



Bob Gaglardi
School of Business
& Economics

**THOMPSON
RIVERS
UNIVERSITY**

RESEARCH REPORT 2022 - 2023

Thompson Rivers University campuses are on the traditional lands of the Tk'emlúps te Secwépemc (Kamloops campus) and the T'exelc (Williams Lake campus) within Secwepemcúl'ecw, the traditional and unceded territory of the Secwépemc. The region TRU serves also extends into the territories of the St'át'imc, Nlaka'pamux, Nuxalk, Tšilhqot'in, Dakelh, and Syilx peoples

Mélemsŷe sculpture created by artist Braden Kiefiuk



MESSAGE FROM DEAN MIKE HENRY

With the COVID-19 pandemic in the rear-view mirror and economic and social recovery well underway, we are increasingly turning toward one another for connection and community. Similarly, much of the research produced by our faculty over the last year reflects the important role the people in our communities hold. From consumers, to workers, to employers and business leaders – everyone plays a part in driving economic recovery, social progress and sustainable development forward.

In this report you will learn how early community engagement can lead to stronger support of beneficial but potentially controversial natural resource projects; how people’s perception of non-pharmaceutical interventions affects their adoption of such efforts and thereby our collective ability to overcome health emergencies; how an organization’s corporate social responsibility, or lack thereof, affects the perceived quality of its products and services.

It has been a productive research year for our faculty. The school is channeling its scholarly work toward some of the most vital issues of our time through its recently established research clusters in environmental sustainability, supply chain management, innovation for social good and financial reporting and ESG (environmental, social and governance).

Our research connects the British Columbia interior to the world. I am proud to witness how, each year, our faculty, students and alumni are working with local and international communities to create knowledge that ultimately improves the world around us. I hope you enjoy this report and dive into the research that interests you via the links provided.

Dr. Mike Henry

Dean, Bob Gaglardi School of Business and Economics



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RESEARCH PUBLICATIONS



The Creation of the Stranger – the Process of Recreating Immigrants as the Other in Canada’s Government-Produced Texts

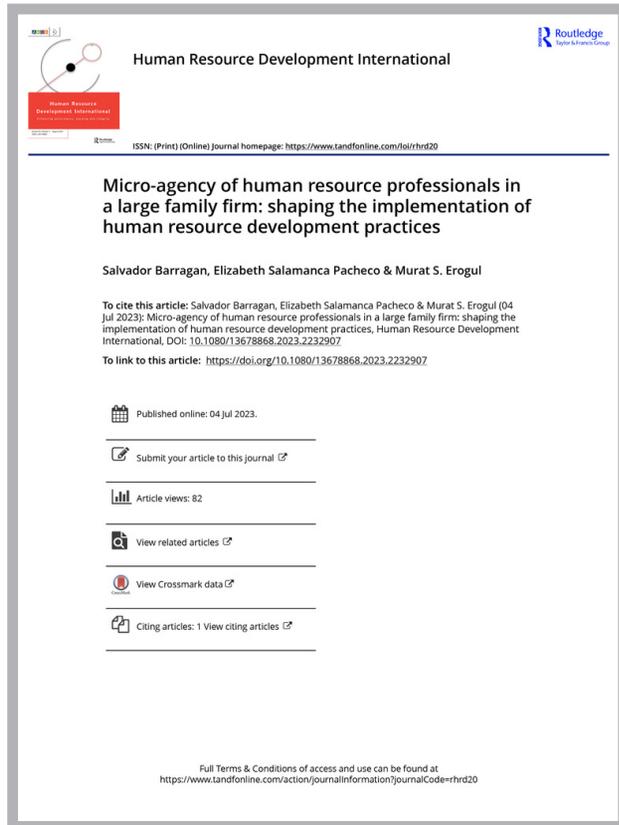


While Canada promotes and welcomes immigration, some government-produced texts work against immigrants’ integration into society. Dr. Salvador Barragan and his co-authors use postcolonial theory and conduct a Foucauldian critical discourse analysis to look at a selection of materials for the immigration branch and demonstrate how the organization is creating the image of “stranger” when it comes to immigrants. By spotlighting “problematic instances of immigrant representations,” the authors demonstrate how these documents enable this idea of the “stranger.” To make the point of the stranger as “culturally incompatible,” the authors extend the understanding of the social construction of differences between locals and foreigners.

Krysa, I., Barragan, S. & Mills, A.J. “The Creation of the Stranger – the Process of Recreating Immigrants as the Other in Canada’s Government-Produced Texts”. Culture and Organization. Taylor & Francis Online. 2023. <https://doi.org/10.1080/14759551.2023.2180800>

TRU AUTHOR: DR. SALVADOR BARRAGAN

Micro-Agency of Human Resource Professionals in a Large Family Firm: Shaping the Implementation of Human Resource Development Practices



TRU AUTHOR: DR. SALVADOR BARRAGAN

In this paper, Dr. Salvador Barragan and co-authors use a case study to examine the challenges of enacting human resource development (HRD) practices in family firms. They use a large family firm based in Northern Mexico. It's important for human resource professionals (HRPs) to understand the underlying background of the companies they are working with. In this case, the authors note the business culture is influenced by the Social-Catholic ideology and "the pragmatism of Anglo-American Puritanism." The firm had good HRD policies that benefited both family and non-family employees. But they were having trouble making them work at their foreign subsidiaries. The authors conclude that HRPs should "use power over meaning." But to do this, they need direct access to the CEO and other family senior management. Once they do, they can use "legitimate rhetoric" to demonstrate the value of their HRD practices.

Barragan, S., Salamanca Pacheco, E. & Erogul, M.S. "Micro-Agency of Human Resource Professionals in a Large Family Firm: Shaping the Implementation of Human Resource Development Practices." Human Resource Development International. Taylor & Francis Online. 2023. <https://doi.org/10.1080/13678868.2023.2232907>

Value of Communication and Social Media: An Equilibrium Theory of Messaging



TRU AUTHOR: DR. LIZ YANMIN GAO

With the growing popularity of social media, Dr. Liz Yanmin Gao and her co-author examine how it affects real estate transactions. Building on previous research focusing on the numbers in real estate – dollars, number of bedrooms, and distance from landmarks – as well as previous studies focusing on the advertising message of listings, Gao and her colleague expand the knowledge by connecting the choice of messaging behaviour with those hard numbers. They do this by creating a steady state equilibrium model. With this model, they're able to analyse how a seller can use non-numerical written descriptions to attract potential buyers. This battle with competing sellers is also a battle against public perception since many people worry that detailed property descriptions are exaggerations.

