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Message from the Associate Dean, Research & Faculty Renewal

Read Gustavson’s vision statement, and you will see that one of our four winning aspirations is to “cross boundaries to create meaningful research.” This inspiration is evident in a number of ways throughout our school and this report.

What does it mean to cross a boundary? For one, we draw on our network, which extends around the world, at institutions of all sizes and descriptions, generating discussion on topics of the most pressing research need. We prioritize that which is international, innovative, integrative, sustainable and socially responsible—all of which are achieved only by collaborating across traditional silos.

Our priority is to ask questions that shift paradigms, even when it means stepping off the commonly tread path. Although small in number, Gustavson researchers ask and answer big questions.

We have an influential faculty, dedicated to advancing research and guiding the next generation of scholars; a powerhouse group of post-doctoral fellows; and a young but thriving PhD program approaching its tenth anniversary. The expansion, curiosity and dedication of these groups has been essential to the success of our research agenda.

Our aim for this publication is to offer a cross-section of how these representatives of our school are strengthening the world of business research with outstanding contributions in their respective areas. Woven among compilations of our recent publications, awards and conferences, you will find short profiles of just a few of our world-class faculty, showcasing their contributions to research. We hope you enjoy.

Sincerely,

Dr. Roy Suddaby
Professor; Francis G. Winspear Chair; Director, Research; Associate Dean, Research & Faculty Renewal

VISION, STRATEGY & GOALS

Gustavson has been conducting innovative research in business and management for more than 25 years. As one of the first business schools in North America to focus on entrepreneurship, Gustavson has a longstanding commitment to innovating new areas of research that meet the changing demands of modern corporations, entrepreneurs and communities in Canada and around the world. The school’s globally recognized faculty generate research that aims to make a meaningful difference to people, organizations and economies.

SUPPORTING IMPACTFUL LEARNING, INNOVATION & ENGAGING RELATIONSHIPS

The school’s creative strength lies in a firm commitment to multidisciplinary research that recognizes management problems rarely occur in isolation. The school’s boundary-crossing teams conduct research that delivers answers to fundamental questions, offering measurable impact and sustainable solutions to industry, the public sector and the academic community. This research tackles the wicked problems of business that arise in four core areas of excellence: international business, entrepreneurship, service management and sustainability.

Gustavson is proud of its contribution to knowledge and practice and cherishes the culture of research and innovation that the community has cultivated. Its vibrant visiting speakers program has hosted leading academics and editors of elite journals in business and management. The school’s PhD and post-doctoral scholars help to create a powerful and highly collegial culture of intellectual curiosity and academic rigor firmly grounded in business practice.
FAST FACTS • 2018

THREE SPECIALIZATIONS
- ENTREPRENEURSHIP
- SERVICE MANAGEMENT
- INTERNATIONAL BUSINESS

FOUR PILLARS
- INNOVATIVE
- INTEGRATIVE
- SUSTAINABLE & SOCIALLY RESPONSIBLE
- INTERNATIONAL

FOUR CHAMPIONS
- Dr. Brock Smith (Entrepreneurship)
- Dr. Wade Danis (International Business)
- Dr. Stephen Tax (Service Management)
- Dr. Monika Winn (Social Responsibility & Sustainability)

8 ARTICLES PUBLISHED IN FT50 JOURNALS IN 2017

1208 STUDENTS

122 FACULTY & STAFF

55 JOURNAL EDITORIAL BOARDS THAT GUSTAVSON FACULTY SIT ON

20 LANGUAGES SPOKEN BY FACULTY

100 INTERNATIONAL EXCHANGE PARTNERS

4 COUNTRIES REPRESENTED BY EXCHANGE PARTNERS

GUSTAVSON FACULTY RESEARCH CHAMPIONS
Left to right: Roy Suddaby (Research), Wade Danis (International Business), Monika Winn (Social Responsibility & Sustainability), Stephen Tax (Service Management) and Brock Smith (Entrepreneurship).
In the last decade, a significant proportion of international business publications have stressed how multi-national enterprises (MNEs), instead of expanding globally, tend to limit their geographical growth to their home country and surrounding region. In this paper, Dr. Ricardo Flores and his co-authors critically assessed this recent trend in investigations. "Regions and regional boundaries are essential considerations in MNE internationalization theory," says Flores. "However, our ultimate understanding of this phenomenon can be strengthened if researchers in this area are more critical of how regions are conceptualized.

