

ODETTE R.I.S.E.

RESEARCH INNOVATION, STUDENT EXCELLENCE

★ A MESSAGE FROM THE DEAN

The Odette R.I.S.E. Newsletter reflects our commitment to celebrating excellence across our community and to intentionally sharing the impact of our collective work.

This inaugural issue focuses on RISE through research, showcasing the accomplishments of our faculty and the meaningful contributions they are making locally, nationally, and globally. Their work strengthens Odette's academic reputation and advances knowledge that matters.

In future editions, this newsletter will continue to evolve with CONNECT, highlighting how Odette engages with and learns from our alumni community. In January 2027, and CREATE, celebrating the innovation, leadership, and achievements of our students.

Together, RISE, CONNECT, and CREATE capture the spirit of Odette. I hope this newsletter becomes a source of pride and connection for our entire community.

Dr. Josianne Marsan
Dean, Odette School of Business



EDITORIAL NOTE

This inaugural issue of Odette R.I.S.E showcases impactful research and academic excellence across our community. We would also like to thank Kaden DeMonte for his contributions to the design and development of this first edition.

For inquiries or submissions, please contact:
Dr. Francine Schlosser, Acting Associate Dean, Academic
Email: fschloss@uwindsor.ca



FT 50 ACHIEVEMENTS

Do Unit Failures Strengthen Survivors?
Insights From Multiunit Franchisees, *Journal of the Academy of Marketing Science*

Dr. Pushpinder Gill. S. Kim

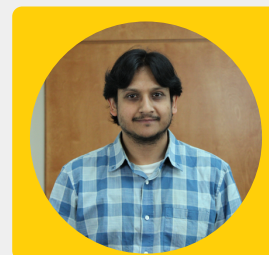
This study examines how franchise unit failures affect surviving locations. Using U.S. McDonald's data (2011–2023), it finds nearby failures increase perceived uniformity, while distant failures reduce it, with moderate uniformity leading to the strongest sales growth.



More Than a Personal Decision: A
Relational Theory of Quiet Quitting,
Human Resource Management

Dr. Al-Karim Samnani, K. Robertson

This study explores how coworkers perceive quiet quitting, showing that reactions depend on workplace relational climates. While supportive climates may initially tolerate quiet quitting, they can also lead to collective sanctions like ostracism or social undermining if the behaviour persists.
Full article: <https://onlinelibrary.wiley.com/doi/full/10.1002/hrm.22314>



The interpretive flexibility of smart grids: transitions,
policy mixes and technology innovation systems in the
Canadian Maritimes (2009-2022), *Research Policy*

Dr. Maha Tantawy, D. Foord, D. Rosenbloom

This study examines how policy and ideas shape innovation pathways for smart grid technologies. It shows that different policy mixes can support multiple innovation directions and that some policy inconsistency may actually encourage new technological development during early transitions.
Full article: <https://www.sciencedirect.com/science/article/abs/pii/S0048733326000272>



Not Every Part of a Tree is a Tree: A Reply to Matta and
Frank (2025), *Journal of Applied Psychology*

Y. Yongheng, **Dr. Zhenzhong Ma**

This article builds on earlier work advocating for a more holistic approach to studying congruence in management research. It responds to scholarly commentary by clarifying key theoretical and methodological issues and explains how a holistic perspective can help address common challenges and strengthen future congruence research.

Full article: https://www.researchgate.net/publication/389466666_Not_Every_Part_of_a_Tree_Is_a_Tree_A_Reply_to



OTHER PUBLICATIONS

The Case of Filipino Students as Consumers Amidst the Russia-Ukraine War, ***Frameworks and Practices Towards a Sustainable and Peaceful Future***



R. Bautista Jr., L. Jeong, T. Oskari, **Prof. Michelle Stewart**

This study examines how consumer animosity during the Russia-Ukraine war influences behavior. It finds that animosity increases fear, which in turn drives boycotts and negative word-of-mouth, showing how emotions translate political conflict into consumer actions.

When does social media experience improve franchisee performance? A knowledge value chain perspective, ***Journal of Retailing***



P. Kaur, S. Kim, **Dr. Pushpinder Gill**

This study examines how franchise owners' social media experience influences store performance. It finds that greater social media experience improves customer satisfaction and sales, but the impact varies depending on factors such as local experience, market diversity, and insights from sister stores. *Full article: <https://www.sciencedirect.com/science/article/pii/S0022435925000995>*

A 40-Year Scientific Realist Examination of Theory Testing in Project Management, ***International Journal of Project Management***



Dr. Thomas Kenworthy, K. Juddev

This study analyzes project management research (1983-2023) and finds theory testing has increased significantly, though the field still relies heavily on theories from other disciplines. It proposes a framework to evaluate borrowed theories.