Anglin, P. & Gao, Y. "Value of Communication and Social Media: An Equilibrium Theory of Messaging." *The Journal of Real Estate Finance and Economics*. Springer Link. 2023. <https://doi.org/10.1007/s11146-021-09865-x>

Till Death Do Us Part – Customer Commitment After Negative Publicity: The Role of Relational Variables and Cognitive Dissonance

The current issue and full text archive of this journal is available on Emerald Insight at: <https://www.emerald.com/insight/1757-4323.htm>

Till death do us part – customer commitment after negative publicity: the role of relational variables and cognitive dissonance

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Negative publicity and customer commitment

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Abstract
Purpose – The purpose of this study is to study the impact of relationship marketing orientation (RMO) and relationship quality on customers' commitment and pro-marketer behavior (positive word of mouth and external attribution) after negative brand publicity by using the combined lens of relationship marketing theory and the theory of cognitive dissonance.
Design/methodology/approach – A survey was conducted among banking customers in India using an online questionnaire. Data were analyzed using structural equation modeling and the bootstrapping procedure using the SPSS process macro.
Findings – Contrary to conventional wisdom, findings of this study suggest that RMO and relationship quality are positively correlated to commitment even after negative publicity. The path between RMO, relationship quality and pro-provider behavior is found to be mediated by commitment. This indirect path is moderated by customers' cognitive dissonance arising out of the negative publicity.
Originality/value – The study establishes the combined roles of RMO and relationship quality in pre-empting the detrimental effects of negative brand publicity. Further, it establishes interactions of cognitive dissonance with these relationship variables, thereby bringing together literature from relationship-marketing theory and cognitive dissonance theory.
Keywords Dissonance reduction strategies, Negative publicity, Relationship marketing orientation, Relationship quality, Service strategy
Paper type Research paper

Introduction
Over the years, the conceptual and paradigmatic understanding of marketing has seen a shift from a purely transaction-based paradigm to one based on strong service-oriented relationships between service providers and customers (Grönroos, 2017). Companies around the world strive toward building long-term and strategic relationships with their customers (Li *et al.*, 2020). Such relationship maintenance strategies referred to in the literature as relationship marketing orientation (RMO) (Mishra and Vaidyanathan, 2015; Mubashar *et al.*, 2020, 2022), resolving conflicts (Ndubisi, 2007) and retaining customers over extended periods of time (Amoako *et al.*, 2019). Customers, on their part, perceive these relationship-building strategies as signals of service providers' reliability (Poon *et al.*, 2017). Depending upon the extent to which these strategies fulfill their needs, customers develop

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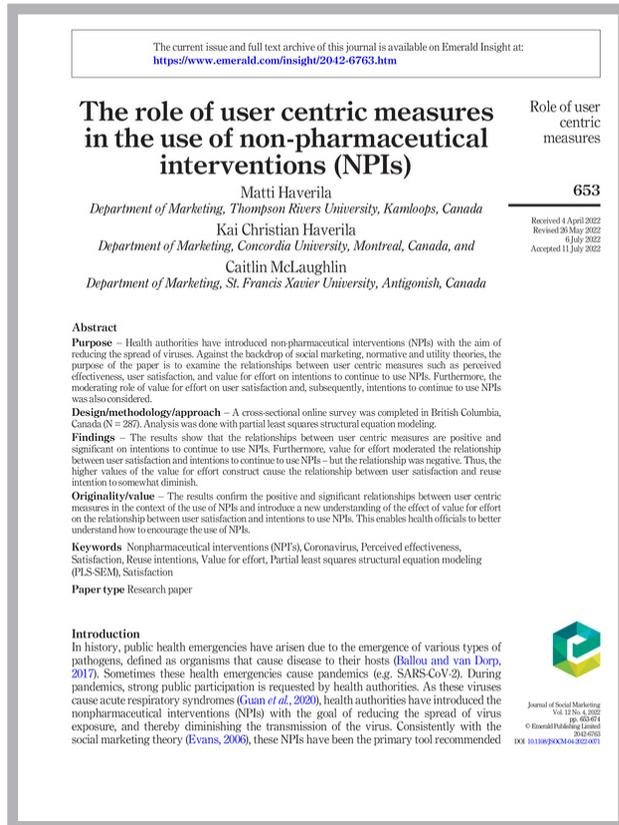
The authors wish to thank Dr. Rajiv Nag for his valuable comments on an earlier version of the manuscript.

TRU AUTHOR: DR. ABHIJIT GHOSH

In this research paper, Dr. Abhijit Ghosh and his co-author study the impact of relationship marketing orientation (RMO) and relationship quality on customers' commitment and pro-marketer behavior after negative brand publicity by using the combined lens of relationship marketing theory and the theory of cognitive dissonance. The authors conducted a survey among banking customers in India using an online questionnaire. They analyzed the data using structural equation modeling and the bootstrapping procedure using the SPSS process macro. Contrary to conventional wisdom, the authors find that RMO and relationship quality are positively correlated to commitment even after negative publicity. The path between RMO, relationship quality and pro-provider behavior is found to be mediated by commitment. This indirect path is moderated by customers' cognitive dissonance arising out of the negative publicity. The study establishes the combined roles of RMO and relationship quality in pre-empting the detrimental effects of negative brand publicity. Further, it establishes interactions of cognitive dissonance with these relationship variables, thereby bringing together literature from relationship marketing theory and cognitive dissonance theory.

Banerjee, S. & Ghosh, A. "Till Death Do Us Part – Customer Commitment After Negative Publicity: The Role of Relational Variables and Cognitive Dissonance." Asia Pacific Journal of Business Administration. 2022. <https://doi.org/10.1108/APJBA-08-2021-0411>

The Role of User Centric Measures in the Use of Non-Pharmaceutical Interventions (NPIs)



TRU AUTHORS: DR. MATTI HAVERILA

In the past, public health emergencies have required the use of non-pharmaceutical interventions (NPIs) such as hand hygiene, voluntary home isolation, and face masks. But the effectiveness of NPIs usually depends on the greater public's adoption of the strategy. Against the backdrop of the global Covid-19 pandemic, Dr. Matti Haverila and co-authors explore how the public feels about NPIs. They used a cross-sectional online survey to gather their data, which was completed by more than 200 people in B.C. The research is helpful for health officials who want to better understand how to encourage greater adoption of NPIs. Education and social marketing would be especially important when thinking about advertising of NPIs.

