

# RESEARCH REPORT 2025



UNIVERSITY OF  
NEWCASTLE

**NEWCASTLE  
BUSINESS  
SCHOOL**



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# FOREWARD

2025 was a year of consolidation, resilience and continued achievement for research at Newcastle Business School. This report reflects the collective efforts of our academic staff and Higher Degree Research students, whose commitment to research excellence, collaboration and engagement continues to strengthen the School's profile and reputation. Together, we have sustained strong performance while continuing to build momentum in areas of strategic importance.

Research output remained strong in 2025, with journal article volume holding steady at a high level and A\* publications increasing by 13.6%. Overall, 66.7% of journal articles were published in A\*/A-ranked journals, reflecting the depth and consistency of research quality across the School. We also maintained a strong Scopus profile, with Q1 publications holding steady, while international collaboration continued to enhance the quality, reach and visibility of our research.

A major highlight for the School was maintaining its performance in the Times Higher Education World University Rankings by Subject 2025, where Business

and Economics was ranked in the 176–200 band in the world. The School also achieved a Research Quality score of 90/100, ranking equal first in Australia. This is a particularly significant result, as the research quality measure reflects the global influence, visibility and recognised excellence of published research.

Research income also increased in 2025, demonstrating the School's capacity to sustain research activity and diversify its externally funded research profile in a competitive environment. Our HDR program continued to make an important contribution to the School's research culture, with completions maintained and ongoing emphasis placed on supervision, mentorship and research training.

As we look ahead, we remain focused on strengthening publication quality, increasing competitive funding success, expanding industry and international collaboration, and fostering a vibrant and inclusive research culture that will continue to enhance the School's impact and reputation.

