



Atlantic Schools of Business 2025 Conference
September 26-28, 2025

"Beyond the Calls: Strategic Action for Inclusive Futures"

CONFERENCE PROCEEDINGS
(ABSTRACTS ONLY)

Hosted by the Gerald Schwartz School of Business
at St. Francis Xavier University
Antigonish, Nova Scotia



StFX
UNIVERSITY

GERALD SCHWARTZ
SCHOOL OF BUSINESS

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ASB 2025: Final Report from the Conference Co-Chairs

The Atlantic Schools of Business Conference was hosted by the Gerald Schwartz School of Business at St. Francis Xavier University from September 26 to September 28, 2025. The theme of the Conference was "Beyond the Calls: Strategic Action for Inclusive Futures". The theme reflected our current context in which creating opportunities for inclusivity is an obligation we all share. As a developmental conference, ASB's legacy of collegiality, innovation, and groundbreaking thought allows researchers in our region to explore inclusivity in that broader context.

The conference had many highlights that we hope attendees enjoyed. Connected to the Conference, we welcomed Indigenous Scholars and community leaders from across Canada who convened a roundtable discussion on the Friday of the conference. Also on Friday, an all-conference workshop featured two established and well recognized editors, Dr. Roy Suddaby and Dr. Bill Foster, who shared their advice and insights into publishing in today's academic environment. On Friday evening, we celebrated the opening of the conference with both a drum song performed by Nathan Sack and the movie premiere of Nechako: It Will be a Big River Again with Director Lyana Patrick in attendance. On Saturday, Addy Stickland, a live illustrator, illustrated the conference as it occurred (see Appendix 5), Ivey Publishing delivered a case publishing workshop, our luncheon guest speaker was François Bastien, Associate Professor, Associate Dean, Indigenous, Academic Director, MBA in Advancing Reconciliation at the University of Victoria, who challenged the attendees about inclusivity and cosmetic Indigenization, and a well-attended awards banquet featured a host of awards (see list of awards in Appendix 4). Sunday offered the ASB Annual General Meeting (AGM) and interesting workshops.

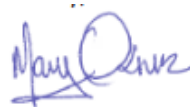
The planning and delivery of a conference required the support of many people for whom thank yous are necessary. Thanks is extended to track chairs who facilitated the review process (see Appendix 3 for list of track chairs), the many reviewers who thoughtfully provided constructive comments to authors, the authors who submitted their work to share with others, the ASB Executive Committee who provided oversight on Conference program planning, the sponsors who allow the ASB Conference to be affordable for attendees, the STFX ASB planning committee who provided logistics oversight and suggestions, STFX food services (Sodexo) and event management team, and the trio of Donna Sears, Nick Deal and Gabi Durepos who shared their experience and expertise with us on an ongoing basis.

It was our pleasure to host the conference and hope that conference attendees enjoyed their experience at ASB 2025.

Sincerely,



Katelynn Carter-Rogers
ASB 2025 Conference Co-Chair



Mary Oxner
ASB 2025 Conference Co-Chair

ASB 2025: Conference Chairs and Locations

Year	Conference Chair(s)	Host
2025	Katelynn Carter-Rogers & Mary Oxner	Gerald Schwartz School of Business, St. Francis Xavier University
2024	Wendy Carroll & Gabrielle Durepos	Sobey School of Business, Saint Mary's University
2023	Ellen Shaffner & Gabrielle Durepos	Mount Saint Vincent University
2022	Donna Sears & Terrance Weatherbee	F. C. Manning School of Business, Acadia University
2021	Gary Evans	University of Prince Edward Island
2020	Suspended due to COVID-19	
2019	Mary Beth Doucette & Mary Jane Morrison	Cape Breton University
2018	Alidou Ouedraogo	Université de Moncton
2017	Donna Sears	F. C. Manning School of Business, Acadia University
2016	Albert J. Mills & Jean Helms Mills	Saint Mary's University
2015	Basu Sharma	University of New Brunswick, Fredericton
2014	William C. Murray & Anthony Yue	Mount Saint Vincent University
2013	Gabrielle Durepos & Monica Diochon	St. Francis Xavier University
2012	John Rumsey	Dalhousie University
2011	Wendy Carroll	University of Prince Edward Island
2010	Jean Helms Mills	Saint Mary's University
2009	Gerard Fillion	Université de Moncton
2008	Lawrence Bauer	Memorial University
2007	Ian Hutchinson	F. C. Manning School of Business, Acadia University
2006	Peter Sianchuk	Mount Allison University
2005	Basu Sharma	University of New Brunswick, held in Halifax
2004	Ann MacGillivray	Mount Saint Vincent University
2003	Nancy Chesworth	Mount Saint Vincent University
2002	Neil Maltby	St. Francis Xavier University
2001	Paul Dixon	Saint Mary's University
2000	Alex Faseruk	Memorial University

ASB 2025: Conference Schedule

Friday, September 26, 2025

1:00-6:00pm	Registration, SCHW Entrance
9:00-5:00pm	Indigenous Scholars Roundtable Discussions, SCHW 285
2:00-3:00pm	ASB Executive Committee Meeting, SCHW 454
2:30-3:00pm	Nutrition Break - SCWH 2nd Floor Alcoves
3:00-5:00pm	All Conference Workshop - Meet the Editors with Bill Foster and Roy Suddaby,
1:00-6:00pm	Opening of Indigenous Art Exhibit in MacNeil Gallery, SCHW 210
5:00-6:30pm	Welcome Reception, 2nd Floor SCHW (Remarks at 5:30pm)
6:30-8:30pm	Premiere: <i>Nechako: It Will Be a Big River Again</i> (2055) with Lyana Patrick, SCHW 205

Saturday, September 27, 2025

8:00am-4:00pm	Registration, SCHW Entrance					
8:00-9:00am	Breakfast, McKenna Centre					
9:00-10:30am	Accounting SCHW 205	Strategy SCHW 215	Case SCHW 290	Ethics SCHW 289	Entrepreneur SCHW 152	Education SCHW 156
10:30-11:00am	Nutrition Break - SCWH 2nd Floor Alcoves					
11:00-12:30pm	Case Comp SCHW 205	History SCHW 215	Marketing SCHW 290	Diversity SCHW 289	Indigenous SCHW 152	OB/IR/HR SCHW 156
10:30-4:00pm	Atlantic Schools of Business Deans' Meeting, SCHW 285					
12:30-2:00pm	Luncheon with Guest Speaker, Francois Bastien, McKenna Centre					
2:00-3:00pm	Luncheon for Case Competition Students, SCHW 330					
2:00-3:30pm	Case Comp SCHW 205	History SCHW 215	Open SCHW 290	Marketing SCHW 289	Indigenous SCHW 152	Ethics SCHW 156
3:30-4:00pm	Nutrition Break - SCWH 2nd Floor Alcoves					
4:00-5:30pm	Case SCHW 205	Book SCHW 215	Education SCHW 290	Finance SCHW 289	OB/IR/HR SCHW 152	Diversity SCHW 156
6:30-8:30pm	Awards Banquet, McKenna Centre (4th Floor SCHW) (Dinner at 7:00pm)					

Sunday, September 28, 2025

8:00-10:00am	Registration, SCHW Entrance					
8:00-9:00am	Breakfast, McKenna Centre					
8:30-9:00am	ASB Annual General Meeting, SCHW 205					
9:00-10:30am	Indigenous SCHW 205	Open SCHW 215	Accounting SCHW 290	History SCHW 289	Information SCHW 152	Open SCHW 156
10:30-11:00am	Nutrition Break - SCWH 2nd Floor Alcoves					
11:00-12:30pm	Marketing SCHW 205	Education SCHW 215	Tourism SCHW 290	Open SCHW 289	Case SCHW 152	Finance SCHW 156

Legend:

Book - Book Launch	Diversity - Gender and Diversity
History - Business & Organization History	Information - Management & Information Systems
Case - Cases & Cases in Progress	Education - Management Education
Ethics - Ethics and Social Issues	Tourism - Tourism & Hospitality
Indigenous - Indigenous Business, Economics and Reconciliation	
OB/IR/HR - Organizational Behaviour, Industrial Relations and Human Resources	

ASB 2025: Building an Indigenous Business Academic Ecosystem: Connecting Scholarship, Teaching, and Indigenous Economic Development

Hosted By: Katelynn Carter-Rogers, St. Francis Xavier University

The Indigenous Business Academic Roundtable, hosted at the Gerald Schwartz School of Business at St. Francis Xavier University on September 26, 2025, brought together scholars and leaders working across Indigenous business, governance, economic development, and post-secondary education. Sponsored by the First Nations Financial Management Board (FMB), the roundtable was designed to create space for relationship-building, knowledge exchange, and discussion about how academic institutions and Indigenous economic organizations can work more intentionally together.

The gathering was organized around the recognition that Indigenous business scholarship cannot develop in isolation from the communities, institutions, practitioners, and economic systems with which it is connected. Participants began by locating themselves in relation to their Nations and communities, institutions, teaching and research roles, and their connections to Indigenous business, governance, or economic development. This relational approach provided the foundation for a day focused on considering where academic expertise might contribute to broader Indigenous economic priorities.

A central component of the roundtable involved engagement with the emerging Indigenous Economic Council (IEC) and a series of proposals related to Indigenous economic development. Participants worked in small groups to consider initiatives focused on development finance, economic planning supports, business-support navigation, Indigenous business-support gaps, the Indigenous Economic Council itself, and additions to reserve. The session created an opportunity for scholars to engage with current economic-development priorities while considering how research, evidence, and academic partnerships might contribute to this work.

The afternoon broadened the conversation to the Indigenous innovation ecosystem and the role of business schools within it. Facilitators from Luminary invited discussion about the Indigenous innovation gap, insights emerging from the Phoenix Indigenous Innovation Summit, the current state of Indigenous engagement within business schools, and opportunities for scholars to contribute to the development and evaluation of models, programs, practices, and strategies that strengthen the broader ecosystem.

The final substantive session turned specifically to teaching Indigenous business and public administration. Through a peer-learning roundtable, participants shared curricula, resources, pedagogical approaches, challenges, and opportunities for innovation. Attention was given to how existing FMB resources and tools might be meaningfully incorporated into post-secondary courses.

The roundtable reflects an emerging opportunity to strengthen the infrastructure surrounding Indigenous business scholarship in Canada. Advancing this field requires more than adding Indigenous content to existing business curricula. It requires sustained relationships among scholars, Indigenous economic institutions, communities, practitioners, and students; opportunities for scholars to learn from one another; and stronger pathways through which research and teaching can respond to priorities emerging from Indigenous economic-development contexts. The roundtable offered one space for developing these relationships and for considering how academic scholarship can contribute to

Indigenous economic futures while remaining responsive to the people and organizations already leading this work.



Indigenous Business Academic Roundtable
Sponsored by:



ASB 2025: Track Chairs

Track	Name
Accounting	Luke Phelos and Ryan Stack
Book Launch	Gabrielle Durepos
Business & Organization History	Terrance Weatherbee
Cases & Cases-in-Progress	Daniel Doiron
Communication	Karen Grandy
Entrepreneurship	Tasha Richard and Mary Oxner
Ethics & Social Issues	Brad Long
Finance	Arron Fraser and Mohammad Siddiquee
Gender & Diversity	Chiedza Chigumba
Human Resources/Industrial Relations	Scott Cassidy
Indigenous Business, Economics, and Reconciliation	Mary Beth Doucette
Management & Information Systems	Enayat Rajabi
Management Education	Susan Graham
Marketing	Suzanne Rath
Open	Melanie McCaig
Organizational Behaviour	Scott Cassidy
Strategy	Mark Fuller (English) and Alidou Ouedraogo (French)
Tourism & Hospitality	Maria Matthews

ASB 2025: Reviewers

Thank You to Our Many Dedicated Peer Reviewers!

Jennifer Alex	Daniel Keays	Rob Moir
Denton Anthony	Peter Kerr	Geneviève Morin
Amar Anwar	Kate Kish	Bobbi Morrison
René Arseneault	Zac Konings	Robert Murray
Golam M. Aurup	Sam Kolahgar	Anne Neal
Adebimpe Ayeni	Keshav Krishnamurty	Iman Nosoochi
Azadeh Babagadheri	Opal Leung	Mary Oxner
Katelynn Carter-Rogers	Stefan Litz	Bhavik Parikh
Alan Chan	Jeff Loli	Helle Petersen
Haoze Chen	Brad Long	Sumana Podder
Nicholas Deal	Abede Mack	Carol Pomare
Dann Downes	Neil Maltby	Shelley Price
Hadi Eslami	David Marshall	Shilpa Rajan
Omar H Fares	Maria Matthews	Ellen Schaffner
David Foord	David Mattie	Donna Sears
Arron Fraser	Melanie McCaig	Diljot Soin
Jane Fraser	Christopher McCaig	Binod Sundararajan
Gordon Fullerton	Tiffany McDougall-Sack	Terrence Weatherbee
Iryna Kalynychenko	Egbert McGraw	Kristin S. Williams
Karen Grandy	Rhonda McIver	Brent White
J. Scott Grant	Courtney McKay	Guosong Wu
Jordyn Hrenyk	Justin McManus	Da Xu
David Jacobs	Robert McNutt	Ashraf Zaman

ASB 2025: Saturday Luncheon Speaker - François Bastien

François Bastien (he/him) is an Associate Professor; Associate Dean, Indigenous; Academic Director, MBA in Advancing Reconciliation, University of Victoria

François Bastien's story begins in Wendake. He is a member of the Huron-Wendat First Nation. He and his family now reside on the traditional lands of the WSÁNEĆ Peoples and are grateful for the opportunity to live and learn from those who have stewarded and protected the lands on which they now reside since time immemorial. He has worked for, lived in, played and developed relationships with many Indigenous Peoples and communities which have all contributed to his learning journey. While doing so, he has observed various incongruities between Indigenous ways of organizing and contemporary colonial models. Throughout his academic work in various Western post-secondary institutions, he has also noticed a shared struggle to decolonize and Indigenize. Reconciliation for him means embarking on a mutually beneficial co-constructed journey of transformation and collaboration between Western and Indigenous worldviews; a road that is built and shared as opposed to being static and owned.



