Greetings!

I am proud to share with you highlights of the excellent research undertaken by faculty members at the Faculty of Business Administration in 2018. Not only have we achieved high quality outputs, but the research conducted has had an important and positive impact on businesses, organizations and industries in Newfoundland and Labrador – and beyond!

Impact and community are important to us. Institutionally, a special obligation to the people of Newfoundland and Labrador is a vital part of the mission of Memorial University. At the business faculty, we meet this obligation by educating tomorrow’s business leaders, by contributing to the development of the province’s only university, and by sharing our work with the broader community to help ensure the growth and sustainability of our province.

In 2018, our researchers published in prestigious journals, presented at premier conferences and explored ways to improve theory and practice at local, regional and global levels. They have sought ways to think broadly, to push boundaries and to think creatively in order to address today’s business challenges.

This bulletin demonstrates our commitment to engaging in scholarship, and conducting and disseminating high-quality research that spans many areas of business and community. You will read about some of our existing areas of strength including social enterprise; entrepreneurship; corporate governance; health, well-being and performance management; information management; sales and marketing; and value chain management, and you will learn about some of our faculty members and researchers.

In 2019, we are developing a new strategic plan that will guide us over the next several years. However, our commitment to high-quality, inclusive and impactful research will remain a pillar of our mission, ensuring that we continue to have a positive impact both locally and beyond our borders.

Sincerely,

Isabelle Dostaler, PhD
Dean, Faculty of Business Administration
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### DR. PEGGY COADY: Advisory Board Research Impact Award

Dr. Peggy Coady has won the first Faculty of Business Administration Advisory Board Research Impact Award for her paper, Positioning of emotional intelligence skills within the overall skillset of practice-based accounts: Employer and graduate requirements.

The winner of this innovative award is chosen by the faculty’s advisory board – primarily leaders in the local business community – who evaluated the research’s impact on teaching, practice or policy, and the extent to which it could impact their own business practice.

Dr. Coady’s research looked at a variety of emotional and non-emotional intelligence skills imparted by business schools, and whether they’re viewed as important and relevant by accounting graduates and employers.

Her research offers a nuanced look at evidence that existing accounting programs in Atlantic Canada are meeting workforce needs in some respects but not in others, says Dr. Coady, which impacts how accounting programs should be designed and delivered.

“It’s clear that serious consideration should be given to the role of social and emotional skills when we are developing business school curricula,” she said.

Originally published in Accounting Education in 2017, Dr. Coady’s research was also included in the Conference Board of Canada’s 2018 report, Are Canadian business schools teaching social and emotional skills?

The report looks at challenges faced by business schools across the country, and was recognized by Academica Group as one of the top 10 most important stories affecting higher education in 2018.

Karl Smith, chair of the faculty’s advisory board, says Dr. Coady’s research was selected for showing the importance of emotional intelligence curricula in post-secondary education.

“Dr. Coady’s research demonstrates that these skills can be taught, and that business schools have a role in this process,” he said. “It’s research that is applicable to all sectors of the business community.”

Dr. Coady’s paper was co-authored by Dr. Sean Byrne and Prof. John Casey of the Waterford Institute of Technology in Waterford, Ireland.
Dr. John Fiset has received a national grant to explore the impact of a little-studied form of ostracism in the workplace.

Linguistic ostracism occurs when employees perceive that others at work have rejected or excluded them by using a language they don’t understand. It could be purposeful or unintentional, but the impact on employees is the same: they feel disconnected from their workplaces, which can lead to lower employee well-being and poorer performance.

In 2018, Dr. Fiset received a grant from the Social Sciences and Humanities Research Council of Canada (SSHRC) for a research project titled, The Tower of Babel: The effect of linguistic ostracism on employee withdrawal and occupational health and safety.

Focusing exclusively on the restaurant industry for its diverse workforce and high potential for injury, Dr. Fiset aims to explore how linguistic diversity may influence employee safety outcomes in the workplace, as well as ways to mitigate the risk.

“It’s a code, and if you have the key, it’s great,” said Dr. Fiset. “But if you don’t have the key, you may lose out on what’s happening.”

The purpose of the study, he adds, is to “highlight that this is an emergent diversity topic that needs to be discussed. [It] has implications for not only how employees behave but their own safety at work.”