**Professor James Skinner**  
Dean and Head of School




**Professor Jamie Carlson**  
Deputy Head of School - Research




**Dr Heidi Wechtler**  
Deputy Head of School  
Research Training




# NBS BY NUMBERS

**67**

Engaged School  
Researchers

**91**

HDR Students  
Enrolled

**8**

Areas of Critical  
Research Mass

**141**

Journal  
Articles

published in 2025

**66.7%**

of Publications  
Ranked A\*/A

**6.1%**

Increase in  
Research Income

from 2024

**Top 200**

in the world -  
Business and Economics

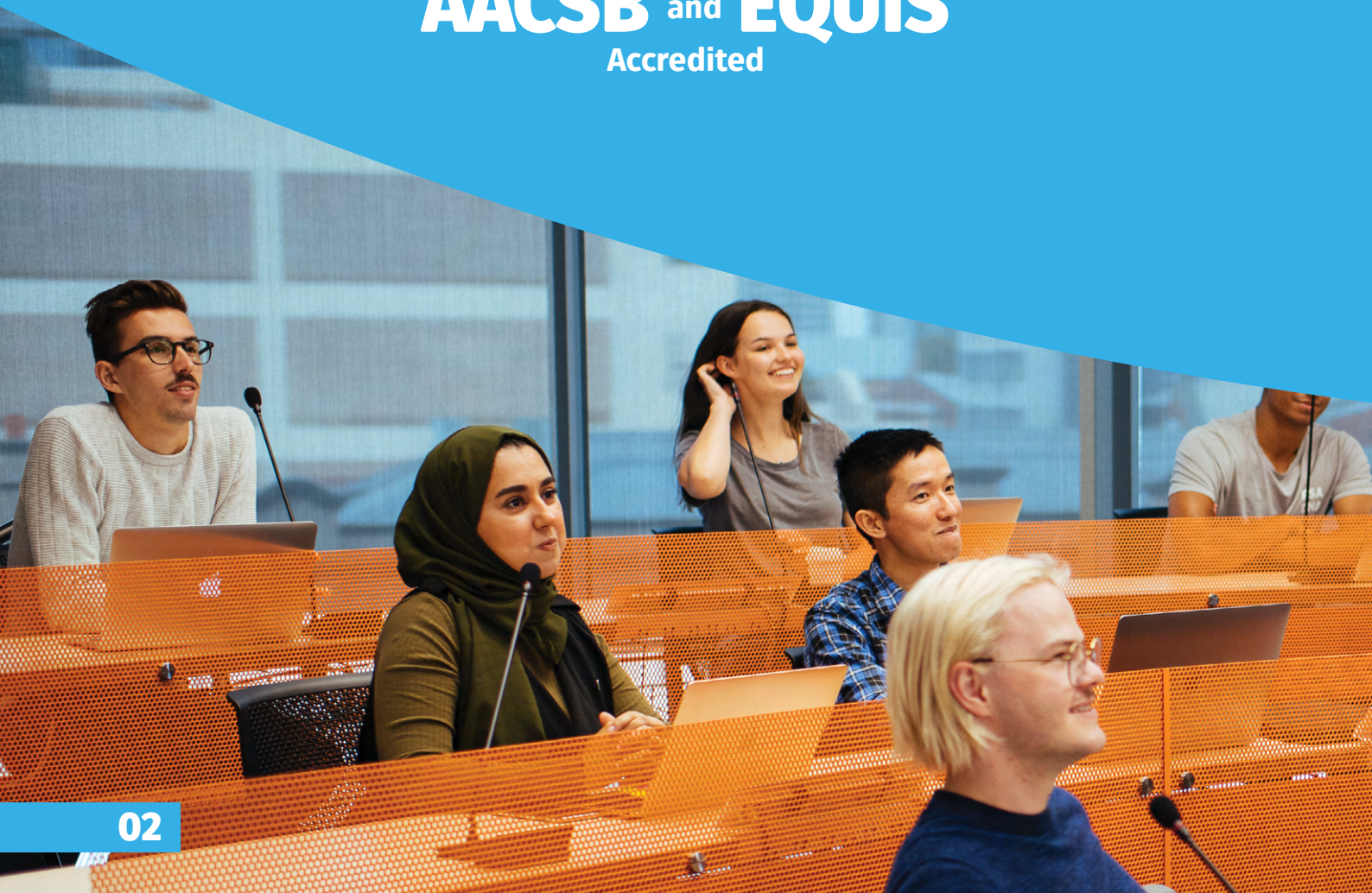
Times Higher Education World University Rankings 2025

