIT) in the context of long-term care for seniors and improving their health-related quality of life.

In their article, Enhancing seniors' health-related quality of life: Designing a framework of virtual health-care information technologies, published in the *International Journal of Research in Business and Social Science*, two research questions are explored: what kind of virtual HIT are useful for seniors, and how do HIT affect senior citizens' health-related quality of life?

After an extensive literature review on aging, HIT for seniors and senior citizens' health-related quality of life, the authors built their framework based on task-technology fit theory, which suggests information technology (IT) is more likely to have a positive impact on positive performance and be used if the capabilities of the IT match the tasks the user must perform.

The framework proposes there are number of human characteristics that will affect a senior's health-related task adaptability, autonomy and interdependence, and those factors must be considered, along with the health

system requirements, to ensure the best fit of task to technology.

The authors propose that for specific senior citizens with one or more age-related losses, health systems should be designed specifically to reduce the negative impact of such losses on senior citizens' health-related quality

of life. Health information systems that are designed with features that shorten a senior's effort and time requirement, such as telecare availability, personalization, self-organizing availability, peer support functions and collaborative technology, are more efficient and effective than those systems that don't provide access to high-quality health assistance for senior citizens.

The proposed framework provides a basis for future research on how to use technologies to continue to improve seniors' ability to access and utilize virtual HIT.

The Covid-19 pandemic has increased the use of virtual HIT systems across the world. Dr. Komiak and her team say the health-care system may never return to a fully face-to-face dominant model as virtual HIT presents long-term opportunities to reduce health costs by facilitating adults' ability to age-in-place in more familiar, less restrictive and less expensive environments.

“ ... the health-care system may never return to a fully face-to-face dominant model as virtual HIT presents long-term opportunities to reduce health costs ... ”

## HIGHLIGHT: DR. CHANSOO PARK

Dr. Chansoo Park successfully obtained a Social Sciences and Humanities Research Council Insight Grant for his project, The dance of (effective) give and take: Disseminative capacities and its effects on reverse knowledge transfer in international joint ventures (IJVs).

The process of inter-firm knowledge transfer in IJVs, especially across national boundaries, can often be complex and ineffective since knowledge transfer is dependent not only on recipients' absorptive capacity but also on senders' attitudes, behaviours and ability to communicate knowledge. The limited literature on senders' capacity to transfer knowledge in a comprehensible fashion suggests that this concept of disseminative capacity is still largely a black box. This will be the first study to develop and test a comprehensive model of the roles of two disseminative capacities (initial and reflective) in the transfer of knowledge between IJVs and their parents.

Working with collaborators Dr. Andrew Delios, National University of Singapore, Dr. Dana Minbaeva, Copenhagen Business School and Dr. Ilan Vertinsky, University of British Columbia, Dr. Park will investigate the impact of the dissemination capacities on knowledge transfers and innovation outcomes.

The project seeks to expand the dimensions of the disseminative capacity concept and assess its impact by developing and testing an integrated, sequential stage flow model. Dr. Park expects the research will stimulate further research related to knowledge dissemination and address gaps in the literature, offering a more complete framework for understanding the process of organizational learning that includes the perspective of the teacher in the knowledge transfer and learning process.



## REPORT FROM THE CHAIR: DR. JEFFREY PITTMAN



My research program primarily focuses on analyzing the role that corporate governance structures play in shaping economic outcomes.

In 2020, I published four papers in major journals including *Contemporary Accounting Research* and *Accounting, Organizations and Society*. Additionally, I had five papers accepted for publication in *The Accounting*

*Review* and *Contemporary Accounting Research* this year. I continue to focus intently on my own research projects as well as helping to develop the next generation of accounting scholars through teaching graduate students and mentoring newer faculty.

Several of my recent co-authored projects rely on exogenous shocks to improve identification. For example, in a quasi- natural experiment, we exploit the introduction of new airline routes that shorten the travel time between audit firms' national and practice offices as an exogenous shock to isolate whether the stricter monitoring at the national level stemming from closer proximity leads to improvements to practice offices' capacity and expertise.

Another project examines whether executives issue more upwardly biased earnings forecasts when they experience better moods, evident in their sunshine exposure shortly before making the forecast. In the coming year, I plan on continuing to work on these and other projects with several under revision at such top outlets as *The Accounting Review*, the *Journal of Accounting and Economics*, the *Journal of Accounting Research*, *Management Science* and *Contemporary Accounting Research*. Similar to my earlier research, I hope that these papers will help shape research and public policy debates in the years ahead.

Apart from my own research activities, I continue to serve as deputy editor-in-chief of *Contemporary Accounting Research*. Besides refereeing submissions to several major journals, I contribute to my discipline by serving as a faculty leader at doctoral consortia and as a keynote speaker at conferences.