Offering specific recommendations, the authors suggest a blueprint for future study that reimagines how regional boundaries are likely to influence the international expansion of MNEs. Specifically, this paper notes that in order to fully understand how MNEs cope with the international environment, a more subtle and sophisticated understanding of distance and borders is needed. For instance, a particular European firm might expand relatively seamlessly across neighboring countries, but once it confronts more critical or 'borders' (political, cultural, institutional, etc.) there is a sudden jump in the potential negative effects this firm may need to cope with in order to succeed in the new environment.

The key insight here is that expansions do not follow smooth and predictable trajectories: MNEs encounter bumps in the road when they reach specific points in the expansion process. Additionally, the unique set of experiences, resources and internal capabilities of firms may give some of them a competitive advantage on how to survive these bumps. "Some firms navigate cross-regional borders successfully, seemingly with ease—while most other firms fail to do so," says Flores. "Asking what underlies this differential capacity for cross-border expansion has interesting potential."

This more sophisticated exploration of the role that regional borders have in shaping the strategies of MNEs might also help expand the discussion to include borders such as physical, institutional, cultural and other as-yet-unexplored types (e.g. time zone differences).

Lastly, the paper calls for an expanded view on the types (e.g. country of origin) of MNEs under study. "Greater emphasis on case studies across all types of MNEs will help us understand how regional effects vary from firm to firm," says Flores. "There are many nuances to explore and new questions to ask, making this endeavor quite exciting in terms of new theory development."

Offshoring, i.e. the relocation of service and manufacturing activities to foreign countries, has been a reality for firms for decades. Because research in this area has mainly focused on reasons for offshoring, or the associated benefits and challenges, there has been little insight into the actual offshoring process, especially with regards to service offshoring. "This was the research gap Dr. Kristin Brandl and her co-authors sought to address. "How does the relocation of a service impact that service's activities, characteristics and the production process? And how does a service production system change as a result of offshoring? These are the questions this paper examines," says Brandl.


“Once a firm decides to relocate a service production system, the balance between task executions, employees that produce the tasks and the resulting task output is thrown off,” says Brandl. “The newly hired staff and their execution of activities don’t equal the previous output any longer. Unsuccessful service offshoring will remain at this level until offshoring activities are eventually terminated. However, we found that in successful offshoring cases there’s this back-and-forth adjustment period in which the service production system rebalances itself. In many instances, this reconfiguration isn’t something that’s planned by the management or implemented top-down—often, the various people involved in the service production system continue reworking processes until eventually the resources and task executions are in place to produce the acceptable output again.” Thus, service production systems have the ability to self-correct any changes resulting from offshoring provided that there are no restrictions for these activities from top-level management.

“These adaptations and the resulting changes to the service production system are an interesting and novel finding for the international service management field,” says Brandl. “They depict how the contemporary global business environment influences how services are produced, as seen through an offshoring lens.”
SELECT FACULTY PUBLICATIONS

The following list of publications represents a selection of the research published by Gustavson faculty from 2010 to mid-year 2018.

PUBLICATIONS

8


2017


10

2016


2015


Research on how entrepreneurs use social networks extends back for decades, but the literature has struggled to keep up with the recent transition to online social network sites such as Facebook and LinkedIn. Gustavson faculty members Ms. Claudia Smith and Dr. Brock Smith sought to bridge this gap with their recently published paper.

“When researchers discuss social capital, they are drawing on 50 years of research conducted in the offline context,” says Claudia Smith. “One of the major contributions of this paper is to not only point out that the online context is different from the offline context—which, surprisingly, had not been done previously—but also to explore how it is different.”

Through in-depth interviews with 16 founders and integration of theories from existing entrepreneurship and computer-mediated communications literatures, the authors developed a multi-disciplinary framework with which to understand the online social networking behaviors of entrepreneurs, among others.

This paper generates 12 research propositions, based on disciplinary framework with which to understand the online social communications literatures, the authors developed a multi-disciplinary framework with which to understand the online social networking behaviors of entrepreneurs, among others.

In addition to paving the way for research that addresses today’s more complex social capital networks, the research has some immediate implications for practitioners.

“Ultimately, the question the practitioner wants answered is, ‘is it worth it?’” says Brock Smith. “Should I be spending all this time, effort and money on digital social networks?” And putting aside the marketing answer, and talking strictly to an entrepreneur building a business, the answer is probably not.”

Of course, there are nuances: those looking to quickly and efficiently increase the number of names in their rolodex might find social networking sites more useful than those looking for relationships that yield more substance, such as access to specialized or scarce resources.