**Top 250**

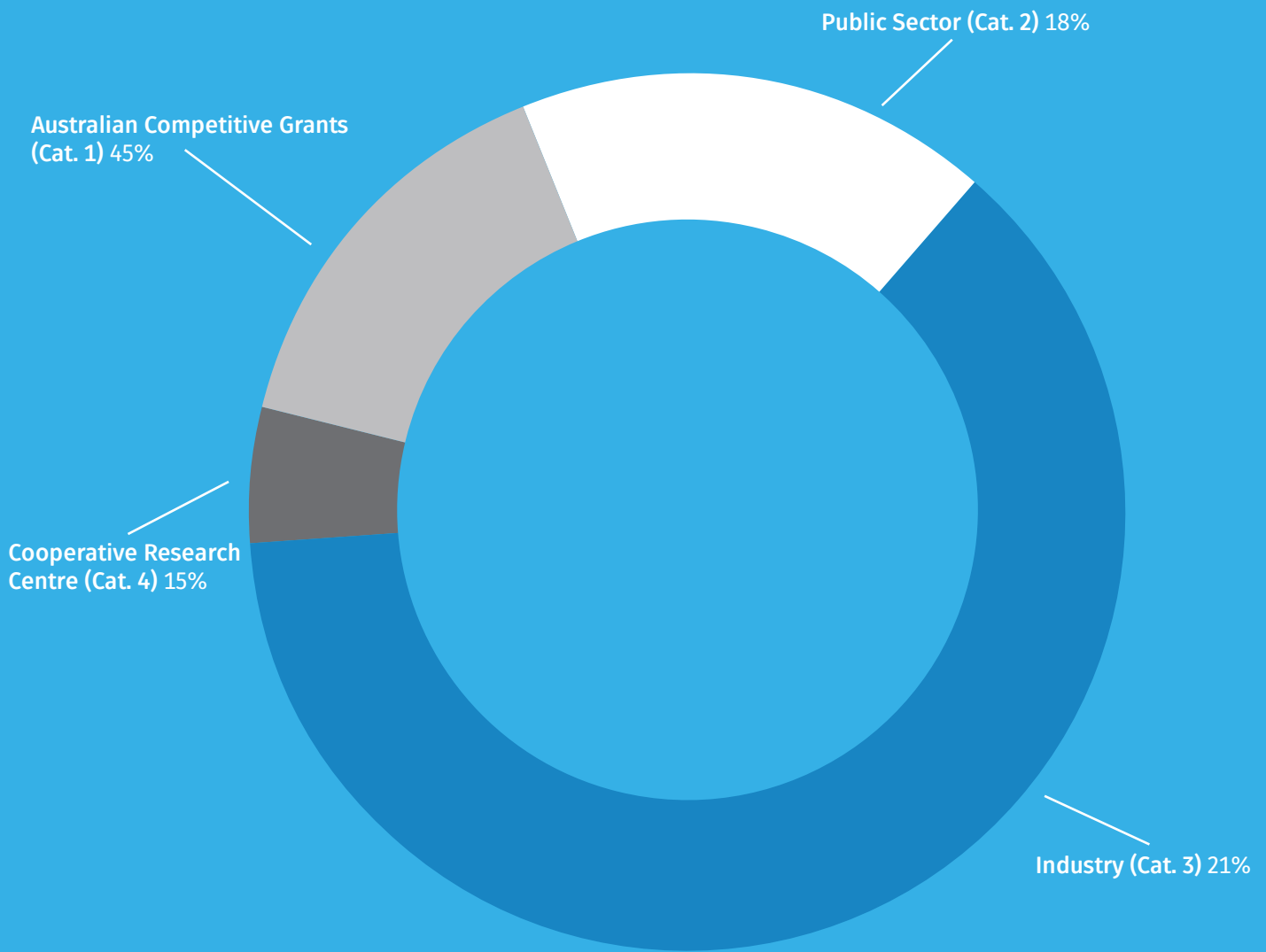
in the world -  
Accounting and Finance

QS World University Rankings 2025

**AACSB and EQUIS**  
Accredited



# RESEARCH GRANTS BY FUNDING CATEGORY





# FACILITIES

## MARKETING TECHNOLOGY LAB

The Marketing Technology Lab drives industry-relevant research at the intersection of consumer behaviour and technology, supporting academic staff and HDR students in collaboration with industry partners. By leveraging cutting-edge digital and immersive technologies—including virtual and augmented reality, omnichannel platforms, and AI-driven analytics—the lab provides actionable insights that help businesses enhance customer experiences and engagement strategies. It also facilitates real-world experimentation through flexible research spaces, integrating qualitative and quantitative methodologies such as surveys, focus groups, and behavioural analysis.

Recent projects have directly addressed industry and societal priorities through research on omnichannel retailing, digital platforms, AI-enabled communication, and public health engagement. The lab's work develops new measures for how safe omnichannel customer experiences can be assessed and how they influence customer wellbeing and retailer performance, and investigates how omnichannel experiences shape customer engagement. It also advances understanding of metaverse platform attributes and customer experience measurement, explores

how future self-images influence consumer choices, and analyses how AI agents use voice and script to shape persuasion.

In the Hunter Region, the lab strengthens regional capability by informing retail and service innovation, enhancing digitally mediated engagement strategies, and supporting initiatives that improve community participation and wellbeing. Its work aligns with the University's strategic priorities by building partnerships that benefit industry, government, and community stakeholders. Research from the lab continues to be published in leading marketing journals, reinforcing its role as a recognised contributor to the field.