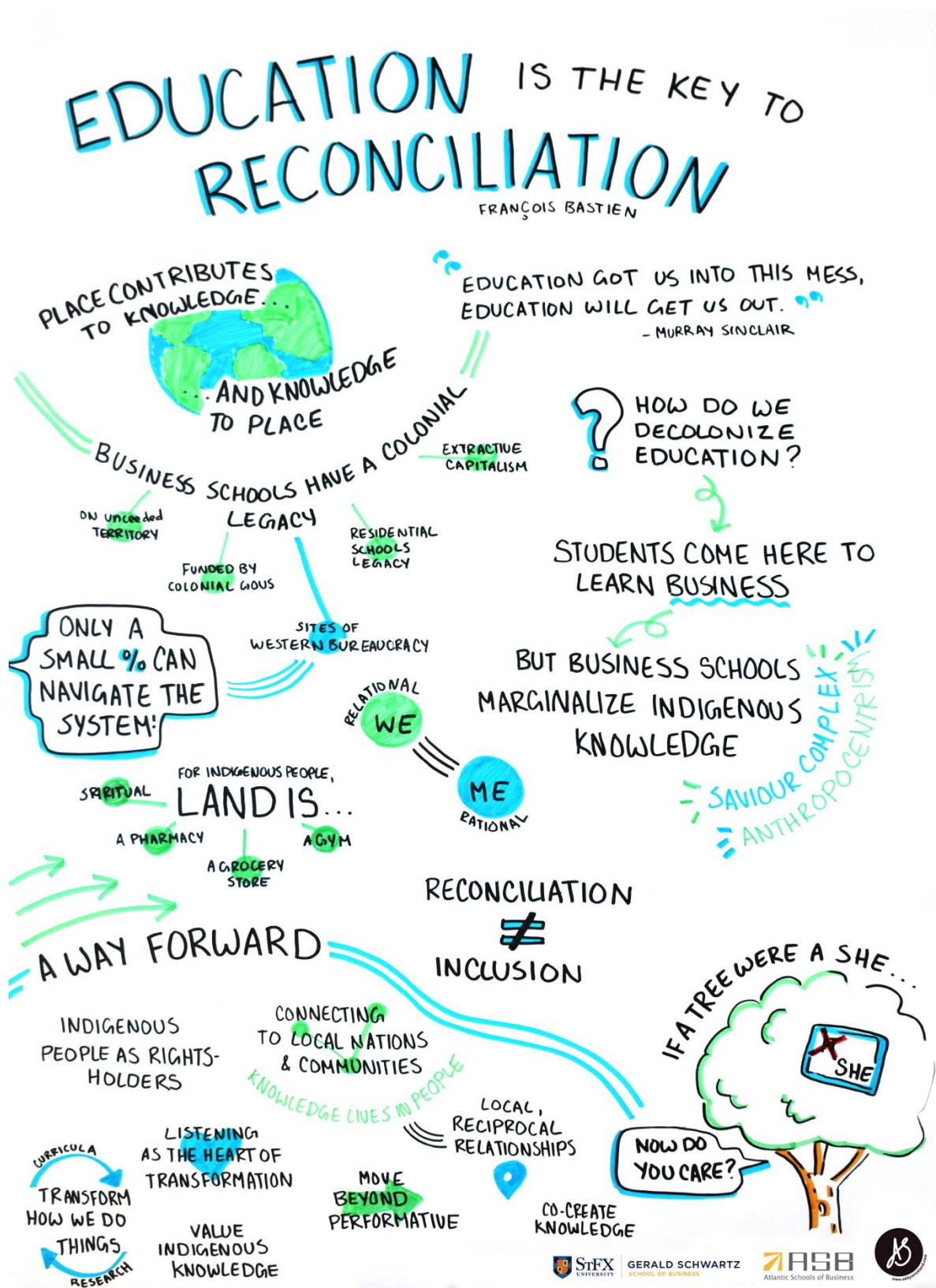
ASB 2025: Conference Live Illustrator - Addy Strickland

Addy Strickland (she/her) is an artist, writer, and facilitator based in Antigonish, Nova Scotia. Addy graduated from StFX with a degree in development studies in 2021, and has worked at the intersections of youth engagement, community development, and art since. She is the owner of Illustrations by Addy, a small business offering live illustration services for conferences and events alongside more traditional studio-based work, and loves being able to bring art and whimsy into facilitated spaces.

<https://www.addystrickland.com/>



ASB 2025: Saturday Luncheon Speaker - François Bastien - Illustration



ASB 2025: All Conference Workshop – Meet the Editors

Dr. Roy Suddaby <https://www.uvic.ca/gustavson/faculty-and-research/faculty/profiles/suddaby-roy.php>

Roy Suddaby is the Francis G. Winspear Chair of Management at the Peter B. Gustavson School of Business, University of Victoria. He also is a visiting professor of entrepreneurship at the Carson College of Business, Washington State University and professor of organizational theory at Liverpool University Management School, UK. He is also an adjunct professor at IAE Business School, Argentina, and distinguished visiting professor at the Haskayne School of Business, University of Calgary and at the Telfer School of Business, University of Ottawa.

Professor Suddaby is an internationally regarded scholar of organizational theory and institutional change. His work has contributed to our understanding of the critical role of symbolic resources—legitimacy, authenticity, identity and history—in improving an organization’s competitive position. His current research examines the changing social and symbolic role of the modern corporation and the intersection of craft and science in innovation.

Roy is currently an Associate Editor at Academy of Management Perspectives and an Associate Editor, theory, at Human Resources Management Journal. Roy is a past editor of the Academy of Management Review and is or has been an editorial board member of the Academy of Management Journal, Administrative Science Quarterly, Organization Studies, Journal of Management Studies, Organization Theory, and the Journal of Business Venturing. Roy is a Director of the Quest Health Institute based in Winnipeg, Manitoba.

Dr. Bill Foster <https://www.indigenousmanagement.org/author/william-foster>

Bill Foster is a Professor of Management at the University of Alberta. His primary research interests include rhetorical history, collective memory and decolonizing the business school. He has been published in journals such as Academy of Management Journal, Journal of Management, Strategic Management Journal, Academy of Management Annals, and Organization Studies. He is the former Editor-in-Chief of Academy of Management Learning and Education and serves on the Editorial Review Boards of Organization Studies, Academy of Management Review, Journal of Management Studies, Human Relations and Business History. He is also a council member for the Society for the Advancement of Management Studies (SAMS).

ASB 2025: McNeil Gallery Indigenous Art Exhibit

Strategic Practices: Indigenous Art from the StFX Art Gallery Collection
McNeil Gallery, Schwartz School of Business, room 210 Sept. 26 – Nov. 15, 2025

The StFX Art Gallery, in partnership with the Schwartz School of Business, is pleased to present this exhibition featuring artworks in a wide range of media, created by Indigenous artists from across the land now known as Canada. Together, these works affirm the collection’s role as part of a living continuum—always present, always evolving—with artistic creativity and professional practice at its core. *Strategic Practices* celebrates Indigenous art practices as they have been since time immemorial: dynamic, innovative, enduring, and forward-looking.



Hours During Conference

Fri. Sept. 26	1:00pm-6:00 pm	Sun. Sept. 28	9:00am -2:00pm
Sat. Sept. 27	10:00am-6:00pm	Tues. Sept. 30	12:00 -7:00 pm

ASB 2025: Premiere - “Nechako: It Will be a Big River Again” with Lyana Patrick

Nechako is a crucial documentary that follows two Indigenous Nations fighting for our collective future. When the Kenney Dam was built in the 1950s, the Nechako River was forever changed. The Stelat’en and Saik’uz Nations embarked on a groundbreaking legal proceeding against the Canadian government and Rio Tinto Alcan that lasted over a decade—a battle that continues today. Following community members living day to day on the river while they take on powerful institutions, *Nechako* is an urgent call to action to restore a river and a way of life. <https://www.nechakoriver.ca/>

Lyana Patrick is an award-winning, Vancouver-based director, writer and researcher from the Stelat’en First Nation. Committed to elevating Indigenous stories, she studied film at the Native Voices Program, University of Washington. Her acclaimed short films *A Place to Belong* and *The Train Station* have been showcased at prestigious festivals like Hot Docs, DOC NYC and the Vancouver International Film Festival, earning her recognition for her powerful, community-centred storytelling.

Join Lyana Patrick and Facilitator, Mary Beth Doucette, for a Symposium at 9:00am on Sunday September 28, 2025. The symposium features a “Discussion of How to Restore a River: Reconciling with Industry in a Time of Environmental and Political Crisis”. This symposium discusses the film “Nechako: It Will be a Big River Again.” The director and writer of “Nechako” will discuss the making of the film over five years, how industrial activities over the last 70 years impacted the lands and waters of First Nations in the north interior of British Columbia, and how they have sought to restore a key waterway in their territories. Key to this story is the resilience and determination of the nations to pursue stewardship over their lands and waters and engage with industry in spite of devastation and harm perpetrated over many decades.

Movie shown with Permission from: National Film Board of Canada <https://www.nfb.ca/>



Saturday, September 27, 2025, 9:00-10:30am

Dr. Kevin Gauch,
Technical University of Darmstadt, Germany
Dr. Kevin McMeeking
Brunel University.UK
Dr. Carol Pomare
Mount Allison University

**DOES THE MARKET REACT TO GREENWASHING? THE IMPACT OF ALIGNMENT
BETWEEN ESG DISCLOSURE AND ESG PERFORMANCE ON CAPITAL MARKETS**

ABSTRACT

This paper examines whether stock returns and bid-ask spreads are influenced by Environmental, Social, and Governance (ESG) congruence/incongruence with two measures of ESG: (i) ESG related textual properties of 10-K filings for ESG disclosure; and (ii) Refinitiv scores for ESG performance. Using a U.S sample of 7,454 firm-year observations across all sectors from 2006 to 2021, our findings indicate that where the ESG content of 10-K filings are incongruent with Refinitiv ESG scores for greenwashers, there is a significant negative association with Cumulative Abnormal Returns (CARs). There is no market reaction where the 10-K filings are congruent with Refinitiv ESG scores. Bid Ask Spreads (BASs) are positively associated with ESG content of modest green firms but are negatively associated with ESG content of non-green firms.

Brent White
Mount Allison University

**THE ST. JAMES STREET RULES: DO WE REALLY NEED AN
AUDITOR GENERAL? - A WORK-IN-PROGRESS**

ABSTRACT

Canadian auditor generals (AGs) are seen as folk-heroes; implicitly believed, rarely questioned. Critical discussion is difficult to find. Ever since federal AG James Johnson Macdonell declared “Parliament . . . has lost control of the public purse” (OAG/BVG 1976), auditors’ mandates vastly expanded from examining the debits and credits of accounting systems, into diverse areas such as handwashing, antimicrobial resistance, homelessness, student stress, and earthquake preparedness. All very fascinating, but has handwashing have to do with restoring parliamentary control over the public purse? Or, for that matter, what would an accountant have to offer on antimicrobial resistance? By examining 50 year period where New Brunswick operated without an auditor general, this paper asks, Do we really need an auditor general?

Claire Shea [Student]
St. Francis Xavier University

INDIGENOUS YOUTH AND FINANCIAL LITERACY: CHALLENGES AND STRATEGIES

ABSTRACT

Indigenous youth are a critical and growing demographic who will be influential in the economy of Indigenous communities and Atlantic Canada. Economic sustainability, growth and prosperity of Indigenous communities and people is depended, in large part, on financial literacy. Indigenous youth face unique challenges (e.g., systemic, educational, cultural) that do not support the development of financial literacy. This study investigates examine the unique financial challenges faced by Indigenous youth and their strategies to overcome those challenges.

TRACK: Accounting (cont'd)

Jennifer Alex [PhD Student]
University of Portsmouth
Jane Fraser [PhD Student]
Saint Mary's University

BALANCING THE BOOKS AND BUILDING CAREERS: PERCEPTIONS OF THE CPA PROFESSION

ABSTRACT

The demand for Chartered Professional Accountants (CPAs) in Canada continues to grow, yet attracting students to the profession remains a challenge. Increasing awareness and interest during undergraduate studies is critical to sustaining the pipeline of future CPAs. This proposal will investigate the efficacy of an underexplored intervention—a panel of CPAs presenting to undergraduate students—to raise awareness of the roles, realities, and opportunities within the profession. Using survey data and student feedback, the study will evaluate whether such panels can both challenge misconceptions about accountants and increase the appeal of pursuing the CPA designation. Findings will be valuable for post-secondary institutions and regulatory bodies interested in recruitment.

TRACK: Accounting (cont'd)

Christopher Cameron [Student]
Rhonda McIver
Saint Francis Xavier University

**AUTOMATION, TRUST, AND COMPLIANCE: HOW AI TAX TOOLS
COULD RESHAPE FILING BEHAVIORS IN YOUNG CANADIANS**

ABSTRACT

Artificial intelligence (AI) is reshaping taxation, yet little is known about how young Canadians will engage with AI-driven filing tools. This paper explores the barriers that shape compliance in Canada's self-assessment system, the role of AI in influencing taxpayer trust and behavior, and the potential for integrating AI into prefilled and automated return models. Focusing on Canadians aged 18–35, the study highlights gaps in awareness, confidence, and accessibility that limit adoption. The findings aim to inform policy design, support CRA efforts to modernize filing systems, and assist private developers in improving AI tax solutions.

TRACK: Accounting (cont'd)

Rhonda McIver [Ph.D. Student]
Saint Mary's University
Jennifer Alex [Ph.D. Student]
University of Portsmouth

TOP-LEVEL TRIALS: WOMEN'S CHALLENGES AT THE TOP IN PUBLIC ACCOUNTING FIRMS

ABSTRACT

This paper examines why women remain underrepresented in partnership roles at public accounting firms, even as they achieve parity in education and entry-level positions. The literature highlights barriers such as gender bias, work-life balance challenges, and limited mentorship opportunities. Despite efforts like mentorship programs and flexible work options, these initiatives have not fully resolved the underlying issues. The study suggests that real progress toward equity requires a deeper understanding of women's lived experiences and a reevaluation of current organizational practices. To gather comprehensive data, the research employs a mixed methods approach, combining surveys to capture broad trends and perspectives with in-depth interviews that illuminate the nuanced challenges and successes encountered by women in public accounting firms.

TRACK: Accounting (cont'd)

Ace MacDonald [Student]
Katelynn Carter-Rogers
St. Francis Xavier University

TOO SMART TO BE SCAMMED? THE IMPACT OF OVERCONFIDENCE IN FINANCIAL AND DIGITAL LITERACY ON PHISHING SCAM DETECTION

ABSTRACT

This study explores the relationship between overconfidence in financial and digital literacy and the ability to detect phishing scams. While many individuals believe their knowledge protects them from online fraud, overconfidence in these abilities may lead to increased vulnerability. Using an experimental phishing detection task combined with literacy assessments, the research investigates whether higher self-perceived knowledge aligns with actual detection ability. Findings may inform targeted fraud prevention strategies and educational programs. This project contributes to the growing body of research on human factors in cybersecurity and aims to highlight the role of psychological biases, specifically overconfidence, in online decision-making.

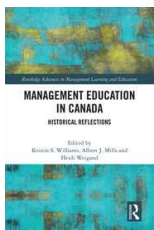
TRACK: Book Launch



Jean Helms Mills
Albert Mills
St. Mary's University
Kristin S Williams
Acadia University
Regine Bendl
Vienna University of Economics and Business

ELGAR ENCYCLOPEDIA ON GENDER IN MANAGEMENT

<https://www.e-elgar.com/shop/gbp/elgar-encyclopedia-on-gender-in-management-9781803922058.html>



Kristin S Williams
Acadia University
Albert Mills
St/ Mary's University
Heidi Weigand
Dalhousie University

MANAGEMENT EDUCATION IN CANADA: HISTORICAL REFLECTIONS

<https://www.taylorfrancis.com/books/edit/10.4324/9781003612612/management-education-canada-kristin-williams-albert-mills-heidi-weigand>



Gabrielle Durepos
Amy Thurlow
Mount Saint Vincent University

ARCHIVAL RESEARCH IN HISTORICAL ORGANISATION STUDIES: THEORISING SILENCES

<https://www.tandfonline.com/doi/full/10.1080/00076791.2026.2650910>

TRACK: Business & Organization History

Matthias Kipping
York University
Keshav Krishnamurty
Acadia University

DOES GOVERNANCE MATTER IN DEALING WITH GLOBAL SHOCKS IN A ‘NEW’ INDUSTRY? A NATURAL EXPERIMENT AMONG INDIA’S IT OUTSOURCING AND CONSULTING FIRMS

ABSTRACT

Globalization has had a transformative effect on world trade but has exposed organizations to sudden external changes or challenges with disruptive effects across the world, or “global shocks”. The paper examines how ownership and governance might influence the response of organizations in the same sector and context to a series of global shocks. It compares select cases from the emerging IT outsourcing and consulting industry in India which ascended to international importance between the late 20th and early 21st centuries as the result of globalization, as a ‘natural experiment’. Preliminary results suggest that organizations subject to oversight by shareholders, including employees, generally took advantage of opportunities or dealt with challenges better than those with a single point of command.