Says Claudia Smith, “The conceptual framework, research propositions and insights offered in this paper will hopefully act as a stepping stone to bring social capital research into today’s online context. This foundation creates a number of opportunities for additional exploration of how entrepreneurs build their networks and social capital online.”

doi.org/10.1016/j.jbusvent.2016.10.003


Elias and her co-authors conducted an ethnographic study with four entrepreneurs with different artistic specializations in Missouri. They found that processes of both an embodied nature (i.e. incorporating the physical body and senses as a part of the creation process) and relational nature (i.e. engaging and sharing ideas with another person) were central to the creation of a product that holds value for the customer and entrepreneur.

The paper identifies three components in the collaboration between entrepreneur and client: imagination, contemplation and consensus. These processes, although all falling under the category of relational and/or embodied actions, could be separated into these three unique components.

“Identifying these terms means we can begin to discuss how clients co-create value, in addition to identifying that they do,” says Elias. “Grounding the creative process in sensory or bodily experience expands entrepreneurship beyond the traditional approach emphasizing rational, conscious thought, and allows for exploring how ideas may emerge from the unconscious or imagination. Reflection, feelings, and the senses, as experienced by both the entrepreneur and the client during the development of unique products, are what allow individuals to better deal with ambiguity—including the kind of complex, messy, uncertain problems entrepreneurs and their customers often face.”

doi.org/10.1177/0170840617717548
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<td>Cotton, Rick</td>
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<td>Pilato, Viviana</td>
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<td>Bright, Carlo</td>
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<td>Cotton, Rick</td>
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<td>2017</td>
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<td>Insight Development Grant: Organizing with the New Demographic: The Bidirectional Influence of Immigrant and Bicultural Employees on Their Organizations</td>
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<td>2017</td>
<td>Smith, Claudia &amp; Smith, J. Brock</td>
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<td>Mitchell, Cheryl</td>
<td>Canada’s Networks of Excellence Grant: CANet: Building Collaboration for a Sustainable Future Initiative</td>
<td>Government of Canada</td>
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<td>2016</td>
<td>Murphy, Matt</td>
<td>Grant: Social Entrepreneurship “The Big Invitation” Illuminating Coast Salish Community-Based Economy Through ‘Gathering’ Traditions</td>
<td>UVic Cooperative and Community-Based Economy Research Fund</td>
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<td>Pacific Institute for Climate Solutions</td>
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<td>Ranson, Heather</td>
<td>MED Outstanding Reviewer Award</td>
<td>Academy of Management, Management, Education and Development Division</td>
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<td>2016</td>
<td>Shen, Yan</td>
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<td>Academy of Management, Human Resources Division</td>
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<td>2016</td>
<td>Smith, J. Brock &amp; Colgate, Mark</td>
<td>Second most cited article in 24-year history</td>
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<td>2016</td>
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<td>Elected Member</td>
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<td>2015</td>
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<td>Canada Research Chair in Global Economy</td>
<td>Social Sciences and Humanities Research Council</td>
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<td>2015</td>
<td>Dasmalchian, Ali</td>
<td>Grant: Developing Human Resource Climates in Health Organizations: Examining their Workplace Dynamics and Impacts Using Case Research</td>
<td>Island Health Collaborative Research</td>
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<td>2015</td>
<td>Suddaby, Roy</td>
<td>Thomson Reuters Most Influential Scientific Minds</td>
<td>Thomson Reuters/Clarivate Analytics</td>
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Dr. Jie Zhang


This research by Dr. Jie Zhang and her co-authors develops a professional service lifecycle model to detail changes in professional work over time. Professional services, organizations can be characterized by a knowledge asymmetry between the professional and the client, i.e. where the professional has significantly more specialized knowledge on a topic than the client does.

Exploring a lifecycle model via a case study in the green building industry, this paper details the evolution of Leadership in Energy Environmental Design (LEED) consulting services. LEED was born from innovation but as the system developed, became more standardized and adopted the use of technology, and as a result became more specialized.

The LEED rating systems are developed and updated by the United States Green Building Council, which was founded in 1993. The LEED rating systems are developed and updated by the USGBC, which was founded in 1993, and became more standardized from innovation but as the system developed, became more complex and adopted the use of technology, and as a result became more specialized.

As this paper demonstrates, the professional service lifecycle model involves an iterative process that is driven by technological advancement and stakeholders constantly demanding validated, cost-effective and newer solutions. Driven by these demands, the professional work mix becomes more standardized as an initial innovation moves towards widespread adoption. Proactively responding to these demands requires continuously redesigning the work flow to facilitate collaboration and matching the type of work (dis/assynct or routine) with the knowledge level of the worker, thus freeing those with the highest knowledge levels to continue to innovate. As adoption continues, the professional service work becomes more standardized and routine-based.