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**REPORT FROM THE CHAIR: DR. ALEX STEWART**

**Field Research:** I have made 15 field trips to the Bonavista area, conducting photo-ethnographic research on how people have created and are creating new value linked to the environment – cultural, historical, social and natural. I have also made one trip for comparison and possible future work to the Norris Point-Rocky Harbour area.

Although the impact will pale compared with the National Film Board and the Fogo Process, I am hopeful that this work will have three consequences: help to forge some new linkages among venturesome individuals; provide insights into ways that creative people have created new value; and generate theoretical insights with practical implications on rural development.

Dr. John Schouten, Dr. Natalie Slawinski and I will be exploring collaborative research on rural development, starting with a trip by the three of us to the west coast of the province in mid-May. I will be a panelist in a conference called, Telling a rural story: Mobilizing assets for vibrant communities in Newfoundland and Labrador.

**Service:** I am a member of two task forces, one on the undergraduate curriculum and the other on graduate programs. We are developing learning goals that fit an entrepreneurial university and learning experience. I am leading the exploration of the potential for an executive doctorate focused on Atlantic Canada. I am also an advisory board member of the Memorial Centre for Entrepreneurship (MCE), and a judge for various MCE competitions.

**Teaching:** Developing hands-on new venture courses has been a focus in teaching. Of the three winning teams in the last Mel Woodward Cup, two were led by students in my classes: Colton Etheridge (undergraduate) and Blaine Edwards (graduate).
CONFERENCE PRESENTATIONS


Downer, P., Cooper, T. & Faseruk, A. (2018). Accounting, taxation, and auditing issues following the legalization of recreational marijuana in Canada: Learning from the American experience. MBAA International Conference, Chicago, Ill.


Franklin, R. J. (2018). What creates a vibrant music region? Let’s discuss music entrepreneurship. People, Place and Public Engagement, Memorial University, St. John’s, N.L.


Winsor, B., Carter, K., Cooper, T. & Hall, H. (2018). University engagement and temporality: Working effectively in different times. People, Place and Public Engagement, Memorial University, St. John’s, N.L.


Winsor, B., Carter, K., et al. (2018). When public engagement meets entrepreneurship. People, Place and Public Engagement, Memorial University, St. John’s, N.L.

Winsor, B., Kelly, D., Sarbu, C. & Yetman, G. (2018). Work that works: What successful public engagement relationships have in common. People, Place and Public Engagement, Memorial University, St. John’s, N.L.


Dr. Alyson Byrne has discovered that women who have higher status jobs than their spouses need their partners to pitch in at home in order to sustain successful relationships.

Dr. Byrne’s research looks at women in high status (not necessarily equated with high paid) positions whose husbands or heterosexual partners have lower status jobs, and how that dichotomy affects marital stability. She has also explored factors that help mitigate instability.

“What we found was that if women saw their job status was higher than that of their husbands, they were more likely to experience wives’ status leakage, meaning they felt their spouses’ position detracted from the status they had worked hard to achieve,” said Dr. Byrne.

The concept of status leakage comes from organizational science and examines the impact on a firm’s reputation when a higher status organization partners with a lower status one.

The lower status firm typically benefits by way of a reputation boost, whereas the partnership may be detrimental to the reputation of the higher status firm.

The same is happening in marriages and common law relationships, Dr. Byrne says, making women more likely to experience dissatisfaction in their relationships or think about separation or divorce.

The good news, however, is that it can be prevented.

“We wanted this to not be a doom-and-gloom study, so we also measured how wives perceived the support they received from their husbands, both emotional support and instrumental support,” she said.

“We were a little surprised, but emotional support didn’t make a significant difference in the model. However, when wives perceived their husbands to be providing them with instrumental support, then the relationship wasn’t negatively affected.”

The study’s results may offer a brighter view of women’s ability to take ownership of their own lives, says Dr. Byrne, and that divorce isn’t necessarily negative if it’s something that a person feels is going to make them more satisfied, more successful and happier.

Dr. Byrne plans to conduct further study on status leakage within relationships across different socio-economic classes.