TRACK: Business & Organization History (cont'd)

David Foord
University of New Brunswick
Daniel Rosenbloom
Cameron Roberts
Carleton University

FROM TELEGRAPHS TO TELEPHONES: TRACING THE SOCIO-TECHNICAL TRANSITION IN CANADIAN TELECOMMUNICATIONS FROM 1846-1980

ABSTRACT

This paper examines how Canada's political, economic and social circumstances and dynamics shaped the transition from the telegraph to telephone. Instead of explaining the transition using either political economy or social construction of technology interpretations, we use a socio-technical transitions approach to show how technology suppliers, public policy, telegraph industry, telephone industry, other adjacent industries and users interacted in a dynamic process that led to the shift from telegraphs to telephones. In doing so, we offer a novel research methodology that combines archival-based, narrative history methods with social science-based analysis of the multiple-dimensions of socio-technical system change. The paper contributes to the transition literature by examining a novel history within a lesser studied system (i.e., telecommunications) and transition context (i.e., Canada). It shows the genesis and growth of both telegraph and telephone industries, revealing how they emerged and co-evolved through a process of partnership in addition to competition and conflict.

TRACK: Business & Organization History (cont'd)

Gabrielle Durepos
Mount Saint Vincent University

LIVING ONTOLOGICAL POLITICS AT THE NOVA SCOTIA MUSEUM OF INDUSTRY

ABSTRACT

This paper explores the historical dimension of ontological politics, through the empirical example of the development of a museum that commemorates industry. Plans to build The Museum of Industry, situated in Stellarton on the Eastern coast of Canada, began in 1974. However, the museum opened officially in 1995. In this paper, I tell the story of what happened in the 21 years between the initial plans and the museum's official opening. My goal is to show that, 1) actor struggles over how to define reality happen not only across locations but across time; 2) turning to the historical dimension of ontological politics leads to a rigorous and profound understanding of the composition of reality, today.

TRACK: Business & Organization History (cont'd)

Nicholous M. Deal
Mount Saint Vincent University
Albert J. Mills
Jean Helms Mills
Saint Mary's University

REFLEXIVE HISTORIES: TRACING THE HALIFAX SCHOOL, THE HISTORIC TURN, AND THE LEGACY OF MANAGEMENT AND ORGANIZATIONAL HISTORY

ABSTRACT

This year marks two decades of Management & Organizational History (MOH). It has played a key role in consolidating the historic turn in organization studies. In this paper, we highlight one such contribution: the development of the Halifax School (a collective of organization scholars based primarily in Eastern Canada) whose work advancing ANTi-History, archival reflexivity, and feminist historiography was made possible by MOH's openness to interdisciplinary and critical methods in the field. We explain how this symbiotic relationship helped position MOH as the leading venue for historiographical innovation while nurturing new generations of historically oriented scholars. We conclude by arguing how MOH's continued vitality depends on sustaining dual integrity by balancing historical rigour with organizational relevance in addressing contemporary global challenges.

TRACK: Business & Organization History (cont'd)

Terrance Weathebre
Donna Sears
Acadia University

PLAYING THE MARKET: MONOPOLY, HISTORY, AND THE RHETORICS OF PLAY

ABSTRACT

This paper explores the remarkable cultural endurance of the board game Monopoly through a critical analysis of its rhetorical adaptability in branding through time. While traditional marketing theories explain brand longevity through frameworks such as customer-based brand equity or strategic brand revitalization, these models fall short in accounting for Monopoly's survival across generations, cultures, and ideological climates. The paper presents a case analysis of Monopoly's evolution, highlighting its multivalent branding strategies and its ability to inhabit various rhetorics. By operating across multiple rhetorical registers, Monopoly maintains cultural relevance through ambiguity, contradiction, and performative engagement.

TRACK: Business & Organization History (cont'd)

Terrance Weathebre
Acadia University

FUTURES DISCUSSION

ABSTRACT

A general discussion on the emergence of new forms of organization and the implications for business historiography in platform organizations and algorithmic organizations.

TRACK: Cases and Cases in Process

Gordon Fullerton
Sobey School of Business, Saint Mary's University

SUN DAY RED

ABSTRACT

In early February 2024, Brad Blankinship, the President of Sun Day Red had some strategic marketing issues to resolve before the brand's formal launch on May 1st, 2024. Sun Day Red was a collaboration between Taylor Made Golf, a market leader in the golf equipment market and Tiger Woods, the most well-known and accomplished professional golfer of his era. This brand would be Taylor Made's entry in the \$9 Billion golf apparel market. Students will analyze the nature and role of Athlete-Centered Brands and how these differ from traditional athlete brand endorsements. Students will explore competition in a fragmented golf apparel market. Competitors include major global brands with wide product lines and small firms with, narrow product lines. Students can understand the relationship between pricing strategy and positioning for lifestyle brands.

TRACK: Cases and Cases in Process (cont'd)

Robert A. MacDonald
Deney Taylor
Stephanie MacDonald [Student]
Crandall University

BUILDING ON THE PILLARS OF GROWTH: FREDERICTON CHRISTIAN ACADEMY'S VISION FOR EXPANSION

ABSTRACT

Fredericton Christian Academy's enrollment is growing, and Head of School Jon McAloon needs to decide on how best to expand the school's facilities. Jon is presented with three options: to purchase a presently rented community centre, to purchase a public-school building that will become surplus in five years, or to lease to own a building to be constructed on a land gift. Which alternative would best enable FCA to accommodate growth while still maintaining financial stability? And which would permit the school to best carry out its mission while building a strong community on the three pillars of Academics, Athletics, and Art? This case challenges readers to analyze strategic growth opportunities using both quantitative and qualitative factors, and to apply accounting concepts such as break-even and net present value to determine an actionable recommendation for FCA.

TRACK: Cases and Cases in Process (cont'd)

Jennifer Alex
Rhonda McIver
St. Francis Xavier University

BURNING BRIGHT: WEIGHING OPPORTUNITIES FOR C'EST LA VIE CANDLE COMPANY

ABSTRACT

This case explores *C'est La Vie Candle (CLVC)*, a small start-up founded by a university student in Nova Scotia. What began as a hobby during the COVID-19 pandemic has grown into a profitable venture selling handcrafted candles and wax melts. With limited time and resources, Avery faces key decisions on expansion: whether to invest in premium craft shows, grow consignment sales, enhance her Farmer's Market presence, or hire support. Students are asked to analyze financial data to calculate contribution margins, assess break-even points, and evaluate sales channels. The case highlights both quantitative and qualitative considerations in small business growth, making it suitable for courses in managerial accounting, entrepreneurship, and business strategy.

TRACK: Cases and Cases in Process (cont'd)

Brad Long
St. Francis Xavier University
Fiona Duguid
Daphne Rixon
Saint Mary's University

BELL ISLAND COMMUNITY DEVELOPMENT COOPERATIVE: PLANNING FOR THE NEXT 40 YEARS

ABSTRACT

It was Thursday afternoon in June 2025 when several members of the Board, joined by a couple key supporters, gathered to discuss the future of the Bell Island Community Development Co-operative (CDC). Amongst them was Ken Kavanagh, founder and first Board President of the CDC, who - while no longer holding any official position on the Board - remained one of the CDC's most passionate allies. In 1981, Ken gathered community leaders together to discuss the state of Bell Island in order to address years of socio-economic decline. From this meeting emerged the Bell Island Concerned Citizens Committee, and in 1984 after multiple 'kitchen meetings', letters, and presentations, the Bell Island CDC was born with over 300 initial members and \$9,000 in share capital. In Ken's words, the purpose of the Bell Island CDC was, simply, "to put my community back on the map." Fast forward to June 2025, 40 years later, and the Board of the CDC joined a facilitated workshop built upon asset-based and appreciative inquiry principles to consider their role in contributing to the future social and economic sustainability of Bell Island.

TRACK: Cases and Cases in Process (cont'd)

Mark Fuller
Stefan Litz
St. Francis Xavier University

THE BAMBUDA LODGES: BUSINESS MODEL AND EXPANSION STRATEGY

ABSTRACT

The Bambuda lodge case is ideally suited for use in an undergraduate strategic management class, and may be well received in an entrepreneurship, international business, tourism and hospitality, real estate, or organizational management course. The case introduces students to Dan Adelman and Tom Oman, two adventurous Canadians who were awed by the wonder and natural beauty of Panama during their travels after university. From a singular real estate investment in Panama, the company now owns several properties and has reached a decision point in their growth and expansion plans. Should they continue to expand in Panama or should they diversify elsewhere? Is the Bambuda brand transferable to other markets? How best should they growth the brand and how quickly?

TRACK: Cases and Cases in Process (cont'd)

Robert A. MacDonald
Amy Lean MacArthur
Benjamin Wilson [Student]
Crandall University

SOCIAL INCLUSION OR SOCIAL EXCLUSION? MONCTON CITY COUNCIL AND THE MENORAH DECISION

ABSTRACT

On November 27, 2023, the Moncton City Council in a private meeting voted in favour of removing the Menorah, a symbol of the Jewish celebration of Hanukkah, from the holiday display in front of City Hall. City Councillor Dave Steeves, a Christian and Pastor at a local church, voted against the motion and expressed concern that the decision may be received poorly by the public. Expressions ranging from disappointment to outrage followed the publication of the decision, and Dave found himself wondering whether he should express his disagreement with the decision on social media or remain silent and seek to have the Council revisit the issue. This case is intended for use at the undergraduate level in classes on Marketing Communications and Public Relations and challenges readers to explore how communication affects public relations (PR) and public image, to apply analysis tools used in PR planning (in particular the CARE Model), and to develop a strategy for addressing PR crises.

Nada Rabie
University of New Brunswick
Ayman Moustafa
Khalifa University Main Campus

**SUSTAINABLE FOODPRENEURSHIP IN CANADA: CIRCULAR INNOVATION
AND INCLUSIVE GROWTH IN THE CULINARY ENTREPRENEURIAL ECOSYSTEM**

ABSTRACT

Despite that food entrepreneurship is becoming more popular, there are still a lot of unanswered questions about how Canadian foodpreneurs—especially women, recent immigrants, and Indigenous entrepreneurs—adopt sustainable business models, incorporate the concepts of the circular economy, and deal with digital transformation. The psychological, cultural, and physical obstacles that impede inclusive and climate-resilient food innovation are not sufficiently examined in the literature. The purpose of this study is to investigate how Canadian foodpreneurs incorporate circular and sustainable practices into their business operations, evaluate how digital tools can improve business resilience, and investigate the real-world experiences of underrepresented entrepreneurs in this field. In order to promote equitable and sustainable growth, it also aims to inform ecosystem interventions and policy. The study uses a multi-case, qualitative approach that includes semi-structured interviews with 20 foodpreneurs from five different provinces, focus groups with ecosystem stakeholders, and NVivo thematic coding of transcripts. According to preliminary research, a lot of foodpreneurs use circular practices as branding and environmental strategies, such as eliminating waste, using sustainable packaging, and sourcing locally. Access to support and visibility are restricted because digital adoption is still uneven and sustainability is frequently practiced without formal articulation or measurement. Foodpreneurs are place-based innovators who promote environmental goals, community resilience, and cultural identity. This study adds to the body of knowledge on sustainable entrepreneurship. In order to help food-based microenterprises expand their influence across Canada, the researchers urge targeted assistance in the form of digital training, sustainability toolkits, and inclusive policy frameworks.

TRACK: Entrepreneurship (cont'd)

Reuben Domike
University of Prince Edward Island
Katie Arsenault
Island Capital Partners, Charlottetown, PE

DEVELOPMENT OF A REGIONAL VENTURE CAPITAL FIRM IN PRINCE EDWARD ISLAND

ABSTRACT

In September, 2017 the first venture capital fund in PEI was initiated by Island Capital Partners (ICP) by four general partners who had interest and experience investing in technology startups and the economic well-being of PEI. That first fund directly invested over four million dollars into twelve innovation-driven PEI companies that yielded positive impact to those companies, ICP, and the PEI ecosystem. That result led to the design and deployment (at the end of 2021) of a second similar fund which has increasingly leveraged off-island investors and connections while maintaining a PEI-focus and strengthening PEI's entrepreneurial ecosystem. ICP's context and mitigation of expected challenges are described with an eye towards the future of ICP and innovation-driven start-up ventures in PEI.

Toli Amare [PhD Student]
DeGroote School of Business, McMaster University

**RETURNEE ENTREPRENEURSHIP: NAVIGATING RETURNING LIABILITIES
FOR FORCED AND VOLUNTARY RETURNEES IN ETHIOPIA**

ABSTRACT

Studies on returnee entrepreneurship remain insufficient regarding what deters returnees' entrepreneurial potential. By employing legitimacy and self-efficacy theories, this study provides evidence on the challenges faced by returnee entrepreneurs in Ethiopia, comparing voluntary and forced returnees. We used qualitative interviews to study the challenges faced by returnee entrepreneurs abductively. We interviewed 10 voluntary returnees and 14 forced returnees currently running a business in Ethiopia. We did a second round of interviews with six respondents to strengthen our conclusions. We used NVivo 12 software to code our data and develop categories. We observe that returnee entrepreneurs face three main challenges that we collectively label as returnee liabilities: institutional inertia, emotional struggles, and social conflicts. However, the challenges interact together to constrain returnee entrepreneurial endeavors. As we compare the forced and voluntary returnees, we observe that the challenges tend to converge at the institutional level but manifest in different forms and magnitudes among the two groups, particularly in terms of emotional struggles and social conflicts. We observe that some returnee challenges manifest temporally, and over time, their influence diminishes as their business legitimacy and self-efficacy improve. We introduce new insights into the experiences of forced and voluntary returnees and provide evidence on how a well-planned return can positively impact post-return initiatives. Implications of the study have been discussed.

Maya Giorbelidze
Enayat Rajabi
Feng Wang [Student]
Cape Breton University

**DIGITAL VOICES OF CANADIAN FEMALE ENTREPRENEURS:
A NATURAL LANGUAGE PROCESSING ANALYSIS OF LINKEDIN POSTS
THROUGH THE LENS OF THE ENTREPRENEURSHIP ECOSYSTEM MODEL**

ABSTRACT

This study examines challenges and opportunities for female entrepreneurs in Canada by analyzing self-expressions on LinkedIn, revealing underrepresented insights on regional disparities, digital engagement, and feminist entrepreneurial values. Using Natural Language Processing, approximately 29,000 posts from 192 female entrepreneurs (2020–2024) were analyzed through Word Cloud, TF-IDF, and Topic Modeling, guided by the Entrepreneurship Ecosystem Model and Feminist Entrepreneurship Theory. Findings, contextualized with Statistics Canada data and scholarly literature, show systemic funding inequalities, limited rural support, and digital under-engagement. Yet, entrepreneurs demonstrate adaptability via digital platforms, flexible business models, and feminist leadership. Urban entrepreneurs benefit from stronger ecosystems; predominant sectors include professional services and retail. Feminist themes—community, collaboration, and soft innovation—emphasize alternative success metrics beyond traditional growth measures.