In applying a lifecycle lens to professional service work, the authors demonstrate that professional service work can and should be proactively managed along the lifecycle. Zhang summarizes the four insights from this study: “Embrace the lifecycle; understand the technology and market forces behind it; proactively manage the lifecycle; and recognize the value of coordination and collaboration among the dynamic mix of creative and standardized tasks.”

doi.org/10.1016/j.jom.2016.03.003

Dr. Rick Cotton


This exploratory research paper by Dr. Rick Cotton and his co-authors introduces a theoretical model of how perceived prosocial impact offsets negative personal outcomes that result from repeated execution of work tasks involving necessary evils.

Necessary evils are defined as events that require a person to harm others in the service of the greater good. Conversely, prosocial impact is the experience of having helped someone. The theoretical model suggests that the perception of having helped someone in a harrowing situation can provide a buffer from the negative effects of carrying out necessary evils.

In order to identify themes and stressors associated with carrying out downsizing events (one example of a necessary evil task), Cotton and his co-authors interviewed a targeted sample of seasoned human resources (HR) professionals that had been involved in repeated downsizing initiatives, with several in the sample having personally laid off hundreds of employees. In-depth interviews with each HR professional discussed their individual downsizing experiences and the acute and chronic effect of these experiences, along with sharing any lessons learned, best practices and advice for new HR professionals.

Seven particular stressors were linked with carrying out tasks categorized as necessary evils.

This study is important as HR professionals and downsizing events have received little attention from management literature to date. It is significant that the prosocial behavior (such as protecting the privacy of those laid off in a downsizing event) displayed by HR professionals carrying out necessary evil work acted as a buffer from the negative effects of this work. Previous research suggested that HR professionals conducting downsizing events coped by withdrawing cognitively, emotionally and physically, however, previous studies focused on professionals who had little experience of conducting downsizing events. In contrast, the HR professionals interviewed by Cotton et al. had experience of a significant number of downsizing events, which may in part account for their ability to cope through prosocial efforts.

Cotton states: “It was great that we were able extrapolate from the HR environment and construct a model that can be applied to a broader set of occupations.” The research has wide-ranging implications for managers, organizations and HR professionals and was disseminated to the practitioner audience in August 2016 when Harvard Business Review highlighted the study in an online article entitled: “Coping with the effects of emotionally difficult work.”

doi.org/10.1177/1056492615612577
Meet the Editors Series

In 2016, we launched our “Meet the Editors” visiting speaker program to connect our faculty to the editors of elite journals, including the editors/associate editors of the Academy of Management Review, the Academy of Management Learning and Education, the Journal of Management Studies, Marketing Science and the Journal of Marketing.

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<td>Editor of the Academy of Management Learning and Education</td>
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<td>March 31, 2017</td>
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<tr>
<td>April 18, 2017</td>
<td>Dr. Gerardo Patriotta, Nottingham University Business School, University of Nottingham</td>
<td>Senior Associate Editor of the Journal of Management Studies/Editorial Board Member of Organization Studies</td>
<td>Crafting Papers for Publication</td>
</tr>
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<td>April 21, 2017</td>
<td>Dr. Alan Meyer, Lundquist College of Business, University of Oregon</td>
<td>Consulting Editor for the Academy of Management Journal, Associate Editor in Chief for Organization Science, Editorial Board Member of Administrative Science Quarterly, Academy of Management Journal, Academy of Management Annals, Strategic Management Journal</td>
<td>Crafting Your Research Identity (month long workshop for junior scholars) Open Source Identity: Rekindling Track Town’s Flames</td>
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Conferences held at Gustavson