It’s research that can go a long way towards equality between the sexes, both at home and in the workplace, she says.
REPORT FROM THE CHAIR: DR. JOHN SCHOUTEN

In May of 2018, the Faculty of Business Administration’s Canada Research Chair (CRC) (Tier 1) in Social Enterprise was officially awarded and funded, validating a venture in which many people invested enormous time, energy and creativity. For all of them, I feel enormous gratitude.

Part of the CRC mandate is training and supporting other researchers. I am excited to be working with two new PhD students, Farshad Amini and Jennifer Brenton. Mr. Amini’s research will focus on a social enterprise in his home village in northern Iran. Ms. Brenton’s work will focus on Fishing for Success in Petty Harbour.

Both dissertations will have strong action components, ensuring contributions to the lives of citizens involved in these social enterprises as well as to social enterprise scholarship.

Along with our Centre for Social Enterprise, I was pleased to co-host Drs. Neil Stott, Paul Tracey and Michelle Fava from the Cambridge University Centre for Social Innovation, who conferred with us about the new master of business administration in social enterprise and entrepreneurship (MBA-SEE) and potential joint research efforts and knowledge mobilization.

I was also privileged to join Dr. Natalie Slawinski, Dr. Blair Winsor and the rest of the team conducting SSHRC-funded research with Shorefast and its social enterprises on Fogo Island in order to participate in knowledge-mobilization activities.

We’ve produced one journal article so far and have another in process. More importantly, in November we conducted a workshop on Fogo Island (during the storm of the century!) with 40 community champions and social entrepreneurs from across Newfoundland and Labrador. We shared research outcomes, established their applicability to other contexts, and developed a model for social enterprise and community development, called PLACE, which has been well-received for its potential to inspire and guide renewal in rural and remote communities.

HIGHLIGHT: DR. JENNIFER JEWER

Dr. Jennifer Jewer’s recent research project, Development of a mobile tele-simulation unit (MTU) prototype for training of rural and remote emergency health-care providers, aims to directly impact emergency health care provision in rural and remote areas.

With 60 per cent of Newfoundland and Labrador’s population considered rural, emergency health care presents unique logistical challenges, which is compounded by challenges accessing training.

Dr. Jewer and Dr. Michael Parsons, an emergency room physician and assistant professor at the Faculty of Medicine, worked with a multi-disciplinary team to develop the prototype, which enables health-care practitioners in rural and remote settings to more easily access simulation-based medical education that’s currently only available in more urban areas. The project is funded by a RDC Ignite grant.

The unit can be transported to various locations and is designed to require minimal technical support to set up and carry out training sessions via a remote mentored live broadcast with two-way video and audio.

It has currently undergone three separate trial sessions in varying settings and appears to be an effective way to make quality simulation training on procedural skills more accessible to practitioners in rural and remote areas. Further evaluation and refinement of the design, telecommunication features and learning outcomes will help determine the full potential of the MTU to address some of the challenges to equitable health-care delivery.

Dr. Jewer’s work in health informatics includes projects related to emergency department wait times, patient flow and surge management.
CONFERENCE PROCEEDINGS


Wetsch, L. (2018). Can online classes be better than face-to-face classes for student success? Marketing Management Association Fall Educators’ Conference, Kansas City, Mo.


BYLINE

Cooper, T. (March 8, 2018). Business for good: Group melds academia, community to support social enterprises. Gazette, Memorial University, St. John’s, N.L.

Cooper, T. (March 8, 2018). Forget Richmond Row, come to The Rec Room. The Gazette, Western University, London, Ont.

Cooper, T. (March 28, 2018). Business for good. Facebook Live panel discussion, Memorial Centre for Entrepreneurship, Memorial University, St. John’s, N.L.

Cooper, T. (July 31, 2018). A shopper’s paradise: Breaking ground on new $25M retail centre. CBC News, St. John’s, N.L.


Cooper, T. (Sept. 22, 2018). Why brands like Canada Goose shoot ads in Atlantic Canada. CBC Television, St. John’s, N.L.


Cooper, T. (Nov. 13, 2018). Retail in flux: How the ride down Stavanger Drive is going to get bumpier. MSN, Micro soft News.

Cooper, T. (Nov. 13, 2018). Retail in flux: How the ride down Stavanger Drive is going to get bumpier. CBC News, St. John’s, N.L.