## CONFERENCES & PRESENTATIONS *con't*

Murphy, D., **Byrne, A. & Arnold, K.A.** (2020). When should men be gender allies at work? The effects of timing on gender supportive messages. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Park, C.,** Su, J. & Golmohammadi, I. (2020). The role of explicit knowledge and the impact on innovativeness in international joint ventures (IJVs). Academy of International Business, Annual Meeting, Miami, Fla. [virtual]

Peterson, B.K., **Jewer, J.,** Gosine, R. & Warrian, P. (2020). The influence of institutional complexity on openness to digital innovation: A case study of the Newfoundland and Labrador oil and gas industry. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Shannahan, R.** (2020). Moderator/participant. Annual Associate Deans/Directors of Research Meeting. Canadian Federation of Business School Deans (CFBSD). [virtual]

Shi, V., **Komiak, S. & Komiak, P.** (2020). The influences of media naturalness and mental model alignment on reducing patient uncertainty in virtual consultation. International Conference on Human-Computer Interaction, Copenhagen, Denmark. [virtual]

**Slawinski, N.** & Smith, W.K. (2020). Inviting engagement with complexity: How leaders of social enterprises communicate complexity. Group on Organizations and the Natural Environment, Lisbon, Portugal. [virtual]

**Slawinski, N.,** Van der Byl, C. & Smith, W.K. (2020). Paradox intensification: How the co-opetition paradox evolves in an industry-wide environmental alliance. Academy of Management Annual Meeting, Vancouver, B.C. [virtual]

**Slawinski, N.,** Van der Byl, C. & Smith, W.K. (2020). Paradox intensification: How the co-opetition paradox evolves in an industry-wide environmental alliance. European Group for Organizational Studies, Hamburg, Germany. [virtual]

Sran, A.K., **Komiak, S.** & Manzoor, S. (2020). Mobile-based agricultural management system for Indian farmers. International Conference on Human-Computer Interaction, Copenhagen, Denmark. [virtual]

Villaum , F. & **Arnold, K.A.** (2020). Inspiring female students for entrepreneurship. Global Consortium of Entrepreneurship Centers (GCEC) Conference, Las Vegas, Nev. [virtual]

Walker, S.K. & **Fiset, J.** (2020). Exploring decisions to reduce workplace language barriers: A policy-capturing study. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Wetsch, L.** (2020). Optimizing synchronous and asynchronous teaching for remote delivery: Tools and techniques. Marketing Management Association, Providence, R.I. [virtual]

## CONFERENCE PROCEEDINGS

**Eghbali-Zarch, M.** (2020). The effect of institutional context, distance and routine complexity on the transfer of routines across borders. Academy of International Business Conference, Miami, Fla. [virtual]

**Evermann, J.** (2020). Adapting workflow management systems to BFT blockchains: The YAWL example. International Frontiers of Process Aware Information Systems (FoPAS), Eindhoven, Netherlands. [virtual]

Hassanpour, S.T. & **Ke, G.Y.** (2020). A literature review on robust vehicle routing problem with time window. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

Hassanpour, S.T., **Ke, G.Y.** & Ordikhaniy, S. (2020). Multi-objective robust optimization for index tracking portfolio selection problem. International Conference of Group Decision and Negotiation, Toronto, Ont.

**Ke, G.Y.,** Lu, J. & Bookbinder, J.H. (2020). A robust emergency risk mitigation approach for hazardous material. International Conference of Group Decision and Negotiation, Toronto, Ont.

Lukyanenko, R., Larsen, K., **Parsons, J.,** Mueller, D., Storey, V. & Hovorka, D. (2020). Validities in design science research. International Conference on Design Science Research in Information Systems and Technology, Kristiansand, Norway. [virtual]

Murphy, R. & **Parsons, J.** (2020). Capturing the forest or the trees: Designing for granularity in data crowdsourcing. Hawaii International Conference on System Sciences, Maui, Hawaii.

Murphy, R. & **Parsons, J.** (2020). What the crowd sources: A protocol for a contribution-centred systematic literature review of data crowdsourcing research. Americas Conference on Information Systems, Salt Lake City, Utah. [virtual]

Murphy, R. & **Parsons, J.** (2020). Where does the data go? Data modelling and reuse in crowdsourcing for social innovation. International Conference on Information Systems. [virtual]

Ogunseye, S., **Parsons, J.** & Lukyanenko, R. (2020). To train or not to train: How training affects the diversity of crowdsourced data. International Conference on Information Systems. [virtual]

Petersen, B.K. & **Ford, D.P.** (2020). The development of business students' professional values and beliefs. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

Ramirez, A., **Jewer, J. & Ke, G.Y.** (2020). IT governance and continuous digital innovation: Insights from a Delphi study. Americas Conference on Information Systems, Salt Lake City, Utah. [virtual]

## AWARDS

**Arnold, K.A.** (2020). ROCKStar Supervisor Award. School of Graduate Studies, Memorial University, St. John's, N.L.

**Bauer, L. & Faseruk, A.** (2020). Best-in-Track Award for Special Topics. Understanding political pressures, monetary policy and the independence of the Federal Reserve in the United States from 1960-2019. Academy of Finance Conference.

**Bauer, L.** (2020). Emerald Publishing Literati Award: Outstanding Reviewer for *Managerial Finance*. *Managerial Finance*.

**Byrne, A.** (2020). Best Conference Reviewer. Gender and diversity in organizations division. Academy of Management Annual Meeting.

**Cooper, T.** (2020). President's Award for Public Engagement Partnerships with SmartICE. Memorial University, St. John's, N.L.

**Ford, D.P.** (2020). Dean's Award for Teaching. Faculty of Business Administration, Memorial University, St. John's, N.L.

**Hossain, A.** (2020). Dean's Research Award. Faculty of Business Administration, Memorial University, St. John's, N.L.

**Hossain, A.** (2020). Honourable mention/mention honorable. Social environment and corporate payouts. Administrative Sciences Association of Canada Conference, St. John's, N.L. [virtual]

**Hossain, A. & Cleary, S.** (2020). Outstanding Article Award. Post-crisis M&As and the impact of financial constraints. *Journal of Financial Research*, 43(2), 407-454.