<table>
<thead>
<tr>
<th>Title: EU Crises</th>
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</thead>
<tbody>
<tr>
<td><strong>Partner Associations:</strong> University of Victoria Centre for Global Studies, the European Union Centre of Excellence (co-funded by the European Commission), the Department of Economics and Department of Political Science and the Faculty of Social Science.</td>
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<td><strong>Date:</strong> February 23-25, 2017</td>
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<td><strong>Description:</strong> Bringing together an interdisciplinary group of junior and senior academic experts from the fields of political science, history, economics, business and law as well as policy practitioners, this SSHRC-sponsored conference examined the effects of political and financial crises in the European Union (EU), as well as the specific institutions built by the EU in response to the economic crisis.</td>
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<th>Title: The Victoria Forum</th>
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<tr>
<td><strong>Partner Associations:</strong> Canadian International Council; The Conference Board of Canada; Global Centre for Pluralism; HaiCo; Philanthropic Foundations Canada; Pierre Elliott Trudeau Foundation; WWF Canada. Sponsors: Gustavson School of Business; University of Victoria; TELUS; Pratt &amp; Whitney Canada; Times Colonist; Corporate Knights; Victoria Conference Centre; Flight Centre; Engineers Without Borders; Centre for Social and Sustainable Innovation at the Gustavson School of Business.</td>
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<tr>
<td><strong>Date:</strong> November 17-19, 2017</td>
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<tr>
<td><strong>Description:</strong> Canada @ 150: Promoting Diversity and Inclusion With the emergence of populist agendas and a declining trust in our key institutions, a trend towards increasing protectionism and anxiety about migration worldwide emerged this past year. The University of Victoria—led by Gustavson—and Global Affairs Canada hosted the inaugural Victoria Forum to discuss these topics in depth. The Victoria Forum provided an opportunity to present an alternative narrative highlighting the benefits of diversity, openness and inclusiveness in modern global society. The three-day event brought together policy makers, business leaders, academics, youth, Indigenous leaders, activists and civil society to debate and discuss the critical issues of diversity and inclusion facing the world today and to devise ideas for policy recommendations to further the implementation of diversity and inclusion initiatives worldwide.</td>
</tr>
</tbody>
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RESEARCH NETWORKS

Gustavson partners with researchers around the world to create integrated, boundary-spanning research. This graphic represents our co-authors during 2015-2017.
Dr. Stuart Snaith


Dr. Stuart Snaith and his co-authors examine how the migration from traditional open outcry trading to electronic trading affects market efficiency in the crude palm oil futures market.

Open outcry trading typically features a traditional pit where traders can look at each other in the eye and communicate face to face. Trading on an electronic platform, however, is done remotely and is thus a more sterile transaction, lacking direct human interaction. In recent times, open outcry has experienced a steady decline in favour of electronic trading platforms. However, there is some recent evidence that exchanges see value in the open outcry method of trading, as evidenced by the recent investment in a new open outcry trading floor by the London Metal Exchange.

Why crude palm oil? The study focuses on this commodity for a number of reasons. (i) It is one of the most produced edible oils and is utilized for a wide range of purposes (ii) It has received little attention in the academic literature to date and (iii) The crude palm oil futures market made a discreet switch from open outcry trading by 35 days in which the authors had knowledge that a price increase would occur around the mid-point of that period. Data collection took place over a period of 35 days in which the authors had knowledge that a price increase would occur around the mid-point of that period.

The main focus of this study is to compare how informationally efficient this market was in the period where trading was conducted using open outcry versus an electronic trading platform. Specifically, it examines how efficiently past price information is reflected into the market price during times of high and low volatility for both shorter and longer-term maturities.

When volatility is high, for shorter maturities the open outcry platform was found to be more efficient than the electronic trading platform. However, for longer maturities, the electronic trading platform was more efficient than open outcry. In times of low volatility, the results were indistinguishable. The main implication from these findings is that there may be benefits, in terms of informational efficiency, to running both trading systems side by side as opposed to the trend in recent times where trading by open outcry is becoming less common.

doi.org/10.1002/fut.21899

Dr. Huachao Gao


Many companies struggle with price increases that typically prove unpopular with consumers. This research focuses on consumers’ identity as a local or global buyer, and the impact that the consumers’ identity has on the sensitivity to price.

Dr. Huachao Gao and his co-authors conducted an extensive series of 14 studies, two of which took place in China and the rest in USA, and involved over 5,000 participants in surveys, randomized field studies and online experiments. This paper focuses on only six of the studies, although the summarized results are included from all 14 studies. The core argument posits that a strong local identity among consumers produces a sacrifice mindset, which in turn decreases consumer’s price sensitivity, providing a greater tolerance for price increases.

For example, one of the experiments was a randomized field study that took place in a grocery store in Hefei, China and looked at consumer purchase behavior of eggs, milk and rice in response to actual price increases. Data collection took place over a period of 35 days in which the authors had knowledge that a price increase would occur around the mid-point of that period. Customers entering the store were randomly handed a brochure designed to manipulate either local identity (think local movement) or global identity (think global movement). Customers signed the brochure to show their support for the assigned movement, and entered into a prize draw upon submitting the signed form to the cashiers. The cashiers collected the signed brochures and recorded the customers’ purchases, allowing them to track what local identity and global identity participants purchased, and whether the purchase took place before or after the price increase.