For more information on [the Marketing Technology Lab](#)



# GREATER BANK FINANCE LAB

The Greater Bank Finance Lab is a cutting-edge research and learning facility designed to enhance the Newcastle Business School's capacity for finance research, data analytics, and financial literacy studies. Established through a partnership between the University of Newcastle and Greater Bank, the lab provides an advanced environment for investigating financial markets, investment strategies, and the role of financial literacy in economic well-being.

Researchers and students have access to FactSet, a real-time financial database used globally by analysts and fund managers, as well as Rotman Interactive Trader (RIT), a market simulator that supports empirical research in trading behaviours and financial decision-making. These resources facilitate rigorous quantitative and behavioural finance studies, enhancing the Business School's research impact.

The lab also serves as the Business Analytics Co-Design Lab, fostering interdisciplinary research in financial technology, big data, and business intelligence. Scholars can leverage state-of-the-art tools such as Python, R, Tableau, and TensorFlow to conduct advanced analytics, predictive modelling, and natural language processing research. This aligns

with the School's commitment to digitalisation and data-driven decision-making in business research.

The lab's strong emphasis on financial data analysis also supports research into taxation and regulatory compliance. Dr. Vien Chu, received funding from the Accounting & Finance Association of Australia and New Zealand to investigate income tax non-compliance in small and micro enterprises owned by socially or economically disadvantaged individuals. Through observations and interviews at the Newcastle Tax Clinic, Dr. Chu identified key barriers to tax compliance among those with limited capacity to manage taxation responsibilities. This research, informed by real-world financial data and behavioural insights, aims to assist Australian tax authorities in developing targeted enforcement strategies for vulnerable taxpayers—an area of increasing significance given the persistent challenges in tax compliance and the financial pressures faced by small businesses in recent years.

For more information on [the Greater Bank Finance Lab](#)

# AREAS OF CRITICAL RESEARCH MASS

Informed by the four transversal themes on **innovation and entrepreneurship, digitalisation, data and sustainability**, NBS in 2024 has developed focused areas of research mass to tackle these issues which will be used to build upon in 2025 and beyond. These areas include:

A dark, atmospheric photograph of a wind turbine against a cloudy sky, with the blades slightly blurred.

## ACCOUNTING FOR ENVIRONMENT & SOCIETY

Explores the nexus of accounting practices with environmental and societal impacts, emphasising the critical role of accounting in promoting sustainable development, climate change, responsible business practices, and financial literacy.

A close-up, slightly blurred image of a smartphone screen displaying colorful icons.

## CONSUMER BEHAVIOUR & INSIGHTS

Explores consumer psychology and behaviour to provide insights that guide effective socially responsible strategies for organisations to engage consumers in digital and physical environments.

A wide-angle photograph of a sandy beach with people swimming and sunbathing in the ocean.

## HEALTH & ECONOMIC WELLBEING

Integrates development, environmental, monetary and health economics to create sustainable solutions for economic and healthcare challenges.

A photograph of two people, a man and a woman, sitting at a table in a meeting or office setting, engaged in conversation.

## INTERNATIONAL COLLABORATION & DEVELOPMENT

Examines the dynamics of knowledge sharing, supply chain collaboration and the political and economic forces shaping global markets and communities. This research explores how governance, policy, and international relations influence trade, development and cross-border cooperation.



## **SUSTAINABLE & INNOVATIVE BUSINESS IN THE DIGITAL AGE**

Explores sustainable and innovative business practices in the digital age, driving responsible growth through technology and principles of responsible management.



## **SUSTAINABLE FINANCE**

Explores sustainable finance and governance to enhance financial systems' efficiency, inclusivity and impact in addressing global challenges.



## **TOURISM, HOSPITALITY & EVENTS**

Undertake research that provides actionable insights to tourism stakeholders and policy makers on how to design, implement and promote sustainable tourism projects and experiences.



## **WORKFORCE RESILIENCE AND TRANSFORMATION**

Explores workforce changes, diversity, work nature, and transformation through collaboration, technology and economic shifts.