**Jewer, J.** (2020). Patten Family Teaching Fellowship. Faculty of Business Administration, Memorial University, St. John's, N.L.

Lukyanenko, R., Larsen, K., **Parsons, J.**, Mueller, D., Storey, V. & Hovorka, D. (2020). Best Paper Award. Validities in design science research. *DESRIST*.

Lukyanenko, R., **Parsons, J.**, Wiersma, Y. & Maddah, M. (2020). Best Paper of the Year Award (2019). Expecting the unexpected: Effects of data collection design choices on the quality of user-generated content. *MIS Quarterly*.

Lukyanenko, R., **Parsons, J.**, Wiersma, Y. & Maddah, M. (2020). Best Publication Award. Expecting the unexpected: Effects of data collection design choices on the quality of user-generated content. *AIS Senior Scholars*.

**Park, C.**, Viswanathan, V., Gopinath, R., Parveen, S. & **Furey, M.** (2020). Ivey Publishing's Annual Best Seller Award. Ivey Publishing.

**Parsons, J.** (2020). AIS SIGSAND Outstanding Contribution Award. Symposium on Research in Systems Analysis and Design (SIGSAND).

Petersen, B.K. & **Ford, D.P.** (2020). Best Paper Award. Are business students prepared for the world of business? Self-interest, conformity and conflict styles. *Canadian Journal of Administrative Sciences*.

**Schouten, J.**, Gollnhofer, J. & Weijo, H. (2020). Robert Ferber Award. *Journal of Consumer Research*.

**Schouten, J.**, Gollnhofer, J. & Weijo, H. (2020). Sidney J. Levy Award. Consumer movements and value regimes: Fighting food waste in Germany by building alternative object pathways. *Journal of Consumer Research*.

**Tang, J.** (2020). Dean's Research Award. Faculty of Business Administration, Memorial University, St. John's, N.L.

**Tang, J.** (2020). Patten Family Teaching Fellowship. Faculty of Business Administration, Memorial University, St. John's, N.L.

## CASES

Stack, R., Avery, A., Willcott, N. & **Cooper, T.** (2020). DSM: A question of succession. Ivey Publishing.

## BOOKS & CHAPTERS

Hebdon, R., **Brown, T.C.** & Walsworth, S. (2020). *Industrial Relations in Canada* (4th edition), Toronto, Ont. Nelson.

Ingram, T., LaForge, R., Avila, R., Schwepker, R., Williams, M., **Shannahan, K. & Shannahan, R.** (2020). *Sell* (3rd Canadian edition). Cengage-Nelson Publications.

Lukyanenko, R. & **Parsons, J.** (2020). Easier crowdsourcing is better: Designing crowdsourcing systems to increase information quality. In vom Brocke, J., Hevner, A. & Maedche, A. (eds.) *Design science research. Cases*. (pp. 43-72). Springer, Cham.

Van der Byl, C., **Slawinski, N.** & Hahn, T. (2020). Responsible management of sustainability tensions: A paradoxical approach to grand challenges. In Laasch, O., Suddaby, R., Freeman, R.E. & Jamali, D. (eds.) *The Research Handbook of Responsible Management*. Edward Elgar Publishing.

## MEDIA MENTIONS

**Arnold, K.A.** (May 13, 2020). For some, working from home can cause 'loneliness, isolation and depressive symptoms.' Global News.

**Arnold, K.A.**, Hancock, A. & Dimoff, J.K. (Dec. 18, 2020). How to be a transformational, supportive leader during Covid-19. The Podcast by KevinMD.

**Arnold, K.A.**, Hancock, A. & Dimoff, J.K. (Aug. 13, 2020). Opinion: What your boss' mental health means for yours. Healthing.

**Arnold, K.A.**, Hancock, A. & Dimoff, J.K. (Aug. 13, 2020). Opinion: What your boss' mental health means for yours. *The Province*, Vancouver, B.C.

**Arnold, K.A.**, Hancock, A. & Dimoff, J.K. (Sept. 15, 2020). Opinion: What your boss' mental health means for yours. QUOI Media.

## MEDIA MENTIONS con't

**Byrne, A.** (April 22, 2020). The Joys – and perils – of working at home together. *Wall Street Journal*.

**Byrne, A.** (July 9, 2020). The challenges of working from home with your spouse. CBC Radio, Corner Brook, N.L.

**Byrne, A.** (July 7, 2020). How does Covid affect gender dynamics? Women of Influence.ca.

**Byrne, A.** (May 9, 2020). Put yourself in their shoes: Let's thank the women on the front line of the pandemic. CBC Newfoundland and Labrador.

**Cooke, G.** (Dec. 22, 2020). 'Exhausted' retail workers denied pay equal to Canada Post staff, even with hike in package volumes. CBC Newfoundland and Labrador.

**Cooke, G.** (Nov. 17, 2020). Recently settled Dominion-Unifor collective agreement. The Morning Show, CBC Radio, St. John's, N.L.

**Cooke, G.** (Oct. 14, 2020). Dominion-Unifor labour stalemate. The Morning Show, CBC Radio, St. John's, N.L.

**Cooper, T.** (Dec. 18, 2020). Made in Nain. *The Gazette*, Memorial University, St. John's, N.L.

**Cooper, T.** (Dec. 4, 2020). Nalcor bonuses: A business ethics lens. On the Go, CBC News, St. John's, N.L.

**Cooper, T.** (Dec. 5, 2020). Large Nalcor bonuses 'a tangly situation' leading to calls for change. CBC News, St. John's, N.L.