Full article: <https://www.sciencedirect.com/science/article/pii/S0263786325001139>

Research Questions Matter: A Five-Criterion Framework for Centering Decisions in Congruence Research, ***The Leadership Quarterly***



Dr. Guangrui Guo

This research examines how scale centering should be used in congruence research and introduces a five-criterion framework to guide centering decisions. The study shows that scale centering best preserves theoretical meaning and supports more accurate interpretation of research findings.

The “Room to Share”: An Ecological Perspective on Mental Health Disclosure at Work, *Journal of Occupational Health Psychology*



J. O’Reilly, S. Bonaccio, **Dr. Yanhong Li**, L. Lapierre

This study examines how employees disclose mental health conditions at work. It finds that disclosure often occurs through workplace “disclosure opportunities” shaped by organizational and social factors, leading to a new ecological model explaining how disclosure unfolds.

Full article: <https://psycnet.apa.org/fulltext/2026-55598-002.html>

Social Exchange Theory and (Un)Ethical Behaviours at Work, *Handbook of Social Exchange Theory*

A. Maerz, B. Ogunfowora, **Dr. Yanhong Li**

This chapter applies social exchange theory to explain why employees respond to positive or negative treatment with ethical or unethical behaviors. It highlights morally courageous actions that involve personal risk and proposes a broader framework for understanding workplace ethics.

Full chapter:

https://www.researchgate.net/publication/392796169_Social_Exchange_Theory_and_UnEthical_Behaviors_at_Work

How Open Source Firms Turn Community Innovation into Business Value, *Hawaii International Conference on System Sciences (HICSS)*



A. Taherizadeh, M. Banik, **Dr. Josianne Marsan**

This study develops a theory of collective innovation strategy, showing how open-source software firms, enterprise clients, and developer communities collaborate to drive innovation, with firms acting as key mediators that align technical and commercial priorities.

Full article: <https://scholarspace.manoa.hawaii.edu/items/76ab0279-8ac3-4c76-97b2-9a87fe54cb95>

Brand responses to influencer scandals: An action plan for managers, *Business Horizons*



Dr. Matthew Wilson, O. Obinna, A. Mills

This research explores how brands should respond when influencers involved in scandals impact the products or companies they promote. It identifies four key factors managers should assess and offers a decision framework to help determine whether to continue or end influencer partnerships.

Full article: <https://www.sciencedirect.com/science/article/pii/S0007681324001642?via%3Dihub>

Revolutionizing Healthcare Supply Chain Research: Dr. Anne Snowdon



Dr. Anne Snowdon's research focuses on strengthening Canada's healthcare supply chains through collaboration, digital innovation, and early risk detection to improve system resilience and patient care.

Recent Publications in ***Healthcare Quarterly***:

“Making Canada Whole”: Multi-jurisdictional Collaboration as a Strategy to Advance Supply Chain Resilience for Canadian Health Systems

Article link: <https://doi.org/10.12927/hcq.2025.27730>

Mobilizing Clinician Voices to Manage Health Supply Chain Disruptions Vital to Safe, Quality Patient Care

Article link: <https://doi.org/10.12927/hcq.2025.27731>

Social Resilience and the Urban Migrant Experience

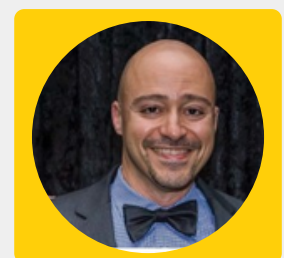
Dr. Francine Schlosser co-authored two chapters: (1) Immigrant Families' Capacity to Weather a Financial Storm: Racial Disparities in Economic Resilience and (2) Supporting International Student Resilience Throughout the Migrant Journey.



Social Resilience and the Urban Migrant Experience (2025), part of the SSHRC-funded Building Migrant Resilience in Cities (BMRC) partnership, is one of three books on migrant resilience and urban integration. Two BMRC books were named among The Hill Times Top 100 Best Books of 2025. Dr. Schlosser co-authored two chapters examining the experiences of international students and immigrant families.

Open source book: <https://queensu.scholaris.ca/items/aea629de-2ec5-4334-af84-9a8e095e0fc4>

Examining the Effectiveness of using NAMEPRISM to determine CEO Ethnicity, ***Journal of Critical Race, Indignity and Decolonization***

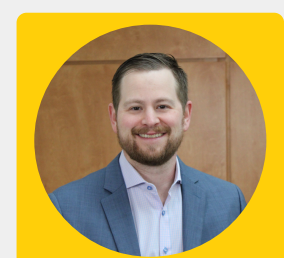


Dr. Ehab Elsaid, A. Madi

This study evaluates the reliability of NamePrism, an algorithm used to predict ethnicity from names. By comparing NamePrism results for 335 CEOs with ethnicity identified through photos and biographies, the study finds that the tool is not a reliable method for accurately determining CEOs' ethnic backgrounds.