Haverila, M., McLaughlin C. & Haverila, K. "The Role of User Centric Measures in the Use of Non-Pharmaceutical Interventions (NPIs)". Journal of Social Marketing. Emerald Insight. 2022. <https://doi.org/10.1108/JSOCM-04-2022-0071>

The Influence of Marital Status on Customer-Centric Measures in the Context of a Ski Resort Using the Importance-Performance Map Analysis (IPMA) Framework

The current issue and full text archive of this journal is available on Emerald Insight at: <https://www.emerald.com/insight/2183-4172.htm>

The influence of marital status on customer-centric measures in the context of a ski resort using the importance-performance map analysis (IPMA) framework

Marital status and skiing

49

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Abstract
Purpose – This study assesses the impact of marital status towards customer-centric measures in a Canadian ski resort using the importance-performance map analysis (IPMA) as the analytical framework. For the purpose of this paper, the three groups that were assessed included singles, partnership without children and partnership with children as marital status indicators. From the theoretical and especially managerial point of view, knowing the importance and the performance of the relevant ski resort-related customer-centric perceptions is of key importance.
Design/methodology/approach – A survey was completed to assess customer-centric measures including customer satisfaction, repurchase intent, value for money, willingness to recommend, overall performance in terms of meeting expectations, relationship quality and skiing service quality. An IPMA was conducted with partial least square-structural equation modelling (PLS-SEM) to assess the importance-performance perceptions of the three marital status groups.
Findings – The results indicated that for five of the seven customer-centric measures, there were significant differences between the marital status groups. Overall, singles appeared to have the lowest values in customer-centric measures, whereas respondents living in partnership with children had the highest. This was also the case with the value for money perceptions, although the cost for the ski resort visit was likely to be the highest for the respondents living in partnership with children. There were also differences between the marital status groups in terms of the importance-performance evaluations.
Originality/value – Results of this research have implications for ski resort management as the three marital status groups appear to perceive the customer-centric measures quite differently in the IPMA framework.
Keywords Customer satisfaction, Repurchase intent, Value for money, Service quality, Ski resort, Importance-performance map analysis (IPMA)
Paper type Research paper

Introduction
Satisfying customers is one of the key factors for any business. This is not an exception for ski resorts in Canada and elsewhere. In 2020, tourism alone contributed \$7.1 billion dollars to



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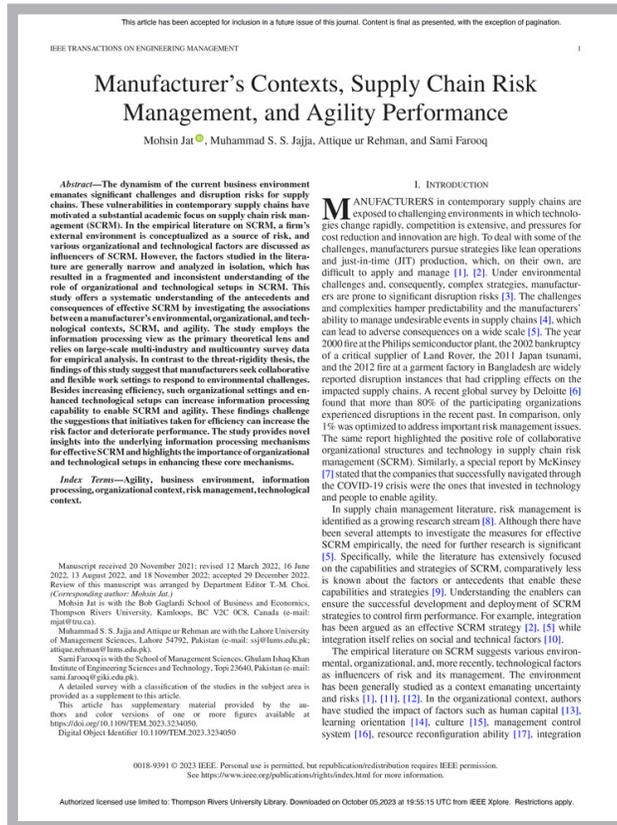
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TRU AUTHOR: DR. MATTI HAVERILA

Tourism is a hot industry in B.C. with ski resorts making up a significant part of the sector's success. While there are plenty of factors that go into how much a person enjoys their experience at a ski resort, Dr. Matti Haverila and co-authors decided to look at how marital status affects someone's ski resort experience. They split marital status into three groups: single, partnership with children, and partnership without children. Among the categories measured were customer satisfaction, repurchase intent, value for money, willingness to recommend, overall performance in terms of meeting expectations, relationship quality and skiing service quality. They also asked questions about the skiing quality. Using 192 returned surveys, the authors used an importance-performance map analysis with partial least square-structural equation modelling. There were major differences between the groups in five of the seven categories. The biggest difference was in the value for money ratings between the groups that didn't include children and the one that did. In the skiing quality results, the authors found that the length of ski slopes; the variety, length and quality of ski slopes; and the number of ski slopes are more important to singles than to the group that lives in partnership without children. The authors suggest the paper is of value to ski resort management in developing marketing strategies.

Haverila, M., Haverila, K. & Twyford, J. "The Influence of Marital Status on Customer-Centric Measures in the Context of a Ski Resort Using the Importance-Performance Map Analysis (IPMA) Framework." *European Journal of Management Studies*. Emerald Insight. 2022. <https://doi.org/10.1108/EJMS-05-2021-0034>

Manufacturer's Contexts, Supply Chain Risk Management, and Agility Performance

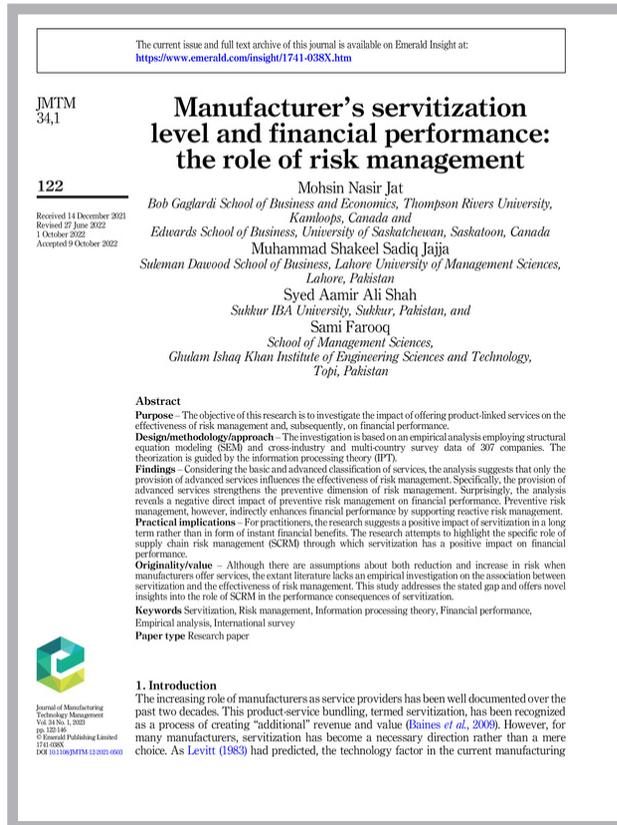


TRU AUTHOR: DR. MOHSIN JAT

Recent challenges with supply chains have spurred increased research into supply chain risk management (SCRM). While other papers have focused on individual factors, Dr. Mohsin Jat and co-authors look to broaden the subject's understanding by analyzing the preconditions for "effective" SCRM. To get to their findings, the authors adopted the information processing view as a primary theoretical lens for examining the connections between "a manufacturer's environmental, organizational, and technological contexts, SCRM, and agility." The authors suggest that manufacturers require conducive organizational and technological setups for SCRM strategies to work. The study indicates that a manufacturer facing external challenges should respond through collaborative and flexible work organization and enhanced technological setup to increase its information processing capability. With strong information processing capability, manufacturers can be better positioned to sense and mitigate disruptions.