**Cooper, T.** (June 6, 2020). Retaining North Atlantic brand could be in the cards for Irving. *The Chronicle Herald*, Halifax, N.S.

**Cooper, T.** (March 10, 2020). Avalon Mall doubling down on expansion to dominate the market, says business prof. CBC News, St. John's, N.L.

**Cooper, T.** (May 27, 2020). The future of retail in Newfoundland. The Morning Show, CBC Radio, St. John's, N.L.

**Cooper, T.** (May 6, 2020). What could business in Newfoundland look like post Covid-19. *The Telegram*, St. John's, N.L.

**Cooper, T.** (Nov 27, 2020). Black Friday sales aren't always as they appear, says e-commerce business owner. CBC News, St. John's, N.L.

**Cooper, T.** (Nov 4, 2020). As the Dominion strike drags on, is Loblaw paying attention? Maybe not, says this prof. Yahoo News.

**Cooper, T.** (Nov. 4, 2020). As the Dominion strike drags on, is Loblaw paying attention? Maybe not, says this prof. CBC News, St. John's, N.L.

**Cooper, T.** (Nov. 4, 2020). As the Dominion strike drags on, is Loblaw paying attention? Maybe not, says this prof. FR24News.

**Cooper, T.** (Nov. 4, 2020). As the Dominion strike drags on, is Loblaw paying attention? Maybe not, says this prof. Newsbeez.

**Cooper, T.** (Nov. 9, 2020). As the Dominion strike drags on, is Loblaw paying attention? Maybe not, says this prof. The Morning Show, CBC Radio, St. John's, N.L.

**Dostaler, I. & Khomsi, M.R.** (July 8, 2020). Regional transport: The limits of the market economy. *La Presse*.

**Dostaler, I. & Khomsi, M.R.** (Sept. 3, 2020). Air Canada's cancellation of regional flights will gut remote communities. The Conversation.

**Dostaler, I.** (March 5, 2020). Le déclin de l'empire Bombardier. Options Politiques.

**Dostaler, I.** (March 8, 2020). Bombardier: The fall of a Canadian giant. *The Telegram*, St. John's, N.L.

**Dostaler, I.** (Oct. 14, 2020). Le sort du transport aérien en atlantique. Radio-Canada.

**Ford, D.P.** (Aug. 20, 2020). 'Be vigilant.' Employers must protect workers from online harassment, says researcher. *The Gazette*, Memorial University, St. John's, N.L.

**Ford, D.P.** (Aug. 31, 2020). Witnesses and reporting of workplace harassment and violence. The Morning Show, CBC Radio, St. John's, N.L.

**Haven, E. & Khrennikov, A.** (Jan. 28, 2020). What is quantum cognition? Physics theory could predict human behaviour. Live Science Network.

**Hossain, A.** (Oct. 20, 2020). Political corruption shielding and corporate acquisitions. *The Suburban*.

Myrick, K., Kelloway, E.K. & **Arnold, K.A.** (Aug. 19, 2020). Six ways universities are being put to the test by coronavirus. The Conversation.

Myrick, K., Kelloway, E.K. & **Arnold, K.A.** (Aug. 20, 2020). Six ways universities are being put to the test by coronavirus. *The Chronicle Herald*.

Myrick, K., Kelloway, E.K. & **Arnold, K.A.** (Aug. 20, 2020). Six ways universities are being put to the test by coronavirus. *The Telegram*, St. John's, N.L.

Villaumé, F. & **Arnold, K.A.** (June 4, 2020). Women in entrepreneurship. The Morning Show, CBC Radio, St. John's, N.L.

**Warren, A.** (March 13, 2020). I had come to terms with my disability when it affected my work. *The Globe and Mail*.

**Wetsch, L.** (March 19, 2020). No, salt and vinegar won't cure Covid-19. *The Telegram*, St. John's, N.L.

**Wetsch, L.** (March 19, 2020). Social media and Covid-19. VCM Radio, St. John's, N.L.

**Wetsch, L.** (Oct 27, 2020). Impact on business by negative social media comments. CBC Radio, Gander, N.L.

## MONOGRAPHS

Chakraborti, A., **Haven, E.**, Patra, S. & Singh, N. (eds.) (2020). *Quantum decision theory and complexity modelling in economics and public policy*. New Economics Windows Series (eds. Kirman, A., Lux, T. et al.) Springer-Nature.

Plotnitsky, A. & **Haven, E.** (eds.) (2020). *The quantum-like revolution: Festschrift in honour of Professor Andrei Khrennikov*. Springer-Nature.

**Sexty, R.W.** (2020). *Canadian business and society: Ethics, responsibilities and sustainability* (5th edition). McGraw-Hill Ryerson.



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Ardalankia, J., Osoolian, M., **Haven, E.** & Jafari, R. (2020). Scaling features of price-volume cross correlation. *Physica A*, 549:124111.

**Arnold, K.A.**, Turner, N., Barling, J. & Iverson, R.D. (2020). Feeling safe while doing sex work: Motivation for entering sex work moderates the relationship between perceptions of physical danger and desire to leave sex work. *Safety Science*, 129(5):104795.