The research results were striking: in each of the studies, the research showed that consumers whose local identity had been activated displayed less price sensitivity to all products, even when the origin of the goods was ambiguous or unknown. The research also illustrated that companies can develop communication strategies and messaging to trigger consumers’ affinity with the local community or local identity, and thus benefit from higher tolerance for price increases. This has a tremendous impact for companies with a global sourcing strategy wishing to balance consumer demand for local identity or connection with their need to maintain price efficiencies.

doi.org/10.1509/jm.15.0206

Drawing on theories of negotiated order, identity threat and stigmatized identity management, Dr. Simon Pek and his co-authors built on a multi-disciplinary research base to expand theoretical understanding of how stigmatized identity is negotiated in the workplace. Examples of stigmatized identities include individuals with mental illness; individuals who are lesbian, gay, bisexual or transgender; and individuals who have occupations perceived as ‘dirty’.

This paper, in contrast to previous research, emphasizes bottom-up destigmatization by exploring how individuals can be agents of change and influence perceptions of a stigmatized identity in a local context (such as a team at work).

Building on the idea that stigmatized identities are social constructs that take on meaning through interactions with others, the paper presents a theory categorizing how communication can in fact cause these stigmas to be reconsidered in a number of significant ways.

"Someone with a stigmatized identity can choose to challenge how that identity is perceived by their co-workers," says Pek. "This can be termed making a claim about one's identity. People are choosing every day whether or not to make a claim that might challenge the established power dynamic in the workplace."

What's important here is not only how an individual with a stigmatized identity communicates about their identity, but also how recipients of this communication respond to their co-worker's claims about identity. There's a lot at stake here—if recipients feel their own identity is threatened by the claim being made, they may not be as open to reconsidering the stigma.

This conceptualization of stigma identity claims, how they are received, and the renegotiations that can result set the stage for future study of how individuals can be bottom-up agents for social change within their organizations.

doi.org/10.5465/amr.2015.0189
Recent Publications:

**Professor, Toulouse Business School, Toulouse, France**

aspects of the school: course content, faculty and staff practices, social capital and funding for the arts in the largest performing arts organizations in Canada.

**DR. KIM CEULEMANS***


Her many contributions include researching the relation between the reporting process and sustainability behaviors, she also conducts research on consumer identity and consumption values such as Confucianism and materialism, with a focus on luxury brand and counterfeit brand consumption. With a particular interest in cross-cultural consumer behaviors, she also conducts research on consumer identity and consumer decision-making process in multicultural contexts.

**DR. LING JIANG**

*PhD in Marketing, Aix-Marseille University, Marseille, France*

Jiang’s primary research centers on brand consciousness, consumer perception, consumption values such as Confucianism and materialism, with a focus on luxury brand and counterfeit brand consumption. With a particular interest in cross-cultural consumer behaviors, she also conducts research on consumer identity and consumer decision-making process in multicultural contexts.

**DR. DARA KELLY**

*PhD in Management and Innovation, Catholic University of the Sacred Heart, Milan, Italy*

Pilato’s research is in the area of sustainability and organization theory. Her current research is focused on understanding the headquarter-subsidiaries relationship in relation to corporate social responsibility (CSR). More precisely, her research agenda is focused on examining whether, how, and why CSR is influenced by different institutional contexts, especially in developing countries.

**DR. MAXWELL TUULI**

*PhD in Economics from McGill University, Montreal, Canada*

Tuuli’s primary research interests span a variety of topics in international trade and industrial organization. His particular focus is on the behavior of firms involved in international trade and the factors affecting the organizational structures they adopt. He is also interested in development economics and open economy macroeconomic topics in developing and emerging economies.

**DR. CAMILLE MEYER***

*PhD in Economics and Management Sciences, Université Libre de Bruxelles, Brussels, Belgium*

Meyer’s research employs organization theory, business ethics and economic sociology to investigate social enterprises and sustainability issues. His research interests include social innovation/entrepreneurship, the natural environment and the common good.

**Past Post-Doctoral Fellows**

**DR. DIEGO CORAIOLA**

*At Gustavson,*

Coraiola collaborated with Dr. Roy Suddaby to address symbolic aspects of management and organizations, such as the connection between board membership, social capital and funding for the arts in the largest performing arts organizations in Canada.

**Current Position:**

Assistant Professor, University of Alberta, Camrose, AB, Canada.

**Recent Publications:**


**Current Post-Doctoral Fellows**

**Current Post-Doctoral Fellows**

**DR. DR. KIM CEULEMANS***

*At Gustavson,*

Ceulemans contributed to Gustavson’s culture of environmental and social sustainability through her work with the Centre for Social and Sustainable Innovation (CSSI). Her many contributions include researching the relation between the reporting process and sustainability behaviors, she also conducts research on consumer identity and consumption values such as Confucianism and materialism, with a focus on luxury brand and counterfeit brand consumption. With a particular interest in cross-cultural consumer behaviors, she also conducts research on consumer identity and consumer decision-making process in multicultural contexts.