Jat, M., Jajja, S., ur Rehman, A. & Farooq, S. "Manufacturer's Contexts, Supply Chain Risk Management, and Agility Performance." IEEE Transactions on Engineering Management. IEEE Xplore. 2023. <https://doi.org/10.1109/TEM.2023.3234050>

Manufacturer's Servitization Level and Financial Performance: The Role of Risk Management



TRU AUTHOR: DR. MOHSIN JAT

As technological products have become more sophisticated over the years, manufacturers and customers have embraced servitization—bundling products with services. While customers can get convenience and assurance of support after sales, manufacturers can increase their revenue streams through services. However, the link between manufacturers' servitization and financial performance is unclear. Instead, there is some evidence that servitization leads to poorer financial performance. To understand the servitization paradox, Dr. Mohsin Jat and their co-authors employed a large-scale global manufacturing survey to investigate the links between servitization level, risk management, and financial performance. The authors found that a manufacturer must offer advanced services in order to benefit from servitization. It is not recommended to use servitization as a get-rich-quick scheme; the authors call it "a misplaced strategy." The key to making the most of servitization is moving the service portfolio forward rather than limiting it to basic services. Unlike basic services, advanced services enhance supply chain risk management, which, in turn, can improve financial performance.

Jat, M., Jajja, S., Shah, A. & Farooq, S. "Manufacturer's Servitization Level and Financial Performance: The Role of Risk Management." *Journal of Manufacturing Technology Management*. Emerald Insight. 2023. <http://dx.doi.org/10.1108/JMTM-12-2021-0503>

Impact of COVID-19 on Stock Market Return and Volatility: Case Study of Canada on a Provincial, Regional, and National Level

Impact of COVID-19 on Stock Market Return and Volatility: Case Study of Canada on a Provincial, Regional, and National Level

Yong Joo Kang
Thompson Rivers University

This paper examines the impact of COVID-19 related information measures on the S&P/TSX Composite Index return and volatility from a local market perspective. The analysis is conducted on a Canadian provincial, regional, and national level using various measures related to the COVID-19 coronavirus, such as the infectiousness of the virus, stringency of government policies, and market sentiment, to identify the main drivers of the Canadian stock market. Our empirical results show that the measures impacting stock market return and volatility differ, with return driven primarily by market sentiment, and volatility driven by the infectiousness of the virus. These results are counter to the commonly held belief of returns being driven by fundamental macroeconomic variables and volatility being driven by market sentiment. While a formal test to determine the cause of the results is not conducted, the results could have potentially been fueled by the irrational behavior of investors who were looking to cash out on riskier stock market investments or shift them to safe assets.

Keywords: COVID-19, stock returns, stock volatility, market sentiment, stringency, Canada

INTRODUCTION

No one would argue about the profound impact the COVID-19 pandemic has had on our daily lives. Within a span of less than three months since the initial identification of the highly contagious virus in late 2019, the World Health Organization (WHO) declared COVID-19 a pandemic on March 11, 2020. By the end of March 2020, global stock markets experienced massive volatility, with the S&P 500 circuit breaker triggered four times during the month of March 2020 alone.

In response to the growing fears of a COVID-19 outbreak, governments around the world have taken drastic measures, both monetary and fiscal, to contain the negative social and economic impact of the pandemic. Canada is no exception, as multiple measures were put in place to restrict, or at least slow down, the spread of the virus, and to aid businesses and households from the resulting backlash to its economy. Social distancing requirements have led to massive unemployment, business closures, and overall economic instability. Ultimately, the true effects of the government measures on the economy will likely not be known until the pandemic's dust eventually settles.

The focus of our research is to investigate the pandemic's impact on the Canadian equity market. Specifically, we seek to determine the primary drivers of stock market return and volatility for the S&P/TSX Composite Index (S&P/TSX) on a provincial, regional, and national level. Canada presents a unique situation whereby the delivery of health services is primarily assigned to provinces and territories by the Constitution Act of 1867. Although the Canadian federal government assumes responsibility for national

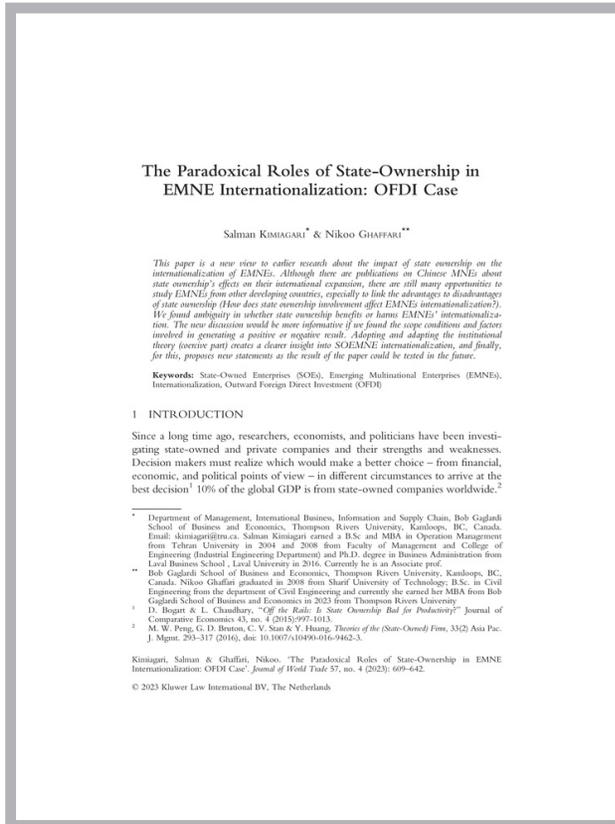
Journal of Applied Business and Economics Vol. 24(6) 2022 175

TRU AUTHOR: DR. YONG JOO KANG

It's no secret that the advent of the Covid-19 pandemic had a significant effect on stock markets. In this paper, Dr. Yong Joo Kang examines the impact of certain variables on the return and volatility of the S&P/TSX Composite Index; namely: infectiousness of the virus, stringency of government policies, and market sentiment. Investigating the impact on a provincial, regional, and national level in Canada from March to December 2020, Kang found that market sentiment was the main driver of return, while information about the infectiousness of the virus drove volatility. This is surprising because it goes against the commonly held belief of returns being driven by fundamental macroeconomic variables, and volatility being driven by market sentiment. However, Kang notes that the anomaly could potentially be attributed to a shift in investor behaviour due to the "sudden and dramatic impact" of the Covid-19 pandemic.