Kate Kish
Mary Beth Doucette
Cape Breton University

WHO GETS LEFT BEHIND? CLIMATE RESPONSIBILITY AND THE UNEVEN ETHICS OF EMERGENCY RESPONSE

ABSTRACT

As climate change intensifies, the frequency and severity of extreme weather events increase, posing unique challenges for rural and island communities in building resilience. This paper explores how residents of Cape Breton, Nova Scotia, perceive, prepare for, and respond to severe weather events through both individual and collective strategies. Drawing on survey data from 349 residents and six semi-structured interviews with local stakeholders, the research investigates the relationship between social cohesion, prosocial behaviours, and adaptive capacity in a high-risk island region. A February 2024 snowstorm is used as a case study to illustrate how informal support networks and perceptions of emergency preparedness operate in practice. Statistical analysis reveals that residency length, infrastructure quality, and community engagement have a significant impact on preparedness and response outcomes. Interview insights emphasize the systemic barriers and opportunities for more robust, community-led adaptation planning

Adebimpe Ayeni [Student]
Binod Sundararajan
Dalhousie University

ETHICAL CAPITAL AND LARGE LANGUAGE MODEL (LLM) USE: EXPLORING CYBERSECURITY BEHAVIOUR IN ORGANIZATIONS

ABSTRACT

Artificial Intelligence (AI) technologies, including large language models (LLMs), are increasingly integrated into digital systems widely adopted to enhance the efficiency of decision-making processes and other sensitive tasks across various organizational sectors. Despite their benefits, LLMs possess inherent vulnerabilities that may be exploited either maliciously or unintentionally. Their constant advancement with new functionalities often introduces new ethical and security vulnerabilities, with the evolving risks frequently outpacing the update of policies and guidelines, creating grey areas for users. The study aims to examine the influence of ethical capital on the responsible use of LLMs and ethical cybersecurity behaviour of LLM users in organizations. Individuals' ethical capital is assessed based on their ethical orientations, perceived ethical leadership, ethical culture, and stakeholder engagement within their organizations. The study employs a mixed-methods research design to provide insights into strategies that motivate organizational stakeholders to prioritize ethical values and promote sustainable cybersecurity behaviours. Findings from the study provide insights into the ethical and LLM risks awareness strategies that can encourage organizational stakeholders to prioritize ethical values for the responsible use of LLMs and promote sustainable cybersecurity practices among LLM users across various organizational sectors.

TRACK: Ethics & Social Issues (cont'd)

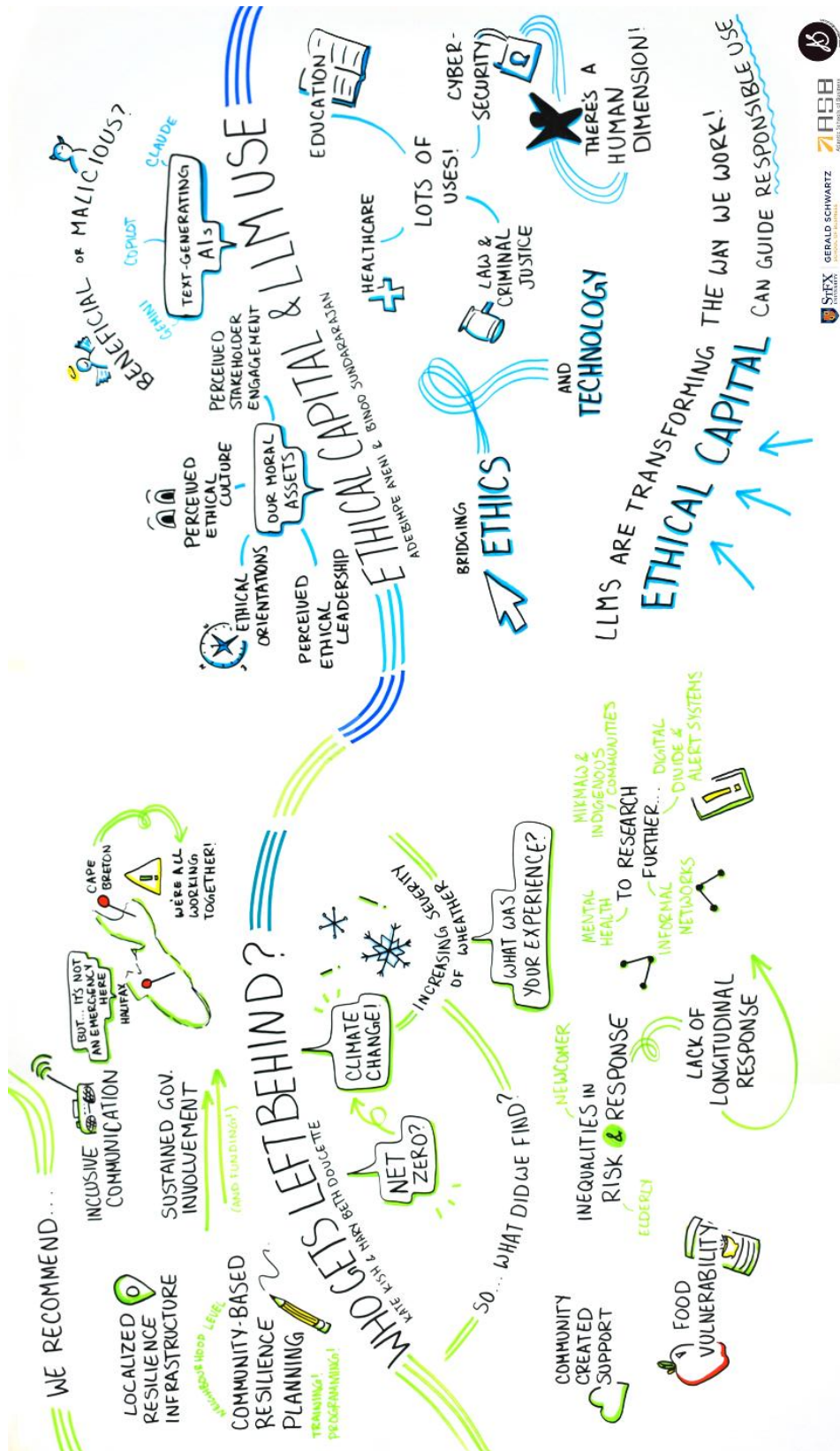
Courtney McKay
Steven Smith
Vurain Tabvuma
Hao Lu
Saint Mary's University
Katelynn Carter-Rogers
St. Francis Xavier University

EFFECTIVE EVALUATION OR INEFFECTIVE ASSENT? HOW SDG STAMPING UNDERMINES EFFECTIVE EVALUATION OF ENVIRONMENTAL CSR EFFORTS AND BOARD DIVERSITY IN THE MINING INDUSTRY

ABSTRACT

This paper examines whether observable board diversity in Canadian mining organizations influence their environmental corporate social responsibility (ECSR) efforts aligned with the United Nations Sustainable Development Goals (SDGs). Using mixed method content analyses, this study analyzes sustainability reports from Mining organizations. Findings show no significant relationship between board diversity and SDG advancement. Organizations often applied SDG acknowledgments retroactively rather than using them as guiding principles. ECSR strategies were primarily shaped by local project needs and stakeholder concerns, not by global sustainability frameworks. This research contributes to discussions on sustainability in high environmental risk industries and the need for further investigation on board characteristics and how organizations can better align regional and global priorities.

TRACK: Ethics & Social Issues – Illustrations



Chunrong Wang
Mount Allison University
Thomas Walker
Concordia University
Harjeet S. Bhabra
Saint Mary's University

CREDIT DEFAULT SWAPS AND CORPORATE SOCIAL RESPONSIBILITY

ABSTRACT

This study explores the impact of credit default swap (CDS) trading on a firm's corporate social and environmental performance. Using a longitudinal sample spanning from 2002 to 2017 across eleven countries and regions, we find that CDS trading causes a significant reduction in the metric of environmental emission, while it only weakly negatively influences some other aspects of CDS firms' social and environmental performance. Our analysis reveals that management potentially chooses to reduce investments in emission reduction activities, even though emission reductions are not the most expensive of CSR investments, as they display no relation to shareholder value creation, whereas engaging in CSR activities, such as, employee, community, or eco-product innovation, positively affect shareholders' wealth.

Afua Asante
Joseph Abekah
Dinesh Gajurel
University of New Brunswick

**EFFECT OF FOREIGN DIRECT INVESTMENT, FOREIGN DIRECT ASSISTANCE,
AND REMITTANCES ON ECONOMIC GROWTH IN GHANA**

ABSTRACT

This paper examines the impact of FDI, FDA, and remittances on economic growth of Ghana. The study seeks to fill the gap in the Ghanaian literature on the impact of FDI, FDA, and remittances on economic growth by using fifty years of data to overcome the lack of long-term effects in earlier studies. The paper will employ various econometric models to address issues with endogeneity and carry out several robustness tests to ensure that the results and the interpretations inferred rest on well founded premises.

TRACK: Finance (cont'd)

Lutfun Nahar [PhD Student]

Adem Esen

Istanbul University

M. Kabir Hassan

University of New Orleans

Salina Kassim

International Islamic University Malaysia

THE ENVIRONMENTAL, SOCIAL, AND FINANCIAL PERFORMANCE OF MICRO-FINANCE INSTITUTIONS: THE MODERATING ROLE OF BOARD GENDER DIVERSITY AND BOARD ORIENTATION ON SOCIAL GOALS

ABSTRACT

This research examines the interconnection between the environmental, social, and financial performance of Microfinance Institutions (MFIs), with a focus on the role of board gender diversity and orientation in achieving social objectives. It addresses the deficiencies in studies about the impact of governance on social and financial success. The research examines the impact of board diversity on the performance of microfinance institutions using fixed-effects and random-effects models on panel data from 139 countries spanning the period from 2012 to 2023. The findings indicate a robust correlation between social and environmental success and financial prosperity. Enhancing board diversity and prioritizing social objectives may benefit both social missions and financial outcomes. This report provides policymakers and practitioners with valuable insights to enhance the operations of MFIs.

Lutfun Nahar [PhD Student]
Istanbul University

**THE MANAGEMENT OF OUTREACH AND POVERTY REDUCTION IN MICROFINANCE
INSTITUTIONS IN SOUTH ASIA**

ABSTRACT

A microfinance institution is an organization that provides financial services to those who cannot access regular banking owing to economic hardship, unemployment, or other circumstances. Many microfinance organizations struggle to balance serving many low-income clients with achieving adequate profitability for self-sufficiency. This research seeks to identify the factors influencing the outreach initiatives of microfinance institutions in South Asia. Quantitative research utilizes secondary data from sources like the MIX Market and the World Bank. Furthermore, data were gathered from thirty MFIs, selected based on the completeness of their data throughout five time periods from 2017 to 2021. STATA 16.1 was used for the analysis of the panel data. This research concludes that the total size of MFIs is a significant factor influencing their financial success. The growth of South Asia's GDP significantly impacts the operational self-sufficiency of MFIs. The research identifies the determinants of MFI success and offers essential insights for anyone interested in MFIs.

Amar Anwar
Cape Breton University
Colin F. Mang
McMaster University

**GREEN FINANCE AND SUSTAINABLE DEVELOPMENT: A META-REGRESSION ANALYSIS OF
ECONOMIC, ENVIRONMENTAL, AND SOCIAL OUTCOMES**

ABSTRACT

This study conducts a meta-regression of the effects of green finance on sustainable development across its economic, social, and environmental pillars. While reallocating capital toward low-carbon technologies should, in theory, advance sustainability, empirical findings remain inconsistent. Some studies show that green finance reduces inequality, spurs growth, and mitigates environmental degradation, while others report negligible or adverse outcomes shaped by institutional capacity, methodology, or region. To reconcile these differences, we compile 67 studies yielding 790 effect-size estimates, expressed as standardized partial correlations. Using meta-synthesis, publication bias tests (FAT–PET–PEESE), and Bayesian model averaging, we examine heterogeneity. Results suggest robust environmental benefits, modest and context-dependent growth effects, and inconclusive impacts on inequality, clarifying conditions under which green finance delivers sustainability gains.

TRACK: Finance (cont'd)

Douglas Cumming
Atlantic University
Jin Lei
Brock University
My Nguyen
RMIT University
Yen Ngoc Nguyen
St. Francis Xavier University
Yan Wang
Brock University

DOES LABOR MARKET FLOW HELP OR HURT FIRM INNOVATION? EVIDENCE FROM OECD COUNTRIES

ABSTRACT

This paper investigates the interplay between labor market flow and corporate innovation. Leveraging the comprehensive job-to-job transition metric developed by Donovan et al. (2023), we find a negative and significant relationship between labor market flow and innovation, which is robust across various model specifications and endogeneity tests. We also find evidence supporting the labor adjustment cost channel as the predominant mechanism over the knowledge spillover channel, affecting innovation through labor market flow. We further show that the effect of labor mobility varies depending on the type and direction of labor movement, as well as industry characteristics. Our paper contributes to the literature on labor market flow and corporate innovation and holds important implications for firms and policymakers.

Mohammad Siddiquee
Mount Saint Vincent University

RETHINKING INVESTMENT RISK

ABSTRACT

Building on insights gained since the publication of our 2015 article—particularly through teaching finance and investment and reading Howard Marks’ memos on risk—I revisited several of our original propositions on investment risk. The writings of Warren Buffett, Seth Klarman, and James Montier have also significantly deepened my understanding of the subject. This reflection led to re-evaluating ten original propositions and developing five new ones to further the discussion. The primary objectives of this paper are: (1) to critically re-examine key concepts related to risk and return in stock investing, and (2) to introduce additional propositions aimed at enhancing our understanding of investment risk. Although grounded in the value investing tradition, many of these ideas are supported by empirical evidence and hold practical relevance for investment professionals and risk managers.

Yves Robichaud,
Université Laurentienne
Egbert McGraw
Université de Moncton

**L'IMPACT DU GENRE DE L'ENTREPRENEUR ET DE SON EMPLACEMENT
GÉOGRAPHIQUE SUR LES DÉTERMINANTS DE LA PERFORMANCE**

ABSTRACT

Les femmes représentent de nos jours seulement 30% de la population entrepreneuriale bien qu'elles constituent la moitié de la population en âge de travailler. Selon Desjardins (2018), cette faible participation des femmes en entrepreneurship se chiffrerait à 28 trillions de dollars en revenus perdus en 2025. Compte tenu du potentiel inexploité lié à l'entrepreneuriat féminin, il s'avère donc important de comprendre les facteurs qui limitent leur participation en affaires. Cette étude vise donc à mieux comprendre les facteurs qui influencent la performance des petites entreprises appartenant à des femmes rurales. À cette fin, nous nous sommes inspirés du cadre conceptuel développé par Benzing, Chu et Kara (2009) qui privilégie l'étude de certains facteurs susceptibles de contribuer aux différences observées dans les performances des petites entreprises. Cette approche a résulté en la formulation de neuf hypothèses de recherche que nous avons tenté de valider auprès d'un échantillon de 946 petites entreprises du Canada et des États-Unis.