Bauer, A., Fang, J., **Pittman, J.A.**, Zhang, Y. & Zhao, Y. (2020). How aggressive tax planning facilitates the diversion of corporate resources: Evidence from path analysis. *Contemporary Accounting Research* 37: 1882- 1913.

**Bauer, L. & Faseruk, A.** (2020). Understanding political pressures, monetary policy and the independence of the Federal Reserve in the United States from 1960-2019. *Journal of Management Policy and Practice*, 21(3), 41–63.

Bills, K., Cobabe, M., **Pittman, J.A.**, & Stein, S. (2020). To share or not to share: The importance of peer firm similarity to auditor choice. *Accounting, Organizations and Society* 83: 1-24.

**Byrne, A.**, Chadwick, I.C. & Hancock, A. (2020). Women leaders' views on demand-side strategies. *Journal of Managerial Psychology*, 36(1), 31-50.

Chichilnisky, G., Eisenberger, P., **Haven, E.** & Khrennikov, A. (2020). Guest editor. The close connection between economics and quantum theory: A topological exploration. *Special Issue in Quantum Reports*.

**Cooper, T., Downer, P. & Faseruk, A.** (2020). The design, funding and management of infrastructure in local municipalities: A study from Canada. *Journal of Applied Business and Economics*, 22(8), 11-30.

Dereniowski, D. & **Kubiak, W.** (2020). Shared multiprocessor scheduling of multiprocessor jobs. *European Journal of Operational Research*, 282(2), 464-477.

**Evermann, J.** & Kim, H. (2020). Workflow management on BFT blockchains. *EMISA Journal*, 15.

**Evermann, J.**, Mehdiyev, N. & Fettke, P. (2020). A novel business process prediction model using a deep learning method. *Business and Information Systems Engineering*, 62, 143–157.

**Fiset, J. & Byrne, A.** (2020). The ISR-1 drug case: A decision-making exercise. *Journal of Management Education*.

**Furey, M.** & Rixon, D. (2020). What's slowly cooking in the pressure cooker? Safety culture contradictions in Atlantic Canada's offshore oil sector. *Journal of Management Policy and Practice*, 21(4).

**Furey, M.**, Corrigan, T. & Mills, J. (2020). Power relations in the production of historical context in disaster inquiry reporting. *Journal of Management History*.

Ghahremanlou, D. & **Kubiak, W.** (2020). Impact of government policies on sustainable petroleum supply chain (SPSC): A case study - Part I (models). *Decision Making in Manufacturing and Services*, 14(1).

Ghahremanlou, D. & **Kubiak, W.** (2020). Impact of government policies on sustainable petroleum supply chain (SPSC): A case study - Part II (The State of Nebraska). *Decision Making in Manufacturing and Services*, 14(1).

Ghahremanlou, D. & **Kubiak, W.** (2020). Sustainable petroleum supply chains created during economic crisis in response to U.S. government policies. *International Journal of Sustainable Economy*, 12(3), 205-232.

Han, Y., Xu, H. & **Ke, G.Y.** (2020). Construction and application of hyper-inverse conflict models based on decision makers' bounded rational behaviour. *EURO Journal of Decision Process*, 237–259.

Hancock, A., Clarke, H.M. & **Arnold, K.A.** (2020). Sexual orientation occupational stereotypes. *Journal of Vocational Behavior*, 119:103427.

**Haven, E.** (2020). Arrondir le cercle... In: Kreinovich V. (eds.) Statistical and fuzzy approaches to data processing with applications to econometrics and other areas. *Studies in Computational Intelligence*, 892.

**Hossain, A.** & Bhabra, H. (2020). Regulations and corporate financial and investment policy. *Managerial Finance*, 46(2), 177-178.

**Hossain, A.** & Bhabra, H. (2020). Sarbanes-Oxley Act and the acquisition of private targets. *Accounting & Finance*.

**Hossain, A.** & Kryzanowski, L. (2020). Political corruption and cost of equity (CoE). *Business & Society*.

**Hossain, A.** & Kryzanowski, L. (2020). Political corruption shielding and corporate acquisitions. *The Financial Review*, 56: 55– 83.

**Hossain, A.** & Nie, J. (2020). Predicting graduate student performance: A case study. *Journal of Further and Higher Education*.

**Hossain, A.** & Cleary, S. (2020). Post-crisis M&As and the impact of financial constraints. *Journal of Financial Research*, 43(2), 407-454.

**Hossain, A.**, Kryzanowski, L. & Ma, X. (2020). U.S. political corruption and loan pricing. *Journal of Financial Research*, 43: 459-489.

Jafari, G., Ausloos, M., **Haven, E.** & Saakian, D. (eds.) (2020). The paradigm of complexity and the real data of socio-economy. *Frontiers in Physics*.

**Jones, T.**, Myrden, S. & Dacin, P. (2020). Services under new management: The myth of a fresh start. *Journal of Services Marketing*, 34(4), 529-548.

**Ke, G.Y.** (2020). Managing rail-truck intermodal transportation for hazardous materials with random yard disruptions. *Annals of Operations Research*.

**Ke, G.Y.**, Zhang, H. & Bookbinder, J.H. (2020). A dual toll policy for maintaining the risk equity in hazardous materials transportation with fuzzy incident rate. *International Journal of Production Economics*, 227:107650.