Kang, Y.J. "Impact of COVID-19 on Stock Market Return and Volatility: Case Study of Canada on a Provincial, Regional, and National Level." *Journal of Applied Business and Economics*. OJS/PAK. 2022.
<https://doi.org/10.33423/jabe.v24i6.5753>

The Paradoxical Roles of State-Ownership in EMNE Internationalization: OFDI Case



**TRU AUTHORS: DR. SALMAN KIMIAGARI
& NIKOO GHAFFARI**

Noticing a gap in academic literature, Dr. Salman Kimiagari and TRU MBA student Nikoo Ghaffari offer a fresh perspective on previous research about the internationalization of emerging multinational enterprises (EMNE). Specifically, they looked at how research has investigated state ownership's effect on EMNEs since 2007. They found there was a gap in how an EMNE's state ownership may affect customers' buying or investing behaviour. The authors also have some thoughts about foreign direct investment (FDI) in developing markets. They say that this type of investment is good for the host country – creating jobs, transferring technological knowledge, among other things. For a host country to make the most of the FDI benefits, it should have good infrastructure in place.

Kimiagari S. & Ghaffari, N. "The Paradoxical Roles of State-Ownership in EMNE Internationalization: OFDI Case." Journal of World Trade. Kluwer Law Online. 2023.

https://kluwerlawonline.com/journalarticle/Journal+of+World+Trade/57.4/TR_AD2023028

Attracting and Retaining FDI: Africa Gas and Oil Sector



**TRU AUTHORS: DR. SALMAN KIMIAGARI
& DR. MOHAMMAD MAHBOBI**

Among the global oil and gas players: Saudi Arabia, Russia, the United States, Canada and... Africa. The continent is home to just over seven per cent each of global oil and gas reserves. In their paper, TRU's Dr. Salman Kimiagari and Dr. Mohammad Mahbobi explore how African countries can make themselves more appealing to foreign direct investment (FDI). They highlight a number of themes from a systematic literature review including: infrastructure, which, if insufficient, can cost a foreign investor more money and be a barrier to investment; autocratic governments, which are more favourable to creating policies that benefit foreign investors, and political stability fosters a stable business environment. To become more attractive to FDI, governments should develop measures to improve accountability, stabilize political institutions and reduce investment risks. Working with locals was another important finding from the literature review. The authors found that working with locals "helps to lower supply chain costs, enhances local skills, and nurtures a favourable relationship between foreign investors and host country governments."

Kimiagari, S., Mahbobi, M. & Toolsee T. "Attracting and Retaining FDI: Africa Gas and Oil Sector." Resources Policy. Elsevier. 2023.
<https://doi.org/10.1016/j.resourpol.2022.103219>

An Examination of Household Size, Geographic Remoteness, and Population of First Nation Communities in Canada: The Impact on Selected Wellbeing Indicators



**TRU AUTHORS: DR. LAURA LAMB
& SHAWN BLANKINSHIP**

Without action, the intergenerational socioeconomic gap between Canada's Indigenous and non-Indigenous people will continue to widen. Such is the call to arms featured in Dr. Laura Lamb's newest study with TRU MBA student Shawn Blankinship. Using data from more than 440 First Nations, the authors explore wellbeing when it comes to household size, population size and remoteness. The data collected suggests a direct link between large households and low wellbeing. This suggests that communities with large households, which may be linked to residential overcrowding, are more likely to experience low levels of wellbeing. Large households are also connected to lower levels of education and poor housing conditions. Lamb's paper offers further valuable insight for policy makers. The authors suggest one answer to residential overcrowding could be to increase the housing supply by investing further in it.

Blankinship, S. & Lamb, L. "An Examination of Household Size, Geographic Remoteness, and Population of First Nation Communities in Canada: The Impact on Selected Wellbeing Indicators." Journal of Developing Areas. Project Muse. 2023. <https://doi.org/10.1353/jda.2023.0015>

Impact of Social Support and Reciprocity on Consumer Well-Being in Virtual Medical Communities



TRU AUTHOR: DR. CHE-HUI (ERIC) LIEN

In this paper, Dr. Che-Hui Lien and co-authors gain a better understanding of online medical communities by looking into the factors that affect well-being, as well as how the community's moderators affect the community norms. Using 484 responses gathered from two popular medical cosmetics discussion platforms, the authors discover that the main driver to affecting well-being is emotional support. A user's sense of belonging was also found to influence well-being, while informational support didn't play much of a role.

Wu, J.-J., Lien C.-H., Wang T. & Lin, T.-W. "Impact of Social Support and Reciprocity on Consumer Well-Being in Virtual Medical Communities." INQUIRY: The Journal of Health Care Organization, Provision, and Financing. Sage Journals. 2023. <https://doi.org/10.1177%2F00469580231155290>

Multi-Factor Style Rotation - An Empirical Study in the US Stock Market



TRU AUTHOR: DR. CHE-HUI (ERIC) LIEN

When it comes to investing in the stock market, there are plenty of strategies. To test the efficacy of different multi-factor style rotations, Dr. Che-Hui Lien and his co-author chose to use the top-scoring four per cent stocks from the S&P 500. They would buy at the beginning of the month and sell at the end. Their empirical data found that stock selection models that mix value style with growth style have a high-synergy effect. For best results, models should include a value style factor, growth style factor and a two-factor model.

Yeh, I-C., Lien, C-H. "Multi-Factor Style Rotation - An Empirical Study in the US Stock Market." Applied Economics Letters. Sage Journals. 2022. <https://doi.org/10.1080/13504851.2022.2136354>

The Demise of a Rising Social Enterprise for Persons with Disabilities: The Ethics and the Uncertainty of Pure Effectual Logic When Scaling Up

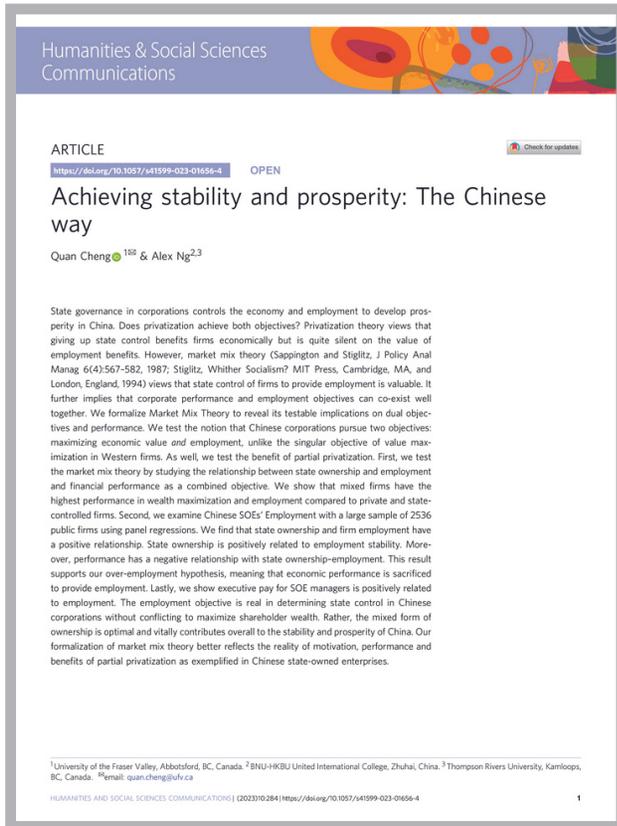


TRU AUTHOR: DR. BRUCE MARTIN

There comes a time for all business ventures to make a choice: scale up or stay small. For social enterprises, this decision can be especially difficult because it affects how many will access their new social impact, by for instance, being allowed to join a good company with a good paying job even though you have a disability. In this paper, Bruce Martin and his co-authors look into entrepreneurial decision-making when scaling up a social venture. They do this by embedding for 10 months inside a promising social enterprise as it tries to scale up globally. But they discover a problem with using effectual logic - a type of creative thinking first seen among commercial entrepreneurs - during the scale-up stage: a problem big enough to actually destroy the promising venture. And through this first-hand evidence they show that entrepreneurs – social or commercial – need to use more effectual logic when starting up their venture and more causal (conventional) logic when scaling up. The authors also show that effectual logic at the start-up stage helps create more innovative and more ethical ventures.