TRACK: Gender and Diversity (cont'd)

Brad Long
Yogesh Ghore
Sydney Anthony [Student]
Emma Jewkes [Student]
St. Francis Xavier University

TOWARD CLIMATE CHANGE RESILIENCY FOR WOMEN IN THE INFORMAL ECONOMY

ABSTRACT

Discussions with grassroots members of the Self-Employed Women's Association (SEWA) in India revealed the disturbing extent to which climate changes are impacting the work they do and thus their livelihoods. Yet, there are a variety of adaptations that can improve their climate resiliency. Using SEWA as a case study, we highlight the range of assets that are contributing to this outcome. We find that securing the livelihoods of women working in the informal sector requires an integrated approach to asset assessment and development.

TRACK: Gender and Diversity (cont'd)

Daniel Keays [Student]
Saint Mary's University

FORCES AND DISABILITY: HOW EXTERNAL PRESSURES SHAPE WORKPLACE ACCOMMODATION WITHIN ORGANIZATIONS

ABSTRACT

Workplace accommodation is important for enhancing work experiences for those that need such supports. The largest portion of the population which need workplace accommodations are those living, and working, with disabilities. A conceptual theoretical framework was presented as part of the study's approach. This was based upon institutional theory, and principles, such as institutional pressures (coercive, normative, or mimetic), that clearly impact workplace accommodations within organizations. It was found that coercive pressures influence workplace accommodations adequacy most prominently. Moreover, characteristics such as the age and/or gender of top management personnel have mediating effects on workplace accommodation adequacy. This study adds to knowledge of workplace accommodation adequacy for those with disabilities by looking specifically at nuances from both streams of literature.

TRACK: Gender and Diversity (cont'd)

Kristin S. Williams
Acadia University
Nina Winham
Langara College

EMPOWERING WOMEN AND GIRLS

ABSTRACT

Gender discrimination is the leading form of discrimination reported in Canada. Goal #5 of the United Nations Sustainable Development Goals is to achieve gender equality and empower women and girls. Investing in the empowerment of women and girls is key to stimulating economic growth but also global equality. In this study, women leaders from across Canada and serving in a variety of professions were interviewed about their experiences with gender-based discrimination at work. The study employs an action research approach, whereby participants were engaged in not only sharing their lived experience, but in helping to identify solutions. Data from this study is informed by 21 in depth interviews, followed by focus groups. Findings point to the durable and self-perpetuating nature of systemic gender barriers and gender-based discrimination. The key contribution of this study is the identification of coping mechanisms and empowering strategies to enact real change.

TRACK: Gender and Diversity (cont'd)

J. Scott Grant [PhD Student]
Saint Mary's University

A FEMINIST CRITICAL DISCOURSE ANALYSIS OF PERSONAL FINANCE: A HISTORICAL EXAMINATION OF POPULAR PRESS.

ABSTRACT

This paper explores the discourse of Western personal finance over time to ask how it is gendered. This is done through a feminist critical discourse analysis (CDA) of a popular press magazine, Good Housekeeping, from 1945-1949. Good Housekeeping magazine would be classified as women's magazine where women are the primary target demographic. This paper engages with critical discourse analysis as a methodology with a feminist perspective. Data and themes within the data will be positioned within the literatures of feminist theory and poststructuralism. Key themes surfaced in the analysis include personal finance, the separate spheres of labour metaphor, and the sexual divisions of labour.

TRACK: Gender and Diversity (cont'd)

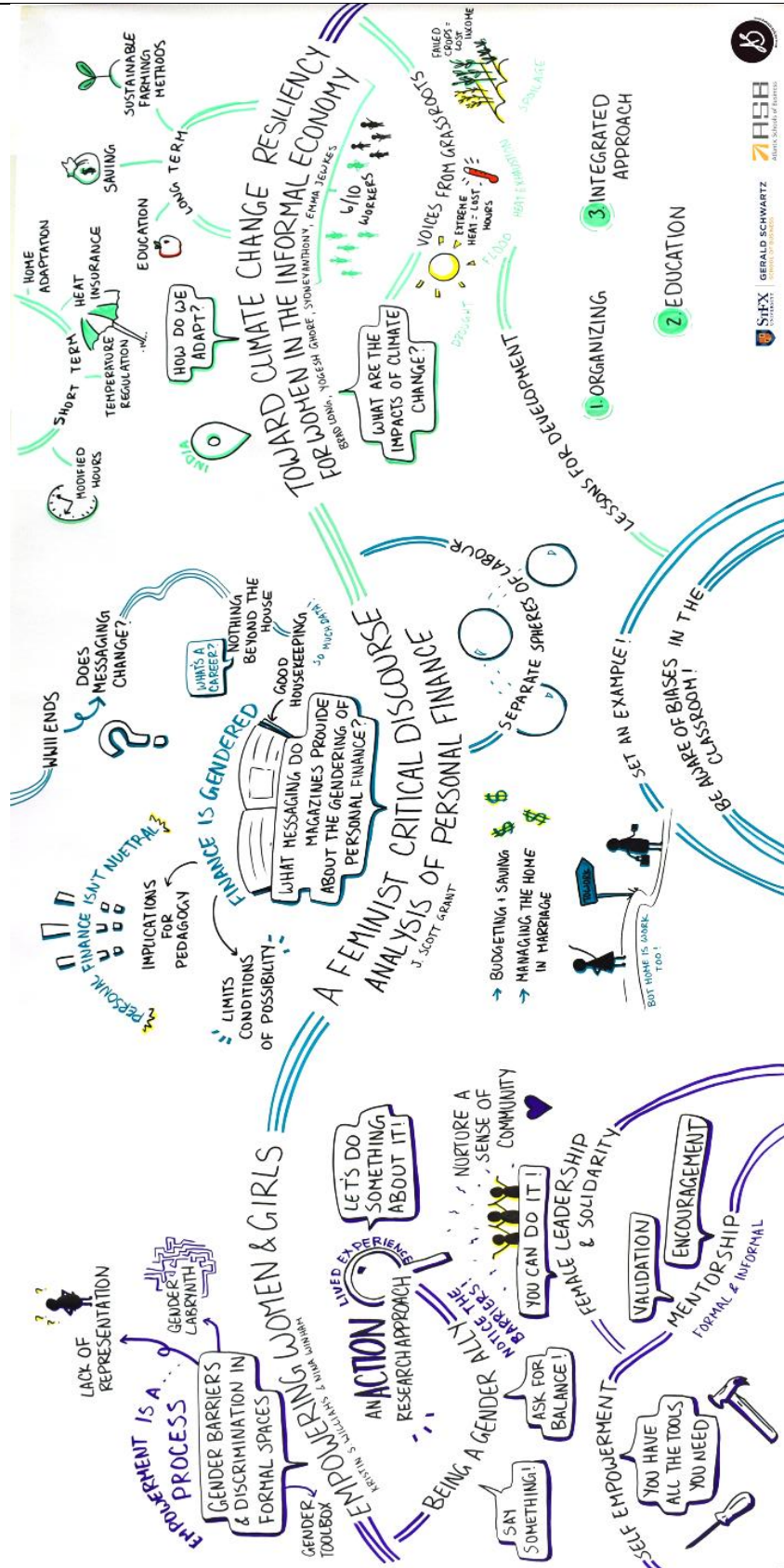
Claire Bradley [Student]
Katelynn Carter-Rogers
St. Francis Xavier University

TMI? EXPLORING THE EXPERIENCES AND IMPLICATIONS OF ADHD DISCLOSURE IN THE WORKPLACE

ABSTRACT

Despite growing workplace DEI initiatives, employees with invisible disabilities face career advancement barriers. This qualitative study will examine how ADHD disclosure impacts employees' opportunities for career progression, filling a critical gap in existing literature. Using semi-structured interviews with 30-40 Canadians in the workforce diagnosed with ADHD, this research employs Social Identity Theory (Tajfel and Turner, 1979) and the Sustaining Inclusion Framework (Carter-Rogers, 2025) to analyze disclosure experiences and career consequences. This study will address insufficient research on long-term career implications of neurodiversity disclosure, moving beyond immediate workplace outcomes to examine systemic barriers. Findings will inform evidence-based manager training guidelines, equitable performance evaluation policies, and organizational assessment tools for neuroinclusive environments, bridging psychology and management perspectives on workplace neurodiversity.

TRACK: Gender and Diversity - Illustration



TRACK: Indigenous Business, Economics & Reconciliation

Lyana Patrick
Simon Fraser University
Mary Beth Doucette (Moderator)
Cape Breton University

SPECIAL PRESENTATION AND SYMPOSIUM DISCUSSION

HOW TO RESTORE A RIVER: RECONCILING WITH INDUSTRY IN A TIME OF ENVIRONMENTAL AND POLITICAL CRISIS

ABSTRACT

This symposium discusses the film “Nechako: It Will be a Big River Again.” The director and writer of “Nechako” will discuss the making of the film over five years, how industrial activities over the last 70 years impacted the lands and waters of First Nations in the north interior of British Columbia, and how they have sought to restore a key waterway in their territories. Key to this story is the resilience and determination of the nations to pursue stewardship over their lands and waters and engage with industry in spite of devastation and harm perpetrated over many decades.

TRACK: Indigenous Business, Economics & Reconciliation (cont'd)

Tiffany Sack [PhD Student]
Saint Mary's University
Émilie Fortin-Lefebvre
Université du Québec à Montréal

INDIGENOUS FINANCIAL SOVEREIGNTY IN CANADA: A SCOPING REVIEW OF GAPS, BARRIERS, AND THE PROMISE OF DEVELOPMENT FINANCE

ABSTRACT

Development finance—the strategic use of public and blended capital to mobilize long-term, inclusive, and culturally grounded investment—holds significant promise for advancing Indigenous economic sovereignty in Canada. Yet systemic obstacles persist, including legal restrictions under the *Indian Act*, fragmented governance, undercapitalized Indigenous financial institutions, and deep-rooted mistrust of mainstream systems. This scoping review (2000–2025) synthesizes findings from 74 academic and grey sources to map institutional and community-level barriers to capital access for Indigenous Peoples. Key challenges include rigid policy frameworks, low financial literacy, jurisdictional complexity, and geographic inequities. Promising approaches identified include pooled capital funds, loan guarantees, equity models, sustainable bond frameworks, and Indigenous-led financial institutions. Comparative insights from Māori, Sámi, and Native American contexts highlight transferable lessons and the potential of culturally grounded development finance models. Overall, the review underscores the urgent need for Indigenous controlled, culturally relevant financial infrastructure and calls for systemic reforms to advance economic reconciliation and self-determination in Canada.

TRACK: Indigenous Business, Economics & Reconciliation (cont'd)

Braelyn Spencer [Student]
St. Francis Xavier University
Katelynn Carter-Rogers [PhD Student]
Saint Mary's University

A REVIEW OF INDIGENOUS WOMEN'S EXPERIENCES IN BUSINESS EDUCATION

ABSTRACT

A review is currently taking place to understand and shine light on the lived experiences of Indigenous women in business schools. This review specifically focuses on the complex barriers to success that Indigenous women encounter in these spaces, with particular attention to how intersecting identities compound these challenges. Preliminary findings reveal a notable gap in the existing literature, with limited research centering Indigenous women as students within business education. This review will help to identify the gaps within the existing literature and contribute to the amplification of Indigenous women's voices in academic discourse. Furthermore, it seeks to lay the groundwork for more inclusive and equitable pathways in business education for future generations.

TRACK: Indigenous Business, Economics & Reconciliation (cont'd)

Cassidy Khattar [Student]
Katelynn Carter-Rogers
St. Francis Xavier University

MERIT ON OUR TERMS: MI'KMAQ WOMEN NAVIGATING AND TRANSFORMING COLONIAL WORKSPACES

ABSTRACT

This research explores the lived experiences of Mi'kmaq women navigating meritocratic systems within their professional journeys within colonial systems. Using Indigenous Standpoint Theory and storytelling methodologies, this research centers Mi'kmaq women's voices and experiences developing their careers. While a work-in-progress, this work will help to better understand how colonial impacts, gendered expectations and systemic inequalities influence Mi'kmaq women's experiences within a meritocratic system. Findings will highlight the resilience of Mi'kmaq women navigating these spaces. A gap in the literature remains in the strategies and sources of resilience that have enabled Mi'kmaq women to overcome systemic barriers and succeed, not only as Indigenous Peoples but also as women navigating intersecting forms of marginalization. This work will help to challenge the current meritocratic systems and contribute to conversations about the power of Indigenous women, equality, and inclusive organizational change.

TRACK: Indigenous Business, Economics & Reconciliation (cont'd)

Ruben Burga
University of Guelph
Tasha Brooks
Royal Roads University

STRENGTH THROUGH SUPPORTIVE ECOSYSTEMS: UNCOVERING INDIGENOUS BUSINESS SUCCESS FACTORS

ABSTRACT

Indigenous business scholarship has often emphasized barriers, yet a strengths-based lens reveals how Indigenous entrepreneurs mobilize relational supports, cultural empowerment, and innovative strategies to shape sustainable futures. Drawing on 33 semi structured interviews with Indigenous women and youth entrepreneurs across Canada, this study highlights how relational supports including family, kinship, and community networks provide enduring foundations; how cultural identity and land-based values empower entrepreneurial purpose; and how innovative practices such as digital platforms and creative business models expand opportunities for growth. Together, these pathways demonstrate that Indigenous entrepreneurship sustains community, culture, and environment while advancing scholarship on entrepreneurship, sustainability, and Indigenous economic self determination.

TRACK: Indigenous Business, Economics & Reconciliation (cont'd)

Mick Elliott-Keewatin [PhD Student]
University of Calgary

INDIGENOUS INSTITUTIONAL ENTREPRENEURSHIP: MAKING SPACE IN BUSINESS SCHOOLS

ABSTRACT

Business schools across Canada remain slow to move beyond symbolic gestures of Indigenization, often expecting Indigenous peoples to adapt to Eurocentric norms rather than making space for Indigenous worldviews. This research, and work in process, aims to build on preliminary findings from an Indigenous-focused MBA program in Canada, where paradoxes illustrate the fragile coexistence of Indigenous and Eurocentric logics. Extending this work, I seek to examine Indigenous institutional entrepreneurs—faculty, staff, students, and allies—who, whether voluntarily or not, diverge from entrenched norms to create space for Indigenous knowledges and practices. The project expands across Canadian institutions and into Aotearoa New Zealand and Australia to explore what, why, and how change occurs. The aspiration is to develop a comparative, empirically informed framework to support Indigenous space-making and guide administrators in moving business schools from performative Indigenous Inclusion toward reconciliation Indigenization while safeguarding against appropriation.