**Kubiak, W.**, Feng, Y., Li, G., Sethi, S.P. & Sriskandarajah, C.H. (2020). Efficient algorithms for flexible job shop scheduling with parallel machines. *Naval Research Logistics*, 67, pp. 272-288.

## HIGHLIGHT: DR. MARY FUREY

Dr. Mary Furey's paper, *What's slowly cooking in the pressure cooker? Safety culture contradictions in Atlantic Canada's offshore oil sector*, uses a case study of the 1982 Ocean Ranger oil rig disaster to examine the role that safety culture played in the disaster and its role in the modern offshore oil sector.

The research for this case study was comprised of semi-structured interviews with 37 oil rig employees ranging from managers to workers on the rig and marine vessels servicing the rig, and a documentary review of the four volumes of transcripts from the Royal Commission on the Ocean Ranger Disaster (RCORD) conducted in 1983-1984. The paper was co-authored by Dr. Daphne Rixon (St. Mary's University) and published in the *Journal of Management Policy and Practice*.

Their research uncovered a paradox with opinions divided regarding the current safety culture in Atlantic Canada's offshore oil sector. While on the surface, it appears there's considerably more attention to safety since the sinking of the Ocean Ranger, many workers still perceive the oil sector's focus on safety as superficial.

While the research reveals both positive and negative elements of safety culture, the authors stress it's essential that safety culture not be considered in isolation but in



the context of national culture, industrial sector culture and organizational culture. It's essential that improvements to the industrial sector level perception of safety be made, and that for true organizational culture change, a deep commitment to safety by senior management is required along with mechanisms to hold management accountable.

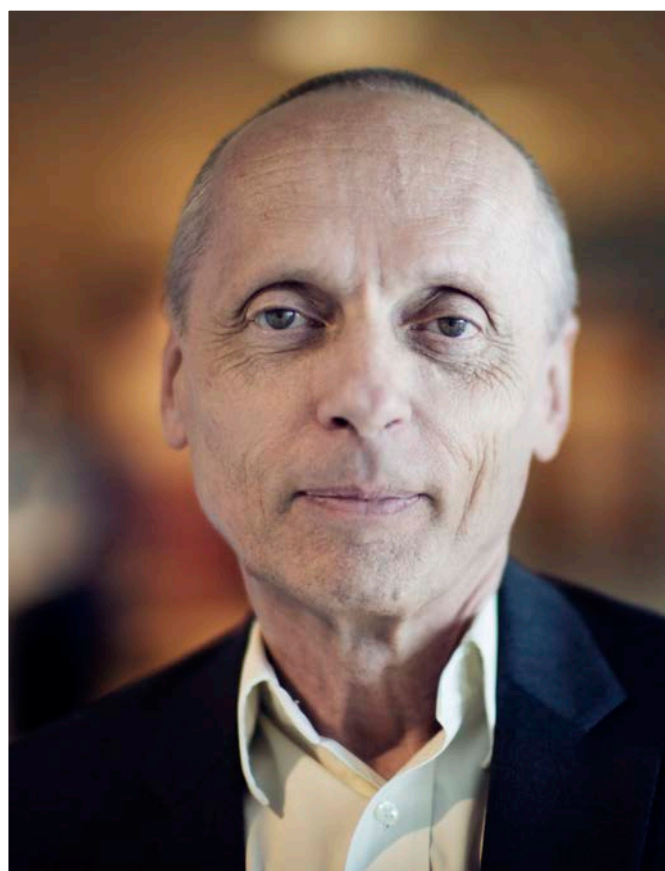
## ENGAGING IDEAS SERIES

The Faculty of Business Administration's research and industry engagement series, Engaging Ideas, aims to: increase community and industry awareness of research conducted by faculty members; transfer this knowledge so that industry can apply it in its activities; and facilitate future research collaborations.

These interactive presentations provide a forum for discussion between industry representatives and faculty members on the practical uses and implications of the exciting research being conducted in our faculty and at Memorial University.

This year's event was part of Memorial University's Research Week, and the theme was Exploring Newfoundland and Labrador's Cultural Economy. Presentation topics and speakers included:

- The NSO: An anchor for instrumental musicians: Hugh Donnan, chief executive officer, Newfoundland Symphony Orchestra;
- An investment with a guaranteed return: Amy House, business manager, N.L. Directors Guild of Canada; and
- Peter's puppies: Managerial autocracy and employee relations: Dr. Alex Stewart, Chair of Entrepreneurship, Memorial University and Dr. David Krackhardt, professor, Carnegie Mellon University.



## REPORT FROM THE CHAIR: DR. ALEX STEWART

In terms of teaching in 2020, I created an innovative version the capstone entrepreneurship course for the master of business administration in social enterprise and entrepreneurship (MBA-SEE) program. In my opinion, its variant of the business model canvas is more attuned to both startups and to social ventures than others. My use of art in the course, and in my other new venture courses, helps unleash creativity that students often believe they lack.

I am continuing to advise a startup enterprise, first modelled in my graduate new ventures class and which was a Mel Woodward Cup winner. It has global potential.

I had two publications in 2020: Family control, ambivalence and preferential benefits published in *Journal of Family Business Strategy*, and Review of *Corner store dreams and the 2008 financial crisis: A true story about risk, entrepreneurship, immigration and Latino-Anglo friendship* by Peter Wogan in

*Journal of the Royal Anthropological Institute.*

I had one article accepted in 2020 and is forthcoming in 2021. This is titled, Who shuns entrepreneurship journals? Why? And what should we do about it? in *Small Business Economics*. This paper has also been accepted for the entrepreneurship division of the Academy of Management conference.