# RESEARCH OUTPUT

Research output in 2025 reflects a year of sustained performance and continued quality at Newcastle Business School. The School produced 141 journal articles in 2025, maintaining strong publication volume achieved in 2024. This stability in output was accompanied by further strengthening at the highest end of the quality profile, with A\* publications increasing by 13.6% on the previous year. The School continued to record a strong concentration of publications in high-quality outlets, with 66.7% of journal articles published in A\*/A-ranked journals ranked journals by the Australian Business Deans Council journal quality list.

The Scopus profile of the School's publication output also remained strong. In 2025, Q1 ranked publication volume was maintained at the same level as 2024, while Q2 and Q3 outputs continued to contribute to the breadth of the portfolio. Overall, 58.2% of journal articles were published in Q1 journals, and 70.9% were published in Q1 or Q2 journals, reinforcing the School's ongoing commitment to internationally recognised, high-quality research. The school also achieved 3 Financial Times (FT50) ranked publications, a signal of the highest quality of scholarship. Overall, the school's publication profile remained robust and demonstrates continued success in highly ranked journals.

In 2025 International collaboration remained a defining strength of research performance. Approximately 66.9% of journal outputs involved international co-authorship, representing a slight increase on 2024. This sustained global engagement reflects the value of international partnerships in enhancing research quality, extending scholarly reach, and strengthening the School's reputation across global research networks.

## 2025 Research Highlights

**13%**

**Increase**  
in number of ABDC A\*  
ranked journal articles

**38**

**Countries**  
represented in international  
co-authored journal publications

**67%**

**Journal Publications**  
include international co-authors

**3**

**FT50 Publications**  
in Financial Times Top 50 journals

The School's 90+/100 score for Research Quality in the Times Higher Education Business and Economics subject rankings indicates that its published research is performing strongly in terms of scholarly influence and international visibility. This measure reflects the extent to which the School's research is cited, recognised, and used by other scholars relative to comparable work in the field. A result at this level suggests that the School is producing research that is not only published successfully, but is also making a meaningful contribution to knowledge and debate in business and economics.

Taken together, the 2025 research output results demonstrate both stability and selective improvement. Newcastle Business School has maintained a high volume of publication, increased its A\* output, sustained a strong Q1 profile, and continued to leverage international collaboration as a foundation for high-quality and globally connected research.

## Australian Business Deans Council Quality Articles

**141**

**Journal Articles**  
Published in 2025

**18%**

**A\* ranked**  
articles

**49%**

**A ranked**  
articles

**13%**

**B ranked**  
articles

**1%**

**C ranked**  
articles

# RESEARCH INCOME

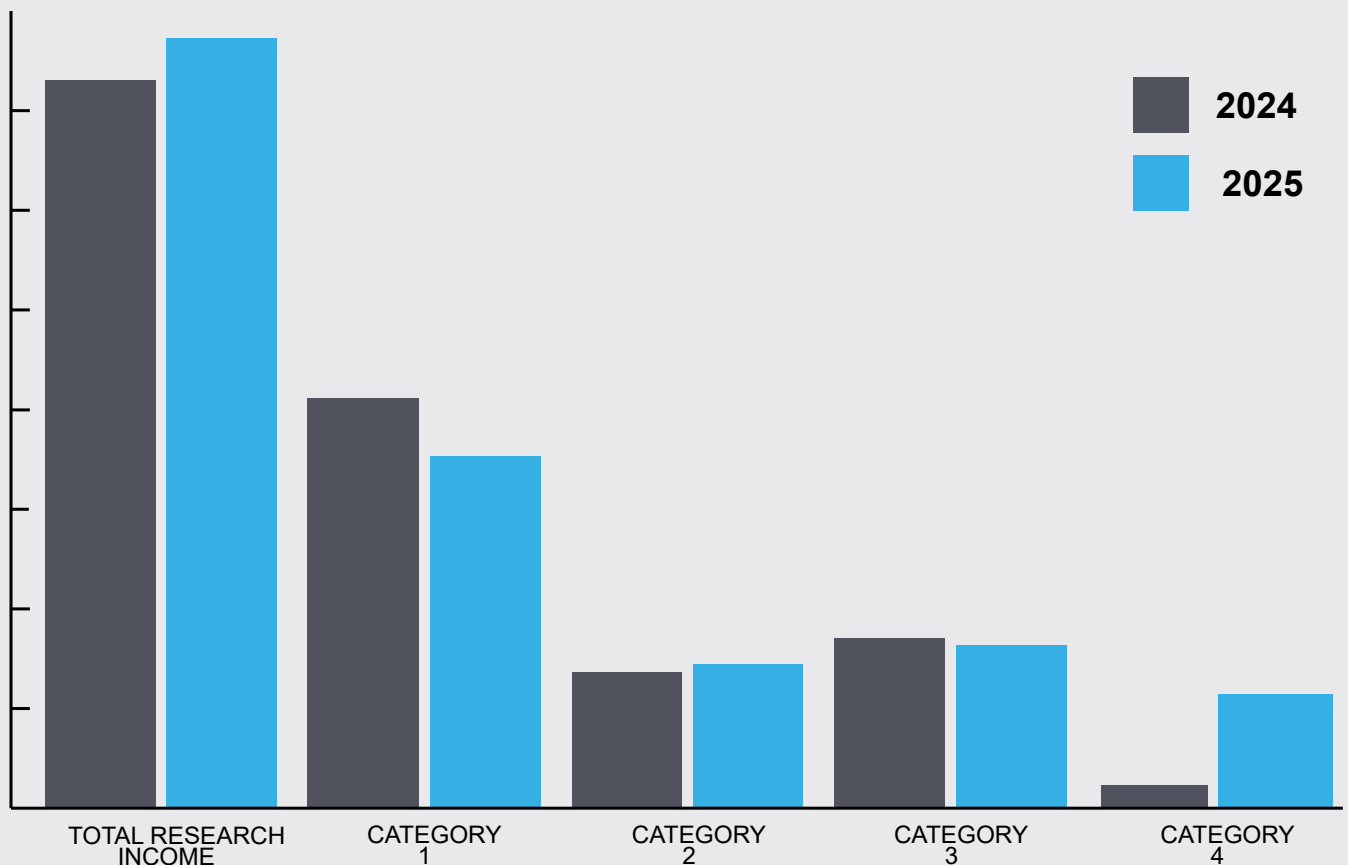
Research income in 2025 reflects continued growth and a strengthening of Newcastle Business School's externally funded research profile. Overall research income increased by 6.1% compared with 2024, demonstrating the School's ability to sustain research activity in a competitive environment and to align its research strengths with a diverse range of funding opportunities.

The 2025 income profile was shaped by mixed movement across funding categories. Category 2 income increased by 4.5%, while Category 4 income increased very strongly, providing the major contribution to overall growth in research income. By contrast, Category 1 income and Category 3 observed reduced levels relative to 2024. Despite

this variation across categories, the overall result points to resilience in the School's funding base and an increasing capacity to diversify research income across competitive, collaborative and externally engaged activity.

This performance highlights Newcastle Business School's ability to generate research that is both academically strong and relevant to external stakeholders. The increase in overall research income reinforces the School's contribution to addressing important business, industry and societal challenges, while also providing a solid platform for further growth in competitive grant activity and strategic partnerships in the years ahead.

Research income in 2024 and 2025



# BUILDING GRANT CAPABILITY & COLLABORATION

The Newcastle Business School's 2025 Grant Readiness Workshop Series for Early Career Researchers (ECRs) and Mid-Career Researchers (MCRs) was developed to strengthen grant capability, foster collaboration, and support the advancement of mission-driven research with impact. Delivered across a series of 6 practical workshops, the program addressed key stages of the research funding journey, including networking and collaboration, understanding funding landscapes from industry to ARC schemes, navigating ARC Linkage opportunities, learning the anatomy of ARC success, developing persuasive grant narratives, and understanding the University's research funding

systems and processes. The series also benefited from the contributions of internal and external experts, including facilitators from Knowledge Exchange and Enterprise, the College Research Unit, and Newcastle Business School, as well as distinguished visiting speakers Professor Adam Karg from Deakin University and Professor Piyush Sharma from Curtin University, an ARC College of Experts member. Collectively, these workshops provided ECRs and MCRs with valuable insights into funding pathways, proposal development, industry engagement, and institutional processes, while also strengthening connections across the School's research community.



# 2025 A\* PUBLICATIONS

In 2025, Newcastle Business School continued to strengthen its research profile through publication in **A\* ranked journals**, as classified by the Australian Business Deans Council (ABDC) Journal Quality List, with A\* representing the highest tier of journal quality. These publications reflect the strength of the School's research community and its commitment to producing rigorous, influential scholarship that enhances academic reputation, contributes to international knowledge, and supports the School's broader research performance objectives.

**Bose; S.**; Edwin; L.; Minnick; K.; Schorno; P. & Shams; S. (2025). Does Carbon Risk Influence Stock Price Crash Risk? International Evidence. *Journal of Business Finance & Accounting*.

**Li; Z.**; Xing; Y.; **Shao; X.**; Zhong; Y.; & Su; Y. H. (2025). Transitioning the energy landscape: AI's role in shifting from fossil fuels to renewable energy. *Energy Economics*; 149.

**Chiah; M.**; Tian; X.; & Zhong; A. (2025). Nature's impact: Do extreme natural disasters influence retail investors?. *Journal of Economic Behavior and Organization*; 232.

de Villiers; C.; Dumay; J.; Farneti; F.; **Jia; J.**; & **Li; Z.** (2025). Reprint of: Does mandating corporate social and environmental disclosure improve social and environmental performance?: Broad-based evidence regarding the effectiveness of directive 2014/95/EU. *British Accounting Review*; 57(1).

**Barari; M. M.**; Eisend; M.; & Jain; S. P. (2025). A meta-analysis of the effectiveness of social media influencers: Mechanisms and moderation. *Journal of the Academy of Marketing Science*.

Jin; X.; **Li; J.**; Wang; Y.; & Wang; Y. (2025). Substitutes or complements? Use of trade credit and bank credit by family SMEs. *British Accounting Review*; 57(4).

**Bose; S.**; Cahan; S.; Dhole; S.; & Mishra; S. (2025). Does Customer Focus Influence Firms' Climate-Change Reporting Decisions? The Role of Market-Driven Corporate Culture. *Journal of Business Finance & Accounting*; 1-52.

Xi; H.; **Shao; Z.**; Hensher; D. A.; Nelson; J. D.; Chen; H.; & Wijayarathna; K. (2025). A multi-task Transformer with mixture-of-experts for personalized periodic predictions of individual travel behavior in multimodal public transport. *Transportation Research Part C Emerging Technologies*; 179.

**Xi; H.** (2025). A spatial-temporal dynamic attention-based Mamba model for multi-type passenger demand prediction in multimodal public transit systems. *Transportation Research Part E: Logistics and Transportation Review*.

Li; M.; **Xi; H.**; Xie; C.; Shen; Z. J. M.; & Hu; Y. (2025). Real-time vehicle relocation; personnel dispatch and trip pricing for carsharing systems under supply and demand uncertainties. *Transportation Research Part B Methodological*; 193.

**Choi; L.**; Faurel; L.; & Hillegeist; S. (2025). Do Proprietary Costs Deter Insider Trading?. *Management Science*; 71(4); 3185-3215.

Rahman; S. M.; **Carlson; J.**; Chowdhury; N. H.; Gudergan; S. P.; Wetzels; M.; & Grewal; D. (2025). Share of time in omnichannel retailing: Definition and measurement. *Journal of Retailing*;

Wu; X.; **Ying; S. X.**; You; J.; Wu; X.; & Wu; H. (