TRACK: Indigenous Business, Economics & Reconciliation (cont'd)

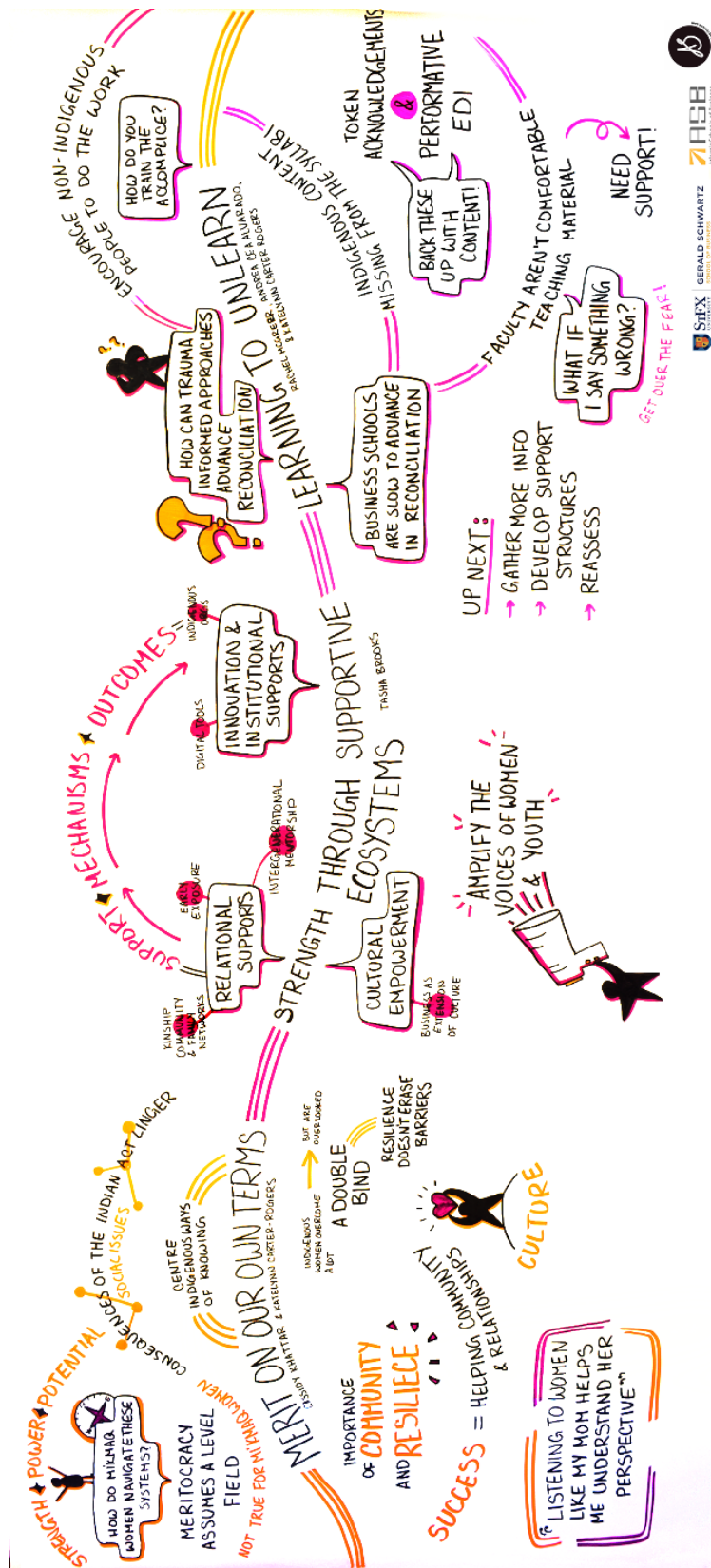
Rachel McGeer [Student]
Saint Mary's University
Andrea Cea Alvarado [Student]
Katelynn Carter-Rogers
St. Francis Xavier University

LEARNING TO UNLEARN: A FACULTY INTERVENTION FOR RECONCILIATION IN BUSINESS SCHOOLS

ABSTRACT

This project introduces a trauma-informed intervention to advance reconciliation, allyship, and Indigenization within a Canadian business school. Using a three-phase, mixed-methods design—assessment, reform, and implementation—the study supports non-Indigenous faculty in transforming curriculum and pedagogy through relational, decolonizing, and culturally responsive practices. Grounded in Indigenous-led frameworks, the intervention includes workshops, consultations, and community engagement. Preliminary findings reveal both faculty interest and systemic gaps in knowledge and confidence. This pilot project provides a foundation for a national Insight Grant aimed at scaling trauma-informed faculty development and building institutional capacity for economic reconciliation and Indigenous inclusion across business schools in Canada.

TRACK: Indigenous Business, Economics & Reconciliation - Illustration



TRACK: Management Education

Nicholous M. Deal
Mount Saint Vincent University
Mary Beth Doucette
Cape Breton University

WHOSE MANAGEMENT? EXPLORING THE CONSTRUCTION OF CANADIAN MANAGEMENT THOUGHT

SYMPOSIUM

In this symposium we interrogate the long-standing yet unresolved question: *What is Canadian management theory?* Despite decades of dialogue, a coherent and inclusive body of Canadian management thought has yet to emerge. We explore how reliance on American managerialism, Eurocentric research norms, and international accreditation systems like AACSB marginalize Canadian-specific values, histories, and epistemologies. The session critically considers the roles of Indigenous knowledge systems, Francophone scholarship, and anti-American sentiment in reimagining Canadian management. At its core, the symposium challenges participants to reflect on whose voices are included, whose are excluded, and what is at stake in defining management in and for Canada. Drawing on diverse scholarly perspectives, we aim to open a space for dialogue, debate, and future theorizing.

TRACK: Management Education (cont'd)

Nicholous M. Deal
Maria Matthews
Mount Saint Vincent University

COMMITTEE TO DEATH: A DYSTOPIAN CHRONICLE OF ACADEMIC SERVICE WORK

ABSTRACT

In this paper we examine the growing invisibility and exploitation of service work in contemporary academia through a fictionalized narrative of Dr. Maren Whitfield, the first ever service-only business school professor at Suburbia University. Set against the backdrop of declining resources, hyper-competition, and the marginalization of teaching and research at teaching-focused institutions, the narrative highlights how disproportionate service loads are downloaded onto those least empowered to refuse. Dr. Whitfield's career trajectory exposes the lacking focus in management research on systemic inequities, gendered labour expectations, and the cultural normalization of overwork in academic jobs. We argue that service, once a collegial duty, has become an unsustainable mechanism of institutional survival which now demands reappraisal to protect equity, wellbeing, and academic integrity for the future.

TRACK: Management Education (cont'd)

Terrence Weatherbee
Donna Sears
Acadia

HIGHER EDUCATION AND POLITICAL PRESSURE: HISTORICAL PARALLELS BETWEEN THE COLD WAR, TRUMPISM, AND HOUSTONIAN NOVA SCOTIA

ABSTRACT

This work-in-progress paper explores the parallels between Cold War-era pressures on higher education and the ideological pressures emerging under the Trump administration and comparable conservative governments internationally. Drawing from business history and critical policy analysis, the paper argues that while history may not repeat itself, political efforts to align universities with state ideologies persist. The paper situates current trends in the United States and Canada - particularly the Nova Scotia government's Bill 12 - within a historical framework that highlights the cyclical marginalization of academic freedom. It concludes by considering the implications for research, pedagogy, and institutional autonomy in business schools and beyond.

TRACK: Management Education (cont'd)

Helle C. Haven Petersen
Maria Matthews
Mount saint Vincent University

LATE BLOOMERS IN THE ACADEMIC ARENA: REFLECTIONS ON NAVIGATING MOTHERHOOD, PHD STUDIES AND EARLY CAREER ACADEMIC - A TENURE TREK LIKE NO OTHER!

ABSTARCT

The purpose of this paper is to offer a narrative that disrupts and expands the temporalities and identity formations associated with the “early career academic”. United in motherhood and the challenges of pursuing a doctorate degree as so-called ‘mature students’, our stories reflect personal journeys and unconventional paths to academia. Our conversations centre around how gender and institutional precarity intersect in the making of academic selves, and our hope is to inspire a larger project of decolonising and feminising knowledge practices – not just through what is said, but through how the story is told. We argue that mothers or so-called ‘non-traditional’ academics, and anyone who has felt out of sync with the fast, linear, competitive rhythms of neoliberal academia, should be supported and encouraged in the building of their careers, leaning on mentorship and recognition of the values of contributions beyond publishing and citations.

TRACK: Management Education (cont'd)

Susan C. Graham
Reuben Domike
University of Prince Edward Island

EXPERIMENTING WITH AI-GENERATED FEEDBACK IN A MARKETING CASES COURSE: EARLY INSIGHTS FROM A CLASSROOM PILOT

ABSTRACT

This work-in-progress paper follows up on a presentation from the 2024 ASB Conference at Saint Mary's University in which we shared a pilot project whereby an AI-based learning tool was used to provide students with real-time and post-submission feedback on marketing case assignments. The intervention, implemented in the 2024/2025 academic in a third-year business course, was intended to enhance engagement and improve student outcomes. While initial interactions showed promise—students engaged earlier and submitted multiple drafts—numerous pedagogical, logistical, and technical challenges arose. This paper/presentation shares the evolution of the project from design to execution and reflects on student feedback, engagement, and grading outcomes, along with faculty observations stemming from the pilot.

Terrence Weatherbee
Donna Sears
Acadia

SHOULD OR SHOULD NOT? THE PROFESSORiate AND USE OF AI

ABSTRACT

This work-in-progress paper examines the integration of artificial intelligence (AI) into the teaching and research practices of university professors by proposing a two-axis model of professorial activities. Rather than mapping activities solely along a continuum of human versus AI involvement, this paper introduces a second dimension: risk. Risk refers to the ethical, relational, epistemic, and reputational consequences of delegating scholarly tasks to AI. Building on levels-of-automation (LOA) theory and human-centered AI scholarship, the paper positions academic activities within an AI–Risk matrix. Preliminary mapping identifies low-risk, high-automation tasks (e.g., grading, quantitative analysis), high-risk, low-automation tasks (e.g., mentoring, peer review), and contested midpoints (e.g., literature reviews, feedback on essays). This reframing underscores the uneven impact of AI across the professoriate and provides a heuristic for evaluating AI use by the professoriate.

TRACK: Management Education (cont'd)

Abede Mack
St. Francis Xavier University

ARE THE GOVERNMENT'S VOCTIONAL TRAINING PROGRAMS CONTRIBUTING TO ECONOMIC AND SOCIAL DEVELOPMENT? PERSPECTIVES FROM FORMER STUDENTS

ABSTRACT

Technical Vocational Education and Training is an essential facet in the pursuit of economic and social progress. Entrepreneurship education (EE) has been touted as a key tool for eradicating poverty and promoting social progress. Marrying TVET and EE can be a crucial composition of skill sets for young people. TVET Institutions (I), on the other hand, play a key role in facilitating the much-needed human capital development. This study employs a purposive sampling technique to investigate the lived experiences of 60 past students at TVETIs in Trinidad and Tobago. The author plans to adopt inductive thematic analysis. The study seeks to draw on the experiences of past students to ascertain whether TVETIS has prepared students for the world of entrepreneurship/employment.

TRACK: Management Education (cont'd)

Tanya Bilsbury
Steven Smith
St. Mary's University

ENHANCEMENT AND OUTCOME EVALUATION OF CAREER DEVELOPMENT EDUCATION INTERVENTION FOR STUDENT SUCCESS

ABSTRACT

This 'work in progress' study will enhance and evaluate a career education intervention embedded in first year business courses. The original program, grounded in Happenstance Learning Theory and the career-life paradigm, aimed to address students' limited career conceptualization, anxiety over uncertainty, and low awareness of career development resources. Enhancements will increase theoretical coherence, align components, and provide improved academic career content with individualized reflection. A quasi-experimental design compares the enhanced and original interventions, both in a first-year seminar (FYS) and non-FYS context, against a no-treatment control. Outcomes include career development indicators (e.g., happenstance skills, self-perceived employability) and student success metrics (e.g., academic wellbeing, retention). Findings will inform scalable strategies to provide career education for improved student success.

Hadi Eslami
Rebecca Hill
Saint Mary's University

**PASSIVE OBSERVERS AND THEIR EFFECTS ON ENGAGEMENT
IN LIVE-STREAMING PLATFORMS: A LITERATURE REVIEW**

ABSTRACT

This review examines viewer engagement and retention in live streaming, emphasizing both visible and invisible forms of participation. Drawing on Uses and Gratification Theory, Service-Dominant Logic, Parasocial Interaction Theory, and Social Identity Theory, it introduces the Viewer Engagement Spectrum Framework (VESF), which categorizes engagement into five interconnected modes: chat-based, financial, co-interactive, observational, and emotional. It also proposes the Dual Retention Pathways Model (DRP), explaining how long-term loyalty is sustained through social interaction and parasocial bonding. By reframing lurking as a meaningful and structurally significant behaviour, the review challenges visibility-centric definitions of engagement. Findings offer a multidimensional, non-linear understanding of engagement, with implications for platform design, broadcaster strategy, and future research on live streaming communities.

TRACK: Marketing and Communications (cont'd)

Terrance Weatherbee
Donna Sears
Acadia University

MARKETING THE BODY INTIMATE: TABOO, STIGMA, DISCOURSE, AND THE DIMENSIONALITY OF EMBARRASSING PRODUCTS

ABSTRACT

Products are often tied to behavioural taboos or stigmatized bodily functions. Thus, marketing always occurs within cultural regimes of visibility and normativity. Drawing on Goffman's theory of stigma and Foucault's discourse of the body, we develop a dimensional framework that maps such products along a continuum from universal to specific bodily experiences. This paper argues that distinguishing between stigma and taboo is essential for developing culturally attuned marketing strategies for socially contested products. We show how marketing strategies differ depending on the perceived normativity and visibility of the product, and we propose a visual model to guide understanding of marketing in the taboo domain.

TRACK: Marketing and Communications (cont'd)

Donna Sears
Terrance Weatherbee
Acadia University

TIM HORTONS, TECHNOLOGY, AND THE DEATH OF AUTHENTICITY

ABSTRACT

This paper explores the ethical implications of AI-enabled non-professional or Do-It-Yourself (DIY) marketing practices through the lens of Charles Taylor's ethics of authenticity. Using the recent AI-generated "Josh" campaign as a focal example, the analysis highlights how the democratization of AI tools has enabled a new form of marketing that circumvents traditional professional oversight. Drawing on ethical codes from the American Marketing Association (AMA) and Canadian Marketing Association (CMA), the paper contrasts non-professional DIY and professional marketing along dimensions of tool access, ethical knowledge, regulatory engagement, and authenticity. The proliferation of unregulated, AI-generated content will continue to erode consumer trust making the development of new norms, policies, and educational efforts, to maintain the integrity of marketing as a professional and ethical practice of vital importance.

TRACK: Marketing and Communications (cont'd)

Haoze Chen
St. Francis Xavier University

SPORTS SPONSORSHIP AND FIRM STOCK RETURN: THE ROLE OF TECHNOLOGY CAPABILITY

ABSTRACT

Sports sponsorship is a common approach firms use to build and promote their brand. Even though a growing body of literature examines the effectiveness of sports sponsorship, it remains unclear how sports sponsorship affects firm performance. While extant marketing literature highlights the importance of technology capability in enhancing firm performance and product success, little is known about how technology capability affects the effectiveness of sports sponsorship. This study addresses the problem by examining the role of technology capability in influencing the relationship between sports sponsorship and firm performance. An event study setting is designed to provide empirical evidence on how sports sponsorship announcement affects firm's stock value.

TRACK: Marketing and Communications (cont'd)

Omar H. Fares
University of New Brunswick
Jenna Jacobson
Toronto Metropolitan University

A META-ANALYTICAL ASSESSMENT OF THE BIG FIVE PERSONALITY TRAITS AND TECHNOLOGY ACCEPTANCE

ABSTRACT

In an era where retail transformation is driven by rapid technological innovation, understanding how psychological factors interact with other adoption determinants offers valuable strategic insights. This meta-analysis synthesizes evidence from 103 empirical studies ($N = 77,112$) to quantify the associations between the Big Five personality traits and core technology acceptance constructs in retail contexts. Employing a random-effects model, 930 correlations were aggregated across acceptance, ease of use, perceived usefulness, enjoyment, and usage. Openness, extraversion, conscientiousness, and agreeableness showed positive associations with multiple acceptance outcomes, with behavioural intention emerging as the strongest predictor of actual usage. Personality effects also operated indirectly through self-efficacy and social influence, providing an evidence-based foundation for personality-informed approaches to retail technology design and implementation.