Martin, B., Walsh, L., Keating, A. & Geiger, S. "The Demise of a Rising Social Enterprise for Persons with Disabilities: The Ethics and the Uncertainty of Pure Effectual Logic When Scaling Up." *Journal of Business Ethics*. Springer Link. 2023. <https://doi.org/10.1007/s10551-023-05390-4>

Achieving Stability and Prosperity; The Chinese Way



TRU AUTHOR: DR. ALEX NG

With an emerging and socialist economy, China remarkably boasted the highest number of Fortune Global 500 list companies in the world in 2021. Given that these firms are mostly state-owned enterprises (SOEs), one might suggest that China's "socialism with Chinese characteristics" works and has understated merit in the large literature on privatization. Dr. Alex Ng and his co-author test the notion that Chinese SOEs aim to maximize both economic value and employment. They examine SOEs' performance and employment with a large sample of 2,536 public firms using panel regressions. The result? State ownership has a positive effect on firm employment and job stability, but is negatively correlated with economic performance. The authors conclude that partially privatized SOEs constitute the optimal form of ownership and vitally contribute to the stability and prosperity of China, which is in line with market mix theory.

Cheng, Q. & Ng, A. "Achieving Stability and Prosperity; The Chinese Way." *Humanities and Social Sciences Communications*. 2023. <https://doi.org/10.1057/s41599-023-01656-4>

Are News Effects Necessarily Asymmetric? Evidence from Bangladesh Stock Market



How does the news affect stock prices in an emerging market? Dr. Hafizur Rahman and co-author explore the question using Bangladesh's Dhaka Stock Exchange Ltd. It's a good candidate for their empirical study as it joined the World Federation of Exchanges as a full member in 2017. The authors examined daily stock return data for 12 local and multinational companies from 1990 to 2011. They used four models to test how likely news was to cause an asymmetric effect on the conditional volatility of the stock. As it turns out, both good and bad news have the potential to affect a stock, supporting one of the authors' null hypotheses.

TRU AUTHOR: DR. HAFIZUR RAHMAN

Bose, S. & Rahman, H. "Are News Effects Necessarily Asymmetric? Evidence from Bangladesh Stock Market." Sage Journals. 2022.
<https://doi.org/10.1177/21582440221127157>

How Modern Methods of Construction Would Support to Meet the Sustainable Construction 2025 Targets, the Answer is Still Unclear



The UK government published a construction strategy aimed at improving the sector. The strategy, which has a goal date of 2025 includes four main targets: reduction of construction project duration, operational cost, level of greenhouse emissions and the import/export trade gap. In this paper, Dr. Yahya Rashid and co-authors investigate to see if using modern methods of construction would help the country meet its targets. The authors used snowball sampling for a quantitative survey that was completed by professionals who work in architecture, engineering and construction. The majority of respondents thought that modern methods of construction could help the UK meet its 2025 targets. The research also supports that the other three targets can also be met using modern methods of construction.

Maqbool, R., Namaghi, J. R., Rashid, Y. & Altuwaim, A. "How Modern Methods of Construction Would Support to Meet the Sustainable Construction 2025 Targets, the Answer is Still Unclear." *Ain Shams Engineering Journal*. 2023. <https://doi.org/10.1016/j.asej.2022.101943>

TRU AUTHOR: DR. YAHYA RASHID

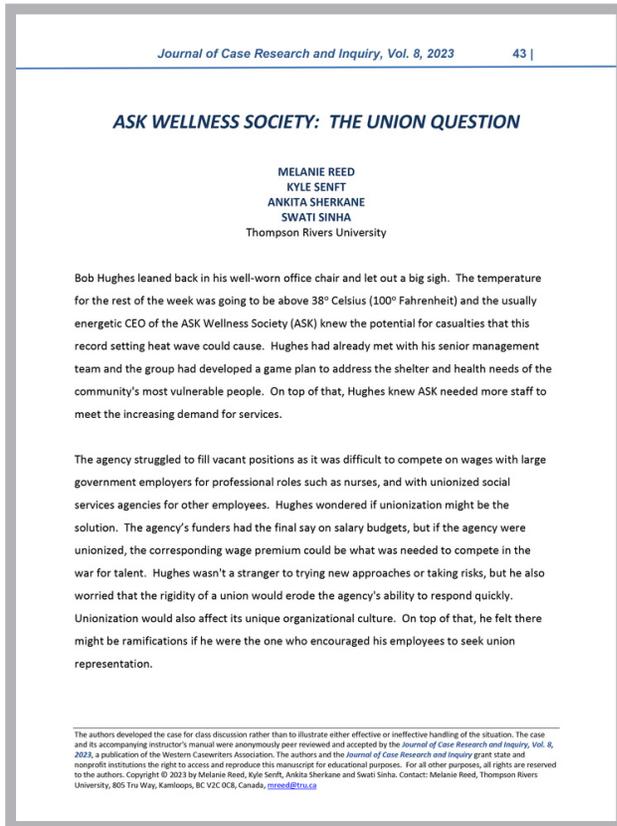
Coping with Skill Shortage within the UK Construction Industry: Scaling Up Training and Development Systems



It's been a tough past few years for the construction industry in the U.K. Both Brexit and Covid-19 have led to a shortage of quality workers, which are also being lost through an ageing workforce. Dr. Yahya Rashid and co-authors examine the key contributors to skill shortages in construction. Their literature review suggests training and development was a major factor, which was further confirmed in survey results. They conclude that change is needed for training and development to help with the skilled worker shortage and suggest it could help mitigate some of the negative effects brought on by Covid-19 and Brexit. However, the authors note, training and development won't be able to mitigate an ageing workforce, so companies should aim to train and hire younger people.