**Recent Publications:**


**Funding for the post-doctoral positions is provided by the Centre for Social and Sustainable Innovation, through a donation from Goldcorp Inc.**
Gustavson PhD Graduates

**DR. SARAH EASTER, PHD ’16**

**Dissertation:**
Homelessness Through Different Lenses: Negotiating Multiple Meaning Systems in a Canadian Tri-sector Social Partnership

Dr. Sarah Easter’s dissertation examined how a partnership comprised of private, public and non-profit participants worked together to address the complex social issue of homelessness. In her study, Easter explored which traits allowed individuals to successfully collaborate in this context, despite culturally-based differences. Using mainly cultural literature in organization studies and the institutional logics perspective, Easter’s research involved a multi-site ethnographic study, involving in-depth interviews and participant observation at the Greater Victoria Coalition to End Homelessness in Victoria, BC.

**Current Position:**
Assistant Professor, College of Business Administration, Abilene Christian University, Abilene, Texas, USA.

**Recent Publications:**


**Awards:**
- Best Paper Based on a Dissertation, Managerial and Organizational Cognition, Academy of Management Annual Meeting, 2017
- Best Reviewer Award, Journal of International Business Studies, 2016

**New work:**
In addition to continuing to publish from her dissertation research, Easter is beginning work on a new project. Says Easter, “In the spring of 2017, I began a new ethnographic study to understand how perceived change makes people intentionally seek to enact sustainability initiatives in places viewed as being largely unresponsive to change.”

**DR. MICHAŁ SZYMANSKI, PHD ’17**

**Dissertation:**
Team Effects of Bicultural Individuals: Insights from Football Team Performance

Globalization, and the rapid movement of people around the world, has created a growing number of people who identify as “bicultural”: individuals who have experienced and internalized more than one culture. Szymanski’s dissertation analyzed results from six consecutive FIFA World Cup and UEFA European Championship soccer tournaments to assess whether biculturalism influenced a team’s performance. Among other findings, the results indicated that teams with bicultural leaders outperformed the competition when playing against teams who differed significantly culturally.

**Current Position:**
Assistant Professor, EGADE Business School, Guadalajara, Mexico.

**Recent Publications:**


Encompassing topics ranging from cross-cultural management to sustainability, business ethics and institutional change, PhD students contribute research and perspective vital to the school.

FEATURED PhD STUDENTS:

**SAEED RAHMAN**

**Dissertation:** Growing Food in Turbulent Times: Knowledge About Organization-Nature Interdependence as a Source of Adaptive Capacity and Resilience for Firms and Ecological Systems

In his dissertation, Rahman notes that few studies in the organization and natural environment literature have focused on how organizations can and do create a broader repository of dynamic capabilities to cope successfully with challenges of climate change and ecosystem degradation. Rahman’s research attempts to fill this gap by contributing to building a theory of organizational resilience that provides insights into how organizations continue to sustain competitive advantage amidst such natural environmental turbulence. His achievements have been recognized with a Pacific Institute for Climate Solutions Graduate Fellowship and a Social Sciences and Humanities Research Council (SSHRC) Doctoral Fellowship.

**HELENA ZHU**

**Dissertation:** Entrepreneurial Delegation

Zhu’s dissertation explores how founder-entrepreneurs delegate authority to their first few professional managers, and how this enhances or undermines new venture survival and growth. Many start-ups fail or do not achieve their full potential due to the entrepreneur’s resistance to delegating authority in a timely way. Despite this, the focus of delegation research is still largely on events that come later in the entrepreneurial cycle, such as founder departure or succession. Zhu’s initiative in this area represents a fundamental shift in delegation research by challenging the conventional wisdom that delegation is always beneficial, and unfolding the unique process of delegation in entrepreneurial contexts. In support of her dissertation work, she was awarded a Mitacs Accelerate grant.

**SHAZIA KARMALI**

**Dissertation:** Growing “Local Food”: Actors, Language and the Evolution of Meaning Through Revolutionary Institutional Change

Karmali’s dissertation aims to analyze the emergent and evolving meaning of “local food” in Canada. Through her dissertation, she hopes to understand how interested field-level actors have used meaning to either promote institutional change or, alternatively, to promote institutional maintenance. Karmali plans to conduct her research using recent advances in big data analytics, specifically topic modelling.
Grant: Global Institutional Change, National Policy Interventions and Firm Strategies: Evidence from the Textile Industry
Researchers: Chittoor, R., Gustavson School of Business (Principal Investigator); Aalakul, P. (Co-Investigator), York University
Granting Body: Social Sciences and Humanities Research Council

How do governments influence firms’ competitive advantage?