Ford, D. (May 2, 2018). Workplace aggression (incivility versus bullying) and how to fix it. Here and Now, CBC News, St. John’s, N.L.


Schouten, J. (March 9, 2018). Sustaining Newfoundland and Labrador: A social enterprise perspective. Gazette op-ed, Memorial University, St. John’s, N.L.


Wetsch, L. (April 18, 2018). Public shaming on social media. VOCM Radio, St. John’s, N.L.

Wetsch, L. (April 24, 2018). Facebook privacy abandonment. VOCM Radio, St. John’s, N.L.

Wetsch, L. (Oct. 5, 2018). Social media’s role in dissemination of misinformation. CBC Radio, St. John’s, N.L.
The potential importance of social enterprise to rural Newfoundland and Labrador is highlighted in Dr. Natalie Slawinski’s research, Building resilient rural communities through social entrepreneurship: Lessons from Shorefast on Fogo Island, Newfoundland and Labrador.

Shorefast was started as a charitable organization in 2006 by siblings Zita, Alan and Anthony Cobb with the aim of building economic and cultural resilience on Fogo Island.

It runs three social businesses — Fogo Island Inn, Fogo Island Shop and Fogo Island Fish — that reinvest surpluses into the communities on Fogo Island.

“There were clear indicators that Shorefast-owned businesses have been really important to the GDP of Fogo Island, so there you have evidence that social enterprises can contribute meaningfully to a community’s economy,” Dr. Slawinski said.

The research team identified five lessons from Shorefast’s success that the researchers are sharing using the acronym PLACE, which stands for:

1. Promote community champions;
2. Link insiders and outsiders to share knowledge and build expertise;
3. Assess local capacities;
4. Convey compelling narratives that build morale and support community development; and
5. Engage both/and thinking, which brings together seemingly contradictory goals, such as community and business objectives, rather than forcing a choice between them.

Dr. Slawinski says the principles underlying the model may be useful to communities elsewhere in the province. For example, in early 2019, the research team held a workshop in Norris Point, where the discussion was “lively and studded with personal stories.”

“I think community leaders can inject their own energy and engage in smaller scale, but very impactful, projects and initiatives in their communities. You can look at the lessons and use those as guiding principles for what you as a community champion can do in your particular community given your own specific challenges.”

The PLACE model highlights the importance of community champions gathering to share ideas so they can continue to leverage a social enterprise mindset. With this mindset, they harness the tools of business in a way that makes their communities, and indeed the whole province, stronger.

The research team also included Dr. Blair Winsor and Dr. John Schouten from the business faculty, Dr. Mark Stoddart from the Faculty of Humanities and Social Sciences, Dr. Wendy Smith from the University of Delaware, and Diane Hodgins from Shorefast.

The project is funded through a Partnership Development Grant from the Social Sciences and Humanities Research Council (SSHRC).
REPORT FROM THE CHAIR: DR. EMMANUEL HAVEN

During 2018, I have attempted analyzing (with the help of many colleagues) our finance course offerings at both the undergraduate and graduate levels. At present, we are considering a new master’s degree and graduate diploma program in finance. My teaching in the 2018-2019 academic year focused on courses in economics (MBA); financial derivative pricing (MBA and upper undergraduate); and managerial finance (MBA). Teaching reviews have been positive so far.

I have been involved with the newly-created student-managed investment fund, known as The Fund, which provides real money for students to set up a real-world portfolio. I co-interviewed the candidates who are now part of The Fund. Additionally, I am involved in ad-hoc mentoring of some finance faculty. I evaluate activity reports of students who are in the co-operative education program. I am chair of various committees at the business faculty (promotion and tenure committee, ethics committee and others), and I am a member of the executive committee of senate.

Since May, I have been the appointed director of the interdisciplinary PhD program across the university. This three-year position allows me to understand the various challenges of doing an interdisciplinary PhD.

In 2018, I finalized my guest editorship on a special issue in the Journal of Mathematical Economics. We had contributions from academics attached to the Paris School of Economics and Heidelberg University. We also published an article in PLOS ONE, the world’s largest multidisciplinary peer-reviewed journal, on data mining in finance. Moreover, an article on expected utility using a form of generalized probability was published in the top economics journal, Economic Theory.