Full article: <https://ojs.uwindsor.ca/index.php/jcrid/article/view/9505>

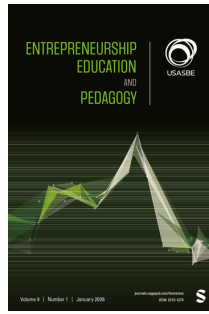
Book: The Art and Science of Building Trust. ***McGraw Hill Spain***. Examines how trust shapes leadership, collaboration, and organizational success.



Dr. Kyle Brykman, Dolan, S. L.

AWARDS

Outstanding Reviewer Award, *Journal of Entrepreneurship Education and Pedagogy*



Dr. Maha Tantawy

Best Reviewer (2025), *Academy of Management Annual Meeting, Organizational Behaviour Division.*

Dr. Kyle Brykman



Research Excellence Award, *Odette School of Business*



Odette School of Business
University of Windsor

Dr. Kevin Li

EDIBR (Equity, Diversity, Inclusion, Belonging, and Reconciliation) Research Award, *Odette School of Business*

Dr. Eahab Elsaid & Dr. Al-Karim Samnani



Odette School of Business
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Odette New Research Achievement Award, *Odette School of Business*



Odette School of Business
University of Windsor

Dr. Esraa Abdelhalim

Graduate Student Research Award, *Odette School of Business*

Md. Farhan Tanvir



Odette School of Business
University of Windsor



Linda Ingram Knowledge Transfer & Knowledge Mobilization Research Award, *Odette School of Business*

Dr. Kemi Anazodo

Ivey Publishing Bestseller (2025), *Ivey Publishing*

“IKEA: Becoming a Circular Business” was named an Ivey Publishing Bestseller (2025), the top-selling case in Sustainability and second in Operations and Management.

Dr. Matthew Wilson  IVEY | Publishing



FUNDING

SSHRC Partnership Engage Grant:

\$21,960 awarded for the project
“Dress/Code: Gender-Fluid Self-Expression and the Design of Belonging at Work.”

Dr. Yanhong Li

SSHRC Partnership Engage Grant:

\$25,000 awarded for the project
“Assessing the Effectiveness of an Employment Training Program for Crime Involved Adults.”

Dr. Kemi Anazodo

Winter RIF Project: “The Glass Cliff Hypothesis: Real or Myth?” – examining whether women are more likely to be placed in leadership roles during organizational crises.

Dr. Eahab Elsaid

Winter RIF Project: “Corporate Ownership’s Effect on Store Performance: A Natural Experiment” – studying how corporate ownership structures influence retail store performance.

Dr. Pushpinder Gill

Winter RIF Project: “The Moderated Non-linear Relationships between AI Capability and Product Innovation: A Dynamic Capability Perspective” – exploring how AI capabilities shape product innovation outcomes.

Dr. Zhengzhong Ma

Winter RIF Project: “Bridges, Border Infrastructure, and Local Economic Outcomes: Evidence from the Windsor-Detroit Corridor” – analyzing how cross-border infrastructure impacts regional economic activity.

Dr. Mahmood Mohebshahedin

UPCOMING RESEARCH EVENTS & RESOURCES

- **Spring into Research Event (ORIS):** Join ORIS on April 22–23 for workshops, dedicated writing time, and expert grant support. Register by April 17: <https://ctl2.uwindsor.ca/oris/workshops/43/#wkshp-234>
- **Euromonitor Passport Training:** Training available for teaching and research. Contact odetteacademic@uwindsor.ca to participate.
- **Odette Research Collision:** Grant-writing workshop on May 8 (12–3:30 PM) following Faculty Council, featuring panels and lunch.
- **UWindsor–Chongqing Research Seminar Series:** The first of four online seminars attracted 60 participants. Thank you to Dr. Azadeh Babaghaderi for presenting her ESG research. The next seminar is May 28 at 8:30 AM ET (theme: sustainability, speakers TBD).
- **Student IP Policy:** University of Windsor has introduced a new policy outlining ownership and rights for student-created intellectual property. Learn more [here](#).
- **New AI Initiatives:** Hosted by Nick Baker, the AI Curious Community (last Monday monthly at noon) and WednesAI Walkthroughs (third Wednesday at 1pm, Teams) offer practical AI insights for teaching and research. Learn more [here](#).