TRACK: Marketing and Communications (cont'd)

Bobbi Morrison
Todd Boyle
Lauren Hiltz [Student]
StFX University

BUYING CANADIAN? NATIONAL IDENTITY, PATRIOTISM, AND ETHNOCENTRISM IN GEN Z'S PURCHASE AND BOYCOTT INTENTIONS

ABSTRACT

This work-in-progress study examines how national identity, patriotism, consumer ethnocentrism, and subjective norms influence Generation Z consumers' intentions to support Canadian products and boycott American goods amid increased trade tensions. Guided by the Theory of Reasoned Action, the study employs a cross-sectional survey of undergraduate business students at a Nova Scotia university ($n = 203$), using pre-existing multi-item measures for each construct. Data were analyzed using partial least squares structural equation modeling (PLS-SEM) to test hypothesized relationships. Findings will provide insight into the attitudinal and normative drivers of economic patriotism and boycott participation, offering implications for marketers and policymakers aiming to encourage domestic purchasing and discourage foreign product consumption.

TRACK: Marketing and Communications (cont'd)

Justin F. McManus
Alexandria L. West
Sergio W. Carvalho
Dalhousie University
Gavan J. Fitzsimons
Duke University

WHY DO SOME PEOPLE'S CONSUMER PREFERENCES MATTER MORE THAN OTHERS?

ABSTRACT

Colloquial expressions like beggars can't be choosers reflect beliefs about worth and deservingness that are deeply ingrained in the fabric of society, shaping whose preferences matter and whose preferences do not. Using a person perception paradigm, the authors investigate a form of prejudice against low-SES consumers; specifically, whether perceivers devalue the preferences of low-SES target consumers, and whether these judgements are moderated by the type and strength of preference. A nationally representative sample of American adults ($N = 990$) participated in a mixed design experiment, revealing that perceivers devalued the preferences of low (vs. high) SES targets. This effect was exacerbated when the target's preference was strong (vs. moderate) but eliminated when the preference was for functional (vs. hedonic) attributes.

TRACK: Marketing and Communications (cont'd)

Zarin Tassnim
Thomas K. B. Koo
Valerie Trifts
Dalhousie University

COLOURISM AND SELF-PERCEPTION: HOW SOUTH ASIANS SEE THEMSELVES IN NORTH AMERICAN ADVERTISING

ABSTRACT

This research examines how skin tone representation in advertising affects South Asian consumers' self-perception in North America. Exposure to lighter- versus darker-skinned South Asian models affects the degree of Ideal Self–Model Congruence, which in turn mediates the relationship between skin tone representation in advertisements and consumer preferences. We further propose that Social Dominance Orientation and Right-Wing Authoritarianism moderate the relationship between model skin tone and Ideal Self–Model Congruence, leading to consumer preferences. Using an experimental design, we will manipulate the South Asian model's skin tone and measure attitudes toward the model, ad, and brand and purchase intention. The results will reveal how ideological dispositions and self-concept alignment shape colourism-related biases, offering insights for inclusive branding strategies.

TRACK: Marketing and Communications (cont'd)

Mikaela O'Regan
Mohammed El Hazzouri
Justin F. McManus
Dalhousie University

CONSUMER IMPRESSION OF MEDIA PRODUCTS

ABSTRACT

This study examines how content warnings influence audience responses to media. Two warning types are compared: trigger warnings, which highlight potentially distressing material, and age-based classifications, which signal age appropriateness through standardized labels. This research aims to investigate whether warning type affects perceived credibility and, in turn, product attitudes. We hypothesize that warning type impacts perceived credibility and, in turn, product attitudes. We anticipate that trigger warnings will increase perceived credibility and product attitudes. However, right-wing authoritarianism (RWA) moderates the expected effect; individuals higher in RWA will view trigger warnings as less credible than age-based labels, while those lower in RWA will view trigger warnings as more credible than age-based warnings. Findings will clarify how warning labels shape consumer responses and inform media and marketing practices.

TRACK: Marketing and Communications (cont'd)

Golam M. M. Aurup
Cape Breton University

A CROSS-CULTURAL STUDY ON ENVIRONMENTAL KNOWLEDGE, ATTITUDES, AND BEHAVIOR OF INTERNATIONAL AND LOCAL RESIDENT STUDENTS IN CANADA

ABSTRACT

This study looked into environmental knowledge, attitudes, and behavior of newcomer international students to Canada and compared with local resident students. After identifying the factors through an exploratory factor analysis, a series of one-way ANOVAs are used to look into the differences between the two groups. The findings suggest that the two groups are not very different for most of the attitudinal factors. Some factors related to environmental knowledge and behavior showed more significant differences between the groups. This study contributed new items and concepts to the literature. The findings may suggest a probable acculturation path regarding environmental behavior newcomers usually go through.

TRACK: Marketing and Communications (cont'd)

Binod Sundararajan
Adebimpe Ayeni [Student]
Dalhousie University

CORPORATE COMMUNICATION STRATEGIES DURING COLLECTIVE BARGAINING – AN AI-BASED ASSESSMENT

ABSTRACT

In this paper, we present an early look at an assessment of the public-facing communication messages put out by Dalhousie University and the Dalhousie Faculty Association during the current labour dispute, which resulted in the unprecedented action of a U15 university locking out its faculty members, librarians, and counsellors. We adopt Cornelissen's (2014) crisis communication strategies to prompt Perplexity.ai to assess these communication messages and present a discussion of the same, thus presenting a methodology where LLMs can be used to provide a starting point for further analyses of these crisis communication messages.

Kristin S. Williams
Becca Mian
Acadia University

**EXPLORING INCLUSIVITY FOR YOUTH AT WORK:
A YOUTH PARTICIPATORY ACTION RESEARCH STUDY**

ABSTRACT

The impact of the COVID-19 pandemic on youth is ongoing. Their lives were put on hold during essential periods of cognitive, behavioural and social development. Compounding this reality is the state of unemployment and underemployment for youth in Canada. In Atlantic Canada, the context for this study, employment rates for youth, ages 15+ continue to decline, even while general employment rates have risen. This study takes a youth participatory action research approach to the study of youth unemployment and underemployment. Youth were engaged as both researchers and participants to understand youth experiences in relation to work. Data from this study is informed by 30 qualitative interviews with youth conducted in the fall of 2024 and the winter of 2025 by 10 youth researchers (all between the ages of 15 and 21). The key finding of this study is the perceived lack of readiness in employers. Youth cite a variety of experiences which frames employers as failing to exercise inclusive practices where youth employees are concerned. Employers being less ready to receive and retain youth as important and valued part of the labour force, can negatively impact youth development and labour attachment.

Guosong Wu
Cape Breton University
Jie Pan
Danielle A. Southern
University of Calgary
Cheligeer Cheligeer
Alberta Health Services
Yuan Xu
Cathy A. Eastwood
Hude Quan
University of Calgary

**VALIDATING ICD-10 ALGORITHMS FOR IDENTIFYING PATIENT
SAFETY INDICATORS THROUGH 10,655 CHARTS REVIEW**

ABSTRACT

Patient Safety Indicators (PSIs) derived from administrative data are widely used, yet the diagnostic validity of ICD-10–CA–based algorithms remains unclear. In this multicenter retrospective study of 10,665 adult admissions across four Calgary hospitals (2017–2022), we evaluated the validity of ICD-10–CA coding for detecting 15 PSIs, using chart review as the reference standard. Overall, ICD coding demonstrated 67.0% sensitivity, 72.8% specificity, 31.6% PPV, and 92.2% NPV. Restricting to type II codes improved specificity (95.7%) and PPV (56.5%) but reduced sensitivity (29.6%). Performance varied across PSI types and patient subgroups. These findings support the use of administrative data for PSI surveillance, emphasizing the need to tailor coding strategies based on intended use, such as external reporting or internal quality improvement.

Alan Chan
Donald Moore
Crandall University
David Murrell
University of New Brunswick(Fredericton)

**PUBLIC FUNDING ON CANADIAN CHARITIES:
A STUDY EXAMINING PRO-LIFE AND PRO-CHOICE GROUPS**

ABSTRACT

The selection process on how charitable organizations receive public funding may not be transparent. In this study, we explore the distribution of funds made to Pro-life and Pro-choice groups using Canada Revenue Agency data in 2022 / 2023. This paper has broken down the sources of revenue and expenditure among these groups. First, we found significant differences in their operating budgets, sources of revenue, and expenditure patterns. Second, pro-choice groups rely heavily on direct government funding, whereas pro-life groups do not. Third, employee compensation levels between these two groups are also quite different, favouring workers among pro-choice groups.

Mackenzie Frank [Student]
Melanie McCaig
St Francis Xavier University

**DISCONNECTED FIELDS: UNDERSTANDING THE BARRIERS TO IOT
ADOPTION AMONG CANADIAN HORTICULTURE FARMERS**

ABSTRACT

The Internet of Things (IoT) is promoted as a key enabler of smart farming, offering real-time monitoring, automation, and data-driven decision-making. Yet adoption remains uneven, particularly in Canadian horticulture, where farms are often smaller, more diverse, and may lack the infrastructure and support available to large-scale operations. This study investigates barriers shaping IoT adoption among Canadian horticulture farmers and how these constraints are experienced in practice. Informed by prior work on technical, financial, institutional, social-psychological, and trust/privacy barriers, this research uses a qualitative, constructivist design. Semi-structured interviews (45–60 minutes) will be conducted with a purposive sample of at least 15 horticulture farmers across Canada, capturing variation in farm size, crop types, and farmer demographics. Interview transcripts will be anonymized and analyzed using a six-phase thematic analysis to identify recurring patterns, tensions, and sector-specific needs. Findings are expected to clarify where current agri-tech offerings and policy supports misalign with horticulture realities, and to generate farmer-informed insights for technology design, extension, and data-governance policy aimed at more equitable IoT adoption.

TRACK: Open (cont'd)

Samantha Benoit [Student]
Melanie McCaig
St Francis Xavier University

FARMERS, TECH AND WELLNESS: NAVIGATING A DIGITAL ERA

ABSTRACT

There are unique issues concerning farmers, that impact their mental health including data inputting, the fear of data loss, and the stress on the dependence of technology working. This research is exploring how technology impacts the wellbeing, which is defined as how individuals feel and function in relation to mental and physical health, including levels of distress and happiness, of farmers in Nova Scotia and Ontario Canada. The study will explore how farmers perceive and experience the adoption of new technologies, examining both their benefits and potential disadvantages to their health and wellbeing through a qualitative study using interviews primarily with farmers but may also include interviews with employees from technology companies or government agencies.

Donna Sears
Terrance Weatherbee
Acadia University

**RESEARCH AS LEISURE: CRITICAL AUTOETHNOGRAPHIC REFLECTIONS
ON WINE TOURISM SCHOLARSHIP**

ABSTRACT

This paper explores the proposition that academic research, particularly in the social sciences, can be experienced and interpreted as a form of leisure or play. Drawing on literature from leisure studies, autoethnographic insights from wine tourism research, and theoretical frameworks including serious leisure, flow theory, and Bourdieu's habitus, we argue that research in the wine business field exhibits many characteristics of leisure. However, we also engage critically with the implications of this framing, particularly in relation to academic labour, precarity, and power differentials between junior and senior scholars.

Iman Nosoochi
Memorial University of Newfoundland
Jenny Chen
Dalhousie University

CREATING TRANSPARENCY IN MARKETS WITH QUALITY DIFFERENTIATION

ABSTRACT

The trade of counterfeit goods is recently growing. We consider counterfeit products, as low-quality products that are imported to a new market and traded as high-quality products. We investigate two approaches, based on pricing and smart packaging, for detecting counterfeits and creating transparency. We model uncertain effects of working with new transparency technologies, such as smart packaging, in consumers' surplus. Our results determine when a firm, who offers quality differentiated products, benefits from creating transparency in the presence of counterfeit products. We highlight the effects of transparency options, i.e., pricing and smart packaging, for each supply chain member under different market settings.

**WHAT ARE THE MECHANISMS THAT SUPPORT HEALTHCARE PROFESSIONALS
TO ADOPT ARTIFICIAL INTELLIGENCE INTO PRACTICE?
A RAPID REALIST REVIEW**

ABSTRACT

Artificial Intelligence (AI) is increasingly being applied in the healthcare sector to improve diagnostics, optimize workflow, and better support the personalized care of patients. Despite this advancement in technology, the adoption of AI into routine clinical practice is uneven. This study will employ a Rapid Realist Review (RRR) methodology, adapted from Davies et al. (2019), to identify mechanisms that enable healthcare professionals to adopt AI tools. Stakeholder engagement included expert panels (clinicians, patients, policymakers) and reference panels (end-users, patient representatives). Literature was synthesized using Context-Mechanism-Outcome (CMO) analysis. Five guiding principles emerged: (1) Organizational Readiness & Leadership (2) Mechanism: Trust & Explainability (3) Mechanism & Outcome: Workflow Compatibility & Interoperability (4) Context: Regulatory / Ethical Environment (5) Resources & Training (Capability). These findings inform a program theory for policymakers, implementers, and developers to guide and strengthen their strategic AI deployment.

Da Xu
Cape Breton University
Xiaolei Guo
Kevin W. Li
Guoqing Zhang
University of Windsor

BOTTLENECK COARSE TOLLING UNDER THE EXISTENCE OF OVERTAKING BEHAVIOR

ABSTRACT

A new bottleneck model, the “overtaking model” is developed to study the bottleneck coarse tolling problem during the morning peak hours. It is assumed that the toll payers can overtake the braking commuters (toll non-payers) to take advantage of the tolling period to pay toll to pass the bottleneck. This would allow commuters to brake and, in the meanwhile, can make the bottleneck fully utilized during the tolling period, i.e., eliminate the somewhat unrealistic unused tolling period in the braking model. We consider homogeneous users’ values of time. The equilibrium profiles and optimal tolling schemes are investigated in this paper.