This is the question Dr. Raveendra Chittoor and his research partners have set out to answer by examining firms in the textile industry in India as they adapt to changes in global trade agreements, Chittoor’s work seeks to understand how national government institutions influence firms’ ability to compete on an international stage.

The research, supported by a Social Sciences and Humanities Research Council Insight grant, will undertake two studies and create a conceptual model measuring the impact of government support initiatives on the international textile industry.

“In 2005 there was a major disruption in the global textile industry,” says Chittoor. “The Multi-Fibre Agreement was abolished. Our study looks at what happens in the vacuum created by this major global trade quota system being removed. How do firms perform when this support is taken away, and how is their competitive advantage influenced based on their government’s response and other institutional factors?”

This research considers three types of institutional resources: government policy, access to industry clusters (such as a number of textile mills grouped in a single location) and affiliation with business groups.

The first study will document government and policy supports in more than a dozen countries that are active participants in the global textile industry, resulting in a comprehensive model of potential institutional resources and their effect on firms’ competitive advantage.

At a firm-specific level, a second study will undertake large-scale data collection among Indian textile firms, documenting outcomes such as export performance, financial performance, firm capabilities and human development indicators.

A third and final study will test the conceptual model developed in study one, synthesising the institutional- and firm-level results to create a comprehensive discussion of how firms’ competitive performance is impacted by the institutional resources available to them. Using global databases, the third study collects data from textile firms around the world and documents differential performance before and after the abolition of the Multi-Fibre Agreement.

“The recent removal of an international trade policy makes the abolition of the Multi-Fibre Agreement.

Dr. Basma Majerbi has a vision of where the conversation on global financial stability could go next, and it involves a big-picture perspective.

“You can read ten papers on financial stability and the authors will be using ten different measures and looking at ten different aspects of the picture,” says Majerbi. “They might be looking just at risk in banking, or the bond market, but there are many other players, like the housing market or non-bank financial institutions, that are contributing to the overall financial system stability, and these factors are not discussed in the same conversation. It’s a limitation on how accurate we can be in assessing macro-financial risk, currently.”

Majerbi’s ambitious three-year project proposal on this topic was recently awarded an approximately $200,000 Social Sciences and Humanities Research Council Insight grant. The project has several intended outcomes, one of which is a brand-new, comprehensive framework to assess the many diverse factors influencing financial system stability around the world.

“Financial stability has far-reaching consequences on our lives and societies in ways that we don’t necessarily think about,” says Majerbi. “Think for example of the global financial crisis in 2008. The crisis leads to an economic recession, and at this stage governments will typically intervene to bail out the major financial institutions with the taxpayers’ money—because the failure of these institutions can lead to even more severe economic consequences. This is taxpayer money which then can’t be spent on healthcare, education, or social programs, however, so in addition to the economic and job losses from the initial financial crisis, the pressure is felt in other ways as well. Having financial systems that are stable and resilient to shocks is critically important to our wellbeing as a society.”

Another characteristic that sets this research apart is its potential to affect the well-being of populations around the world. When analysts and policy makers improve their ability to predict instability in a country’s financial system, it has the potential to avert major economic downturns.

It is by no means an unexplored topic—experts have been seeking an understanding of what makes financial systems fail, and what the warning signs look like, for generations. What is new about Majerbi’s proposed research, however, is its very integrated and comprehensive approach.

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Dean, Associate and Assistant Deans

Dr. Saul Klein – Dean and Professor
Dr. David McCutcheon – Associate Professor, Associate Dean, Programs
Dr. Roy Sudberry – Professor, Francis G. Winspear Chair, Director, Research; Associate Dean, Research and Faculty Renewal
Ms. Patricia Ellemans – Assistant Dean, External

Faculty Members

Dr. Jan Baggs – Associate Professor
Dr. Kristin Brandl – Assistant Professor
Ms. Susan Brenna-Smith – Assistant Teaching Professor
Dr. Graham Brown – Associate Professor, Tim Price Entrepreneurship Fellow
Dr. Ravendira Chittor – Associate Professor, Canada Research Chair in Global Economy
Dr. Mark Cogate – Professor, Director, Corporate MBA Programs
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Dr. Sudhir Nair – Associate Professor
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Professors Emeriti

Dr. M. Dale Beckman
Dr. David Boag
Dr. Ralph W. Huenemann
Mr. Paul Levine
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