Maqbool, R., Rashid, Y., Altuwaim, A., Shafiq, M. T. & Oldfield, L. "Coping with Skill Shortage within the UK Construction Industry: Scaling Up Training and Development Systems." Ain Shams Engineering Journal. 2023.
<https://doi.org/10.1016/j.asej.2023.102396>

ASK Wellness Society: The Union Question

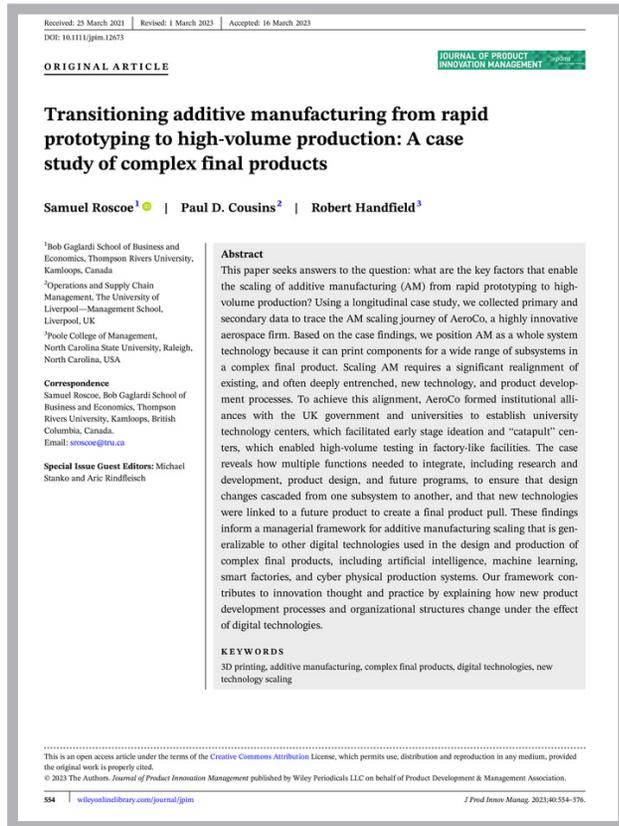


TRU AUTHOR: MELANIE REED

This case study drops readers straight into the world of Bob Hughes, the CEO of a successful Kamloops nonprofit. Under the banner of a heatwave, Hughes is worried about casualties, especially because the organization is having a hard time recruiting staff. Hughes ponders the union question. The paper, put together by professor Melanie Reed, Kyle Senft, Anikita Sherkane and Swati Sinha, doesn't provide an answer, but it does an excellent job at setting the scene for Hughes' quandary. With part of the society's business of managing affordable housing projects booming, there were more contracts on the way. But they needed qualified professionals to fill the roles required to run the contracts well. After struggling to recruit people for the vacant roles, Hughes discovers that the majority of the sector's employees are unionized, and comparable unionized organizations were paying people eight per cent more. This realization leads Hughes to a question: if the funders won't pay up, should he encourage his own employees to unionize?

Reed, M., Senft, K., Sherkane, A. & Sinha, S. "ASK Wellness Society: The Union Question." Journal of Case Research and Inquiry. 2023.
<https://jcri.org/JCRI%20VOLUME%208%202023.pdf>

Transitioning Additive Manufacturing from Rapid Prototyping to High Volume Production: A Case Study of Complex Final Products



TRU AUTHOR: DR. SAMUEL ROSCOE

Additive manufacturing (AM), also known as 3D printing, has been used for decades for rapid prototyping or spare part production, but less often for the large-scale production of finished goods. Recent developments in metal additive manufacturing techniques are prompting some companies to consider scaling the technology for high volume production. Dr. Samuel Roscoe and co-authors use a longitudinal case study of an innovative aerospace firm to identify the barriers and enablers of scaling AM. The first barrier is entrenched manufacturing processes developed over years of using subtractive manufacturing techniques. The second is new technology development processes that are constrained by organizational silos. These factors impede scaling because AM is a “whole system technology” that affects every aspect of new product design and development, requiring completely new organizational structures and processes. This article identifies the key ways in which companies can develop innovative structures and processes to scale whole system technologies such as AM.

Roscoe S., Cousins, P. & Handfield, R. “Transitioning Additive Manufacturing from Rapid Prototyping to High Volume Production: A Case Study of Complex Final Products.” *Journal of Product Innovation Management*. Wiley Online Library. 2023. <https://doi.org/10.1111/jpim.12673>

It Leaves a Bad Taste in Your Mouth: How Corporate Social Irresponsibility Impacts Consumption Experiences

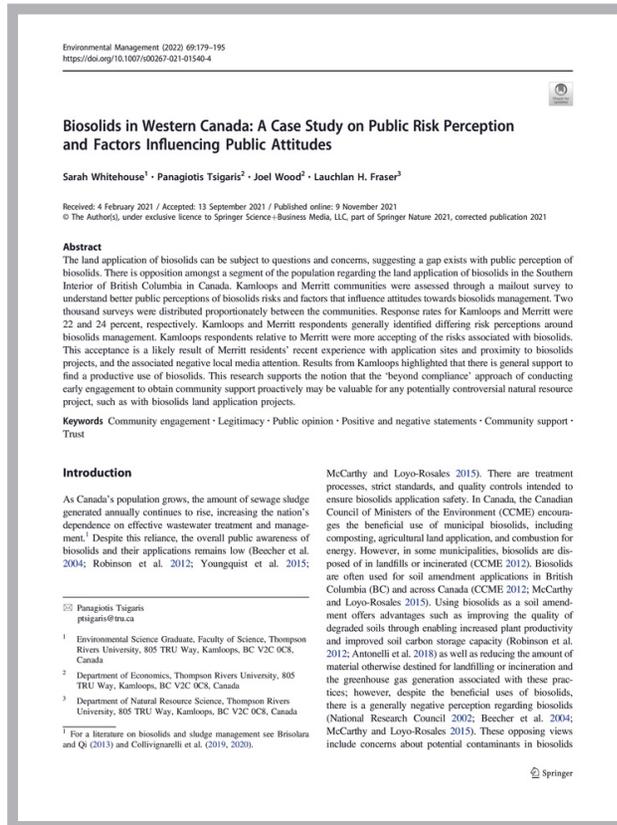


TRU AUTHOR: DR. JOYCE SHANG

It's no secret that when companies get caught behaving poorly, public perception changes for the worse. Take when Walmart hit headlines for the wrong reason—the company's actions, its corporate irresponsibility (CSIR), affected customers. Previous research demonstrated that would-be shoppers avoided purchasing products from brands performing CSIR. This paper, from Dr. Joyce Shang and colleagues takes things a step further: what if the products are already owned? The authors demonstrate that people who own products from companies that have exhibited CSIR experience feelings of guilt. Further, the paper demonstrates that corporate social responsibility doesn't impact taste positively, but CSIR does affect taste negatively.