In May, I was an invited speaker at a conference on cognitive technologies at ITMO University in St. Petersburg, Russia. In December, I was an invited speaker at the Winer Memorial Lecture at Purdue University in West Lafayette, Ind.

HIGHLIGHT: DR. WIESLAW KUBIAK

Dr. Wieslaw Kubiak’s paper, Shared processor scheduling, provides a close look at quick response industries, such as high-tech manufacturing, engineering services and big-data processing, which are characterized by volatile demand and inflexible capacities.

In order to gain competitive advantage by completing orders faster, companies in such industries supplement their private capacity by adapting extended enterprises to include subcontractors with their own capacity. The subcontractors’ capacity is often shared by competing companies, which creates tensions and causes difficult to control bottlenecks.

Dr. Kubiak’s study examines the key features of optimal solutions to these challenges. The features hold, regardless of whether the companies use a single subcontractor or multiple subcontractors working simultaneously on their orders.

However, Dr. Kubiak shows that these features don’t guarantee efficient optimality since the optimization is likely computationally intractable.

The paper thus introduces a novel technique that helps the companies to determine which fraction of their orders and when to carry out using their private capacity, and which fraction to subcontract and to whom. This technique provides the best guaranteed approximations to date.

The paper was published in a special volume of Journal of Scheduling devoted to the workshop held at the Centre Paul-Langevin of the Centre National de la Recherche Scientifique (CNRS) in Aussois, France. It is part of a larger research project on extended enterprises and supply chains.
INVITED PRESENTATIONS


Byrne, A. (2018). When she brings home the job status. Case Western Reserve University, Cleveland, Ohio.


Byrne, A. (2018). Panellist. Women in Aerospace Canada: Reignite your Ambition, St. John’s, N.L.


Cooper, T. (2018). Developing a business case. Project Management Symposium, Memorial University, EMERA Innovation Exchange, St. John’s, N.L.

Cooper, T. (2018). Four things for graduate student teaching. School of Graduate Studies, Memorial University, St. John’s, N.L.

Cooper, T. (2018). Introduction to business case development. Medical Education Centre, Faculty of Medicine, Memorial University, St. John’s, N.L.

Cooper, T. (2018). Introduction to SmartICE as a social enterprise. ExpoLabrador Trade Show, St. John’s, N.L.

Cooper, T. (2018). Leadership for medical professionals. Faculty of Medicine, Memorial University, St. John’s, N.L.


Cooper, T. (2018). What makes a good business idea? Memorial Centre for Entrepreneurship, Memorial University, St. John’s, N.L.


Ford, D. (2018). Time management for graduate students. Biology Graduate Student Association, Memorial University, St. John’s, N.L.


Ford, D. (2018). Stress management for journalists. Presentation to professional journalist student class on wellness, College of the North Atlantic, St. John’s, N.L.

Ford, D. (2018). What makes a good business idea? Memorial Centre for Entrepreneurship, Memorial University, St. John’s, N.L.


Ford, D. (2018). Time management for graduate students. Biology Graduate Student Association, Memorial University, St. John’s, N.L.


Ford, D. (2018). Stress management for journalists. Presentation to professional journalist student class on wellness, College of the North Atlantic, St. John’s, N.L.

Ford, D. (2018). What makes a good business idea? Memorial Centre for Entrepreneurship, Memorial University, St. John’s, N.L.

Ke, G. (2018). Optimizing the rail transportation of hazardous materials with considerations of travel speed and demand due date. Nanjing University, Nanjing, Jiangsu, China.

Ke, G. (2018). Optimizing the rail transportation of hazardous materials with considerations of travel speed and demand due date. Nanjing University, Nanjing, Jiangsu, China.


Schouten, J. (2018). Marketing for sustainability. Presentation to Enactus Memorial, Memorial University, St. John’s, N.L.