I was also a co-investigator on a grant awarded from the Ocean Frontiers Institute: Future ocean and coastal infrastructures.

In 2020, I served as a mentor for a doctoral student as part of the Academy of Management entrepreneurship division's ENT e-Encounters program. I was a member of the task force for a major revision to the undergraduate programs, the recruiting committee for positions in supply chain management, and the promotion and tenure committee at the Faculty of Business Administration. I was a judge for both the Centre for Social Enterprise Social Ventures Incubator and the Memorial Centre for Entrepreneurship's entrepreneurial work term program. I was a member of the Memorial University Innovation Committee. I also served on the editorial board of *Family Business Review* and *Journal of Family Business Strategy*.

At the faculty's Engaging Ideas series, I gave a presentation on venturing work in Bonavista. As a result of this, I received a request to give a similar presentation to the senior management team of Suncor.

“ My use of art in the course, and in my other new venture courses, helps unleash creativity that students often believe they lack. ”



## HIGHLIGHT: DR. JEFFREY PARSONS



Dr. Jeffrey Parsons successfully earned funding grants from two national agencies in 2020.

He received a Discovery Grant from the Natural Sciences and Engineering Research Council of Canada (NSERC) for a project titled, A design theory for observational crowdsourcing.

He is also principal investigator on a grant from the Social Sciences and Research Council (SSHRC) with PhD graduate Dr. Roman Lukyanenko, now an associate professor at HEC Montréal. Their project is titled Gig data: Understanding data repurposing and designing for repurposability.

This is the second time that Dr. Parsons has been successful in grant applications from both NSERC and SSHRC in the same year.

Dr. Parsons' NSERC project proposes to develop and test a design theory for observational crowdsourcing, which will be used to develop a new platform for observational crowdsourcing projects. He expects this platform will allow for more accurate and diverse data to be collected.

In the SSHRC project, the researchers will focus on identifying the characteristics of crowdsourced data that promote its reuse, since organizations are increasingly using crowdsourcing to support better decision-making. Dr. Parsons and Dr. Lukyanenko plan a three-phase project that will develop measures of repurposability, identify data characteristics that promote repurposing, and propose and evaluate principles to generate this type of data. They plan to evaluate these principles using data collected from real-world crowdsourcing platforms.

## PEER-REVIEWED JOURNALS con't

Lee, W.J., **Pittman, J.A.** & Saffar, W. (2020). Political uncertainty and cost stickiness: Evidence from national elections around the world. *Contemporary Accounting Research*, 37: 1107-1139.

Liu, W., **Ke, G.Y.**, Chen, J. & Zhang, L. (2020). Scheduling the distribution of blood products: A vendor-managed inventory routing approach. *Transportation Research E: Logistics and Transportation Review*, 140: 101964.

Lukyanenko, R. & **Parsons, J.** (2020). Design theory indeterminacy: What is it, how can it be reduced and why did the polar bear drown. *Journal of the Association for Information Systems*, 21(5), 1343-1369.

Mazutis, D., **Slawinski, N.** & Palazzo, G. (2020). A time and place for sustainability: A spatiotemporal perspective of organizational sustainability frame development. *Business & Society*.

Ng, E.S.W., Sears, G.J. & **Arnold, K.A.** (2020). Exploring the influence of CEO and chief diversity officers' relational demography on organizational diversity management: An identity-based perspective. *Management Decision*.

**Oldford, E.**, Ullah, S. & **Hossain, A.** (2020). A social capital view of women on boards and their impact on firm performance. *Managerial Finance*, 47(4), 570-592.

**Pittman, J.A.** & Zhao, Y. (2020). Debt covenant restriction, income-increasing and non-income-increasing financial misreporting, and auditor monitoring. *Contemporary Accounting Research*, 37: 2145-2185.

Rahman, A. & **Komiak, S.** (2020). An application of data visualization in electronic health records. *Journal of Management Information System and E-commerce*, 7(2).

Saffie-Robertson, M.C. & **Fiset, J.** (2020). Finding a tenure-track position in academia in North America: Development of an employability model for new assistant professors. *Higher Education Quarterly*, 00: 1-15.

Saghafi, A., Wand, Y. & **Parsons, J.** (2020). Skipping class: Improving human-driven data exploration and querying through instances. *European Journal of Information Systems*.

Sarhadi, H., **Tulett, D.M.** & Verma, M. (2020). A tri-level mixed-integer program for the optimal fortification of a rail intermodal terminal network. *International Journal of Operational Research*, 1(1).

**Schouten, J.** (2020). Zion. *Journal of Customer Behaviour*, 18(4), 335-342.

Shi, V., **Komiak, S.** & **Komiak, P.** (2020). Enhancing seniors' health-related quality of life: Designing a framework of virtual health-care information technologies. *International Journal of Research in Business & Social Science*, 9(7), 1-11.

**Song, P.** (2020). Impact of untrue reporting in a two-echelon supply chain with asymmetric inventory information. *International Journal of Production Economics*, 230:107788.

**Stewart, A.** (2020). Family control, ambivalence and preferential benefits. *Journal of Family Business Strategy*, 11(4).

**Stewart, A.** (2020). Review of *Cornerstone dreams and the 2008 financial crisis: A true story about risk, entrepreneurship, immigration and Latino-Anglo friendship* by Peter Wogan. *Journal of the Royal Anthropological Institute*, 26(4), 891-892.