GETTING STARTED WITH META-ANALYSIS IN MANAGEMENT RESEARCH**WORKSHOP**

This workshop introduces the fundamentals of meta-analysis for management research, equipping participants with practical tools to synthesize findings from multiple studies. It covers the process, including formulating research questions, coding studies, conducting statistical analyses, and addressing challenges such as heterogeneity, publication bias, and variability in research design. Participants will learn strategies to interpret effect sizes, integrate findings with theory, and generate insights relevant to managerial practice. Through interactive discussions, attendees will develop the foundational skills to apply meta-analysis effectively, enhancing the credibility, generalizability, and impact of their work across diverse management domains.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources

Iryna Kalynychenko
University of Prince Edward Island
James Chowhan
York University
Gordon Cooke,
Memorial University
Sara Mann
University of Guelph

EFFECT OF EMPLOYER BRANDING ORIENTATION ON TALENT DEVELOPMENT APPROACHES AND RECRUITMENT AND RETENTION OF EMPLOYEES

ABSTRACT

This study aims to understand the effect of employer branding orientation (EBO) on organizational-level outcomes of recruitment and retention through the mediation mechanism of talent development (TD) approaches. The resource-based view (RBV) of the firm and strategic human resource management (SHRM) serve as theoretical frameworks. The study uses 2022 survey data from 549 employers in Southwestern Ontario, Canada. Data is analyzed through structural equation path modeling. The results suggest that organizations with a stronger EBO are more likely to adopt a Refiner TD approach—one that emphasizes internal development and an assessment of available talent—over alternative strategies such as Developer, Reliant, or Poacher; and that Refiner strategies are associated with fewer recruitment and retention issues.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources (cont'd)

Hannah E. Bertrand [Student]
Laura V. Young [Student]
Scott Cassidy
University of Prince Edward Island

**HYBRID WORK AND EMPLOYEE SELF-DETERMINATION:
AN EXPLORATION OF PSYCHOLOGICAL NEED SATISFACTION
AND FRUSTRATION AMONG ATLANTIC CANADIAN HEALTHCARE WORKERS**

ABSTRACT

The present study explores the application of self-determination theory's basic psychological need sub-theory to help understand the sometimes-paradoxical experiences of hybrid workers in the current post-pandemic context. We conducted a thematic analysis on a set of 15 semi-structured interviews with hybrid workers operating within a large Atlantic Canadian health centre. We found that, in general, the organization's shift to hybrid work arrangements helped meet employees' psychological needs. Specifically, the at-home component of employees' hybrid arrangements facilitated satisfaction of their autonomy- and competence-related needs, whereas the in-office component of their arrangements helped reduce their relatedness frustrations. Providing adequate support, centring employee choice, and communicating managerial trust were all thematically connected to the need satisfying potential of hybrid work.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources (cont'd)

Firat K. Sayin
St. Mary's University
Tammy Bernasky
Cape Breton University
Daniel Keays [PhD Student]
St. Mary's University

**EMPLOYMENT SUPPORT FOR IMMIGRANTS WITH DISABILITIES IN NOVA SCOTIA:
AN EXPLORATORY STUDY**

ABSTRACT

People with disabilities and immigrants each face significant barriers to employment in Canada. However, little is known about the experiences of individuals at the intersection of these identities. This qualitative study addresses this gap by exploring the employment support experiences of immigrants with disabilities in Nova Scotia—Canada's province with the highest disability rate and a rapidly growing immigrant population. Using an intersectional lens, we are conducting semi-structured interviews with immigrant workers with disabilities, employers, and service providers. The study aims to advance both practical and academic knowledge by identifying unique needs, barriers, and facilitators to employment. Findings will inform employers, service providers, and policymakers while also contributing to the scholarly literature on inclusive employment.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources (cont'd)

Diljot Kaur Soin
University Canada West

**HR & TECHNOLOGY: A CASE STUDY ON INTEGRATION OF AI
IN POST SECONDARY EDUCATION**

ABSTRACT

The present case study research proposes to study the integration of AI in the Post-secondary Education. Using University Canada West as the case, the study is focused on in-depth investigation of AI integration and team-wide adoption in the organizational administrative, teaching and research sub-systems, faculty, exploring the strategies for successful implementation, and recommendations for further tech adoption in one of the fastest growing post-secondary institutions in BC, Canada. A case study research design will be used wherein qualitative data will be collected through questionnaire and will be analyzed using coding and thematic analyses. The study offers modest potential in enhancing institution's profile and visibility as a digital transformation innovator.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources (cont'd)

Diljot Kaur Soin
University Canada West

AI & HR: PROFESSIONAL AND ETHICAL STANCE

ABSTRACT

The present convergent mixed methods research proposes to measure adherence behaviors associated with ethical responsibilities in the digital age of AI as defined by CRHA/CPHR (2024) covering domains of professional competence, professional independence, professional and ethical stance, advancing professional skills, work environment transformation roles, ethical decision-making, and digital sovereignty among mid-senior level HR professionals working in varied industries across BC, Canada including HR professionals registered with CPHR BC & Yukon association, and participating organizations like Tsain-ko group of companies, and University Canada West. Additionally, the study will explore any barriers in implementation of ethical responsibilities, and suitable recommendations for improving the systemic procedures, and HR sub systems in organizations in BC to support ethical behaviors in use of AI technologies.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources (cont'd)

Katherine Wilson [Student]
Katelynn Carter-Rogers
St. Francis Xavier University
Courtney McKay [PhD Student]
St. Mary's University

REHABILITATED BUT REJECTED: THE LABOUR MARKET COST OF A CRIMINAL RECORD

ABSTRACT

This research investigates the role that human capital and financial barriers play in shaping the post-incarceration employment experiences of individuals from diverse demographic backgrounds with criminal records in Canada. It will examine how systematic and structural exclusions, such as discriminatory hiring practices, limited access to training, and financial instability perpetuate cycles of unemployment, poverty, and recidivism. This work forms part of a larger research initiative. The overarching project, composed of six studies, aims to design and implement a work placement program, accompanied by an evaluation of its effectiveness in supporting reintegration and long-term employment.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources (cont'd)

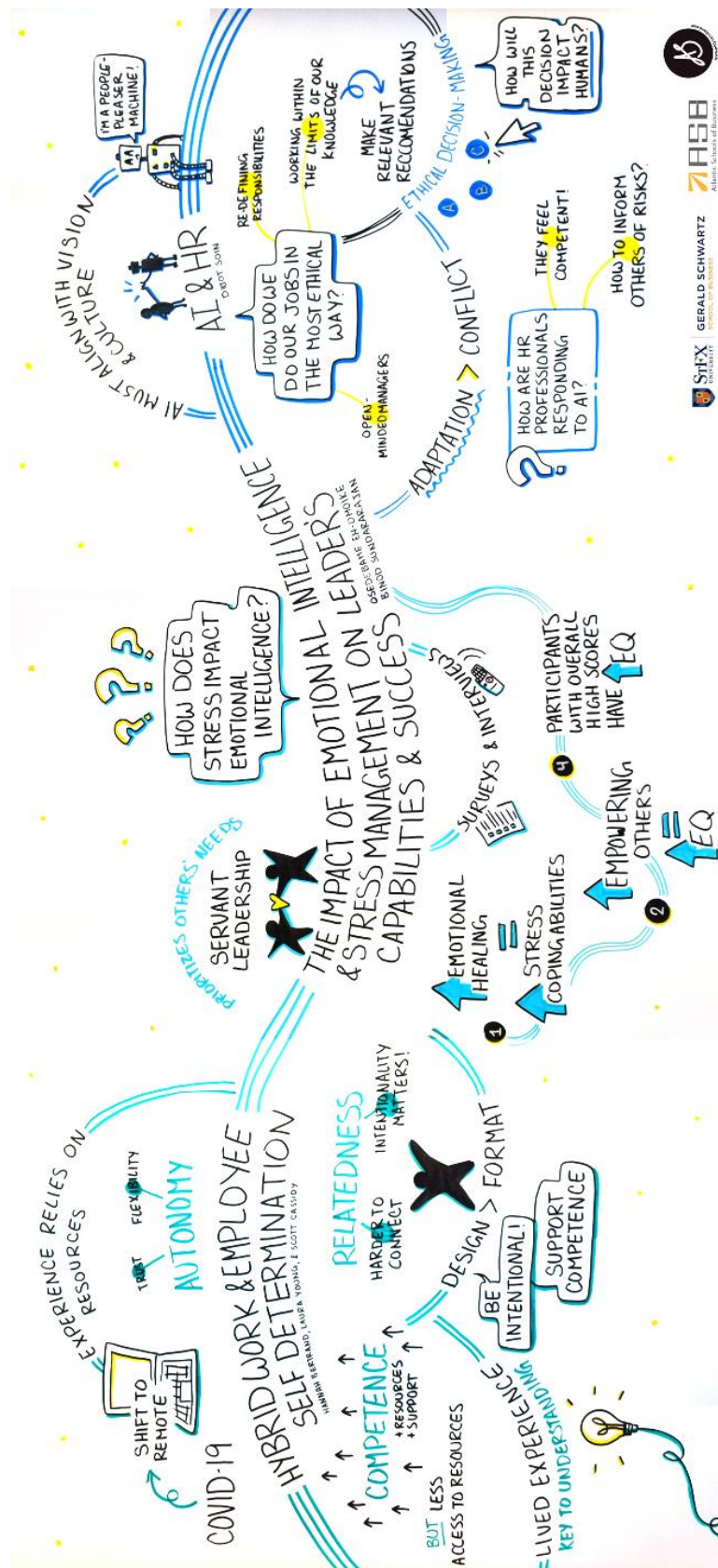
Osedebame Ehi-Omoike [Student]
Binod Sundararajan
Dalhousie University

THE IMPACT OF EMOTIONAL INTELLIGENCE AND STRESS MANAGEMENT ON LEADERS' CAPABILITIES AND SUCCESS

ABSTRACT

This study focuses on how stress impacts emotional intelligence and leadership. To do this, we examine stress and burnout. This research focuses on the servant leadership style. This study uses mixed methods approaches, involving conducting interviews and administering questionnaires. The findings of this study add to the existing body of knowledge on emotional intelligence, servant leadership, burnout and stress.

TRACK: Organizational Behaviour/Industrial Relations/Human Resources - Illustration



Arron M. Fraser
Mount Saint Vincent University

**SURVIVING THE INCURSION OF MULTINATIONALS:
STRATEGIC RESPONSES OF SMES IN AN EMERGING ECONOMY**

ABSTRACT

Disadvantaged incumbent indigenous firms lack competitive advantage that is premised on industry position or rare valuable resources, thus they must compete differently when engaging comparatively endowed foreign firms. In their initial strategic thrust, survival is a meaningful firm objective. To investigate how they survive, we used a qualitative approach and asked, *how* do disadvantaged incumbent indigenous firms survive against comparatively endowed foreign firms? Using three caselets, we found that building social networks and the adoption of joint venture-centric approach as a philosophy and a way of working were key survival strategies against the incursion of comparatively endowed foreign firms in their competitive arena. Additionally, we found that to survive some firms altered their governance structure. We provide empirical evidence from a fast-growing emerging economy.

Ryan Friars [Student]
Mohammad Naghavi
Moe Hashemi
Mount Allison University

**STRATEGIZING IN A DYNAMIC PUBLIC SECTOR ENVIRONMENT:
A STRATEGY-AS-PRACTICE EXAMINATION OF A
CANADIAN ECONOMIC DEVELOPMENT AGENCY**

ABSTRACT

This study examines how Opportunities New Brunswick (ONB), a Crown corporation, practices strategy in a dynamic, resource-constrained environment. Drawing on 11 semi-structured interviews, supplemented by internal documents and publicly available materials, and using Charmaz's grounded theory approach, we examine how ONB enacts strategy through everyday practices. Guided by a Strategy-as-Practice (SAP) lens, the study identifies four strategic dimensions: responsiveness, data-driven planning, fostering intersectoral collaboration, and adaptive stakeholder leadership. The findings illustrate how ONB balances formal planning with emergent action, adapting to political mandates, market shocks, and the complexity of stakeholders. The research contributes to SAP theory in public-sector contexts and offers practical insights for small-jurisdiction economic development agencies navigating institutional uncertainty.

Gilles Marcoux
Alidou Ouedraogo
Université de Moncton

**L'INTELLIGENCE ARTIFICIELLE ET LA RÉGULATION INTERNE DES ENTREPRISES :
UNE COMPARAISON CANADA-FRANCE**

ABSTRACT

L'intelligence artificielle générative (IAG) engendre actuellement des bouleversements majeurs, tant sur le plan de l'économie mondiale que sur celui de la société en général. Dans le contexte où l'implantation de l'IAG semble constituer un incontournable auquel toutes les entreprises devront se soumettre sinon elles ne survivront pas, il importe de se questionner sur les enjeux relatifs à la régulation de ce phénomène afin de s'assurer que l'utilisation de l'IAG dans les entreprises ne se fasse pas, notamment, au détriment des droits des employés et de leur bien-être. Ce manuscrit a pour objet de faire un état des lieux des connaissances sur ce sujet en vue d'effectuer une étude empirique comparant la régulation de l'IAG dans des entreprises canadiennes et françaises.

Alidou Ouedraogo
Gilles Marcoux
Université de Moncton

**ORPAILLAGE ILLÉGAL ET GESTION DURABLE DES RESSOURCES MINIÈRES
EN AFRIQUE DE L'OUEST : UNE ANALYSE BASÉE SUR
LA THÉORIE DE LA GOUVERNANCE DES BIENS COMMUNS**

ABSTRACT

L'orpaillage illégal qui consiste en l'exploitation artisanale de l'or, est devenu un problème de société dans plusieurs pays en Afrique de l'Ouest. En effet, elle nécessite l'utilisation de substances hautement polluantes tel que le mercure et le cyanure. Ces substances causent des problèmes de santé publique, polluent les eaux de surface et les eaux souterraines. Dans le même temps, cette exploitation artisanale procure des retombées économiques pour les mineurs et les communautés locales, généralement très démunis. La réaction des pouvoirs publics dans la plupart des pays repose sur le renforcement de la loi et l'utilisation de la force publique pour arrêter et poursuivre les mineurs. Malgré l'utilisation des moyens de coercition, les mineurs sont de plus en plus nombreux et les sites d'orpaillage dans ces pays ne cessent d'augmenter. Notre recherche, en convoquant la théorie de la gouvernance des biens communs part du postulat que les solutions au phénomène de l'orpaillage illégal ne peuvent émerger que dans une démarche de co-construction avec toutes les parties impliquées, l'État, les mineurs, les communautés locales, les entreprises minières et la société civile.

Donna Sears
Terrance Weatherbee
Acadia University

**FROM PROJECTION TO RECEPTION: TOWARD A DEMAND-SIDE ONTOLOGY
AND EPISTEMOLOGY OF BUSINESS MODELS IN WINE TOURISM**

ABSTRACT

This paper challenges the dominant supply-side orientation in business model research by introducing a demand-side ontology and epistemology. Drawing on the illustrative case of wine tourism, it argues that business models should not be seen solely as managerial constructs, but also as relational and interpretive frameworks co-constructed by external stakeholders. Tourists, for example, actively infer, assess, and modify their understanding of winery business models through digital and physical cues. The projected-received dyad framework is developed to capture these dynamics. We conclude that a dialogical perspective - where business models are not only projected but also interpreted - is essential for advancing theory and improving practice in experience-based industries. Implications for future research and methodology are discussed.

TRACK: Tourism & Hospitality (cont'd)

Helle C. Haven Petersen [PhD Student]
Maria Matthews
Mount Saint Vincent University

MORE THAN JUST TIPS: EXPLORING FOOD SERVERS LIVED EXPERIENCES AND PERCEPTIONS OF BIAS AND PREJUDICE IN HALIFAX'S HOSPITALITY SECTOR

ABSTRACT

This work in progress paper looks at the Food and Beverage (F&B) sector within the context of food servers in Halifax, Nova Scotia, Canada. A high-level background on tipping practices underpins the foundation for this proposed study, although very limited studies have been conducted in the F&B space, particularly from the servers' point of view. As such, this proposed study aims to address that gap through a qualitative inquiry into food servers' perception of conscious and unconscious biases and prejudice in tipping. Through storytelling, we hope to explore narratives that might enable us to better understand the challenges associated with tipping now and in the future as the industry continues to diversify its workforce. Historically, food servers rely on tips to make a decent wage, as their base pay is often set at or near minimum wage. The industry is a key employer for students, immigrants and other marginalized groups, providing accessible entry-level opportunities; however, research suggests that tipping practices can be discriminatory, often influenced by customer preferences and biases related to gender, ethnicity, or appearance.

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