POSTER PRESENTATIONS


PEER-REVIEWED JOURNALS


IMPACT: A Research Bulletin

PEER-REVIEWED JOURNALS con’t


**BOOKS AND CHAPTERS**


**ENGAGING IDEAS SERIES**

The faculty’s Engaging Ideas series aims to: (1) increase community and industry awareness of research conducted by faculty members; (2) transfer this knowledge so that industry can apply it in its activities; and (3) facilitate future research collaborations. Topics explored in 2018 include:

**February: Exploring social enterprise practices that benefit business**

- Enabling millennials: The success of Sucseed.  
  *Lynn Morrissey; Shaun Morrissey (M.Sc. student); Taylor Young (Enactus Memorial)*

- How social enterprise builds markets.  
  *Dr. John Schouten*

- Engaging complexity: Lessons from the Shorefast Foundation.  
  *Dr. Natalie Slawinski*

**May: Practical research meets industry need**

- Stimulating the adoption of health information systems.  
  *Dr. Jennifer Jewer*

- Decision-making in a crisis.  
  *Dr. Mary Furey*

- The challenges of regional air transport in Quebec.  
  *Dr. Isabelle Dostaler*

**November: Health care and technology**

- Using information systems to improve health care.  
  *Dr. Sherrie Komiak*

- The role of context in applying machine learning: A health care example.  
  *Dr. Jeffrey Parsons*

- Collaborative networks in mobile tele-simulation.  
  *Dr. Jennifer Jewer and Dr. Michael Parsons (Faculty of Medicine)*
CORPORATE GOVERNANCE AND TRANSPARENCY

REPORT FROM THE CHAIR: DR. JEFFREY PITTMAN

My research primarily analyzes the role that firm- and country-level governance structures play in shaping economic outcomes in private and public companies.

In 2018, I had papers accepted for publication by Contemporary Accounting Research and the Journal of the American Taxation Association. My recent projects largely focus on examining the importance of political and social links to financial analysts’ forecast properties and external auditors’ performance.

Another series of ongoing projects explore the impact of strict corporate tax enforcement on constraining stock price crash risk and whether audit quality is sensitive to audit partner characteristics. I continue to work on these and other projects with several under revision at major journals, including The Accounting Review, the Journal of Accounting Research, the Journal of Accounting and Economics, Contemporary Accounting Research, and Accounting, Organizations and Society.

Besides my own research activities, I continue to serve as the deputy editor-in-chief of Contemporary Accounting Research and as a consulting editor at Auditing: A Journal of Theory and Practice.

Apart from serving as a faculty leader at several doctoral consortia, I have also been named as the Shidler Speaker for 2018-2019 at the University of Hawaii at Manoa.

Although I mainly publish my research in accounting journals, my archival evidence also appears in top finance (e.g. the Journal of Financial Economics) and ethics (e.g. the Journal of Business Ethics) outlets. Given that it naturally takes several years for the impact of scholarly research to become evident, I hope that my current projects have a similar impact on academic research and public policy discourse as my earlier papers.

HIGHLIGHT: DR. KARA ARNOLD

Dr. Kara Arnold’s recent research addresses an important gap in the understanding of gender stereotypes in the workplace.

Working with PhD graduate Dr. Heather Clarke, the duo has undertaken a series of studies funded by the Social Sciences and Humanities Research Council (SSHRC) to explore the impact of sexual orientation on hiring practices and job promotions in gender-typed work – that is, fields traditionally dominated by and considered better suitable for a specific gender. The 2018 study is called The influence of sexual orientation on the perceived fit of male applicants for both male- and female-typed jobs.

To date, little research has considered sexual orientation within the context of gender-typed work, an important oversight given that implicit inversion theory and past empirical work suggest that gay men are often viewed as less masculine and more feminine than heterosexual men.

Looking at male applicants for jobs of auto mechanic and esthetician, Drs. Clarke and Arnold found that heterosexual males are perceived as significantly more ineffective for esthetician jobs and more respect-worthy and hirable as mechanics, which is consistent with prior research on gender-typed work.

However, for gay males, the results were not statistically significant. They found no significant difference in the willingness to hire gay men in either female- or male-typed jobs. Participants’ sexual orientation didn’t affect how likely a gay man was to be perceived as respected, considered effectual or hired in gender-typed work.

This study suggests that gender stereotypes of gay men may be changing, and that gay men may be perceived as androgynous rather than feminine. Drs. Clarke and Arnold suggest that future studies are necessary to determine whether implicit inversion theory is in need of revision.