Stoddart, M., McCurdy, P., **Slawinski, N.** & Collins, C. (2020). Envisioning energy futures in the North Atlantic oil industry: Avoidance, persistence and transformation as responses to climate change. *Energy Research & Social Science*, 69:101662.

**Tang, J.** (2020). Hamstrung CEOs: The perils and boundary conditions. *Long Range Planning*, 53(3):101924.

Walsh, M.M. & **Arnold, K.A.** (2020). The bright and dark sides of employee mindfulness: Leadership style and employee well-being. *Stress and Health*, 36: 287-298.

**Wans, N.** (2020). Corporate social responsibility and market-based consequences of adverse corporate events: Evidence from restatement announcements. *Journal of Accounting, Auditing & Finance*, 35(2).

## GRANTS

### Canadian Institute of Health Research (CIHR)

Donnan, J., Tucker, L.A., Bishop, L. & Maisam Najafizada, S.A. (PIs). **Cooper, T.**, Curtis, D., Gill, D., Janes, A. & Ngyuen, V. (CIs). An integrated process and outcomes evaluation of cannabis legalization policies in Newfoundland and Labrador to examine public health and safety impacts of sales, consumption and enforcement regulations.

### Harris Centre West White Rose Employment Diversity Research Fund

**Byrne, A.**: Spousal employment and its impact on women's work in the Newfoundland and Labrador natural resources sector.

### Harris Centre Employment Diversity Research Fund

**Spitzmueller, C.**: Developing a diversity scorecard for the Newfoundland and Labrador natural resource sector.

### Harris Centre Applied Research Fund

**Winsor, B.**: Consilient technologies and the Newfoundland and Labrador advanced technology sector: The seeding of an industry?

### Mitacs Accelerate

**Cooper, T.**: Data ethics and privacy by design: Unlocking health innovation.

**Jewer, J.**: An examination of gamification methods to improve user engagement: A case study of a system to manage expertise during the Covid-19 pandemic.

**Slawinski, N.**: Youth employment and education and the Covid-19 impact.

**Park, C.**: Hidden champion businesses: The way to revitalize the economy of Newfoundland and Labrador for post-Covid-19 era.



# ACHIEVEMENTS IN RESEARCH

## GRANTS con't

### Mitacs Business Strategy Internship (BSI)

**Cooper, T.:** Small crafts harbour and marina strategy and planning.

**Cooper, T.:** Analytics of rehabilitation medicine.

**Cooper, T.:** Analyzing the revenue stream of Voltfuse.

**Eghbali-Zarch, M.:** International expansion of Compusults's WES software into Europe.

**Murphy, L.:** Digital consulting business internship.

**Murphy, L.:** Business Strategy Internship: Memorial University, SubC Imaging.

**Murphy, L.:** Marketing and communications support.

**Murphy, L.:** Business liaison and marketing co-ordinator.

**Murphy, L.:** N.L. Eats.

**Noseworthy, S.:** Business co-op student.

**Noseworthy, S.:** Mount Pearl Chamber of Commerce application package.

**Noseworthy, S.:** Project proposal: Key Assets N.L.

**Noseworthy, S.:** Key Assets finance intern.

**Noseworthy, S.:** Supply chain management co-op student.

**Park, C.:** Milksta Moms Inc.: Operations strategy.

**Skanes, H.:** DIOSA Designs Inc.

**Skanes, H.:** NATI: Creating a membership database.

**Skanes, H.:** Bounce Health Innovation: Developing and managing digital marketing campaigns.

**Skanes, H.:** OceansAdvance business co-op student.

**Skanes, H.:** Regionalization project Municipalities Newfoundland and Labrador with the support of the Professional Municipal Administrators Association.

**Wetsch, L.:** Bench Boss marketing internship.

### Mitacs E-Accelerate

**Schouten, J.:** A study of social enterprise innovations in business tools and structures to support greater affordability and increased access to cohousing in Canada.

### Memorial University Seed, Bridge and Multidisciplinary Award

**Hossain, A.:** Time to redefine diversity in corporate world.

### Natural Sciences & Engineering Research Council (NSERC)

**Parsons, J.:** A design theory for observational crowdsourcing.

### Ocean Frontiers Institute Grant

**Slawinski, N. et al.:** Future ocean and coastal infrastructures.

### FBA SSHRC Development Fund

**Furey, M.:** Decision-making in crisis.

**Jewer, J.:** Dynamic capabilities for digital transformation: The role of information technology governance.

### SSHRC Explore Grant

**Sulsky, L. (PI) & Arnold, K.:** Understanding the motivational underpinnings for the use of causal language in non-experimental research.

### SSHRC Insight Grant

**Holmvall, C.M. (PI), Ford, D.P., Arnold, K.A. & Kelloway, E.K. (CIs):** Examining how workplace incivility impacts leader well-being: The moderating role of leader gender.

**Park, C. (PI), Vertinsky, I., Delios, A. & Minbaeva, D.:** The dance of (effective) give and take: Disseminative capacities and its effects on reverse knowledge transfer in international joint ventures (IJVs).

**Parsons, J. (PI), Lukyanenko, R.:** Gig data: Understanding data repurposing and designing for repurposability.

### SSHRC Insight Development Grant

**Hossain, A. (PI) & Kryzanowski, L.:** Corporate diversity and role of political corruption.



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