Green, T., Pelozo, J., Mantonakis, A. & Shang, J. "It Leaves a Bad Taste in Your Mouth: How Corporate Social Irresponsibility Impacts Consumption Experiences." *Canadian Journal of Administrative Sciences*. Wiley Online Library. 2023. <https://doi.org/10.1002/cjas.1691>

Biosolids in Western Canada: A Case Study on Public Risk Perception and Factors Influencing Public Attitudes



TRU AUTHORS: DR. PETER TSIGARIS, DR. JOEL WOOD, DR. LAUCLAN FRASER & SARAH WHITEHOUSE

Human waste has an image problem and researchers at TRU have looked into how to fix it. Sarah Whitehouse, Dr. Peter Tsigaris, Dr. Joel Wood and Dr. Lauchlan H. Fraser conducted a survey using Kamloops and Merritt as case studies to gauge public risk perception when it comes to biosolids, also known as sewage sludge. Research has shown potential when it comes to using biosolids in municipalities as compost and combustion for energy. There were notable differences in the survey results between Kamloops and Merritt. Kamloops respondents were supportive in finding a use for biosolids, but lacked the trust that it could be done effectively. Merritt residents were completely against the idea of biosolids. The authors suggest the different reactions may be because Merritt has already experienced a few biosolids project applications recently. But the projects received strong local opposition and plenty of bad press. Despite the potential benefits, biosolids have a tough reputation to overcome. So the authors suggest stakeholders and policymakers take a proactive approach engaging collaboratively with affected communities to find solutions and potential use for biosolids.

Whitehouse, S., Tsigaris, P., Wood, J. & Fraser, L. H. "Biosolids in Western Canada: A Case Study on Public Risk Perception and Factors Influencing Public Attitudes." *Environmental Management*. Springer Link. 2022. <https://doi.org/10.1007/s00267-021-01540-4>

Barriers for Access to Cannabidiol as a Treatment Option for Children with Neuro-Diverse Disabilities: A Qualitative Key Informants Method



TRU AUTHORS: DR. PETER TSIGARIS, GUYLENE SHAW & DR. FLORRIANN FEHR

Cannabis for medical use was legalized in Canada in 2001. More than 20 years later, there remain quite a few barriers for its use as a treatment option for children with neuro-diverse disabilities. In order to better understand the barriers faced by families as well as medical professionals, Dr. Peter Tsigaris, MBA student Guylene Shaw, and their colleague from TRU's School of Nursing, Dr. Florriann Fehr, conducted an ethnographic study. They interviewed seven parents of neuro-diverse children and seven healthcare providers unrelated to the parents. The authors found that a number of barriers existed: cost of treatment, stigma, resistance, lack of education, lack of research, as well as professional and licensing risks. They suggest that more research and clinical trials are needed and, if safe and effective, could influence policymakers to make a difference in terms of cost, education, and licensing risk. The authors also say that removing barriers would help lessen the stigma that both interview groups faced.

Shaw, G., Fehr, F. & Tsigaris, P. "Barriers for Access to Cannabidiol as a Treatment Option for Children with Neuro-Diverse Disabilities: A Qualitative Key Informants Method." *Ethics, Medicine and Public Health*. Elsevier. 2023. <https://doi.org/10.1016/j.jemep.2023.100904>

Is Revenue Neutrality in Carbon Taxation Possible in Practice? Lessons from the Canadian Experience

Is Revenue Neutrality in Carbon Taxation Possible in Practice? Lessons from the Canadian Experience

Joel Wood*

PRÉCIS

Les avantages que peut apporter une taxe sur le carbone sans incidence sur les recettes au point de vue de l'efficacité économique, de l'équité et de l'acceptabilité politique ont été bien étudiés, mais il subsiste une question plus fondamentale quant à la capacité de réaliser la neutralité fiscale dans la pratique. Cet article propose une perspective sur cette question en évaluant les différentes définitions de la neutralité fiscale et en présentant une analyse approfondie des motivations qui sous-tendent l'adoption de taxes sur le carbone sans incidence sur les recettes. Il examine deux exemples de taxes sur le carbone et de mesure de recyclage des recettes qui ont été mis en place au Canada : la taxe sur le carbone sans incidence sur les recettes de la Colombie-Britannique (une taxe sur le carbone accompagnée de réductions d'impôt compensatoires) ainsi que la redevance sur les combustibles et le crédit d'impôt d'incitatif à agir pour le climat du gouvernement fédéral canadien (une taxe et un dividende sur le carbone). Le cas de la Colombie-Britannique fait ressortir combien il est naturellement difficile d'évaluer la neutralité fiscale en raison de l'incertitude qui règne quant à ce qui se serait produit sans cette taxe. Plus le temps passe depuis son adoption, plus il devient ardu de déterminer si, et dans quelle mesure, les recettes publiques, les taux d'imposition, la structure fiscale globale et l'assiette fiscale seraient différents en l'absence de la taxe. L'exemple fédéral laisse entendre qu'une politique de taxe et de dividende sur le carbone serait plus apte à assurer la neutralité fiscale.

ABSTRACT

While the potential economic efficiency, equity, and political acceptability benefits of a revenue-neutral carbon tax have been well studied, a deeper question remains about the feasibility of revenue neutrality in practice. This article provides perspective on this issue by assessing different definitions of revenue neutrality and presenting an in-depth discussion of the motivations for the adoption of revenue-neutral carbon

* Joel Wood is of the Department of Economics and the School of Business and Economics, Thompson Rivers University, Kamloops, British Columbia (e-mail: jwood@tru.ca). This article benefited greatly from comments from Peter Tigaris, Kevin Milligan, three anonymous reviewers, and seminar participants from the Economics Society of Northern Alberta.

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TRU AUTHOR: DR. JOEL WOOD

While the benefits of a revenue-neutral carbon tax have been well-studied, a new paper from Dr. Joel Wood examines the feasibility of achieving revenue neutrality in action. Wood looks at two revenue-neutral carbon tax policies: B.C.'s revenue-neutral carbon tax (where collected revenue is applied to reduce other taxes) and Canada's fuel charge and climate action incentive tax credit, in which the revenue is returned to households as a lump-sum dividend. He looks at how both models have been implemented in Canada and ultimately suggests the tax-and-dividend model is potentially better for achieving revenue neutrality in practice due to advantages in ease of adjustment to higher or lower than expected revenues and the transparency of the counterfactual of what would have occurred in the absence of the carbon tax.

Wood, J. "Is Revenue Neutrality in Carbon Taxation Possible in Practice? Lessons from the Canadian Experience." Canadian Tax Journal. Canadian Tax Foundation. 2022. <https://doi.org/10.32721/ctj.2022.70.3.wood>

SUPERVISED THESIS DEFENCE

Dr. Nancy Southin supervised **Dayna Koroll** on “Modern Supply Chain Slavery: Substantive Actions Disclosed in Confectionary Company Reports” (Master of Business Administration, 2023). Secondary supervisor: **Dr. Andrew Fergus**.



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Social Sciences and Humanities Research Council Canada. Insight Development Grant (2023). New Theories of People Management in Social Enterprise. Rankin, S. with Barragan, S. and Collaborators Martin, B., Oluwafemi, T., Reed, M. \$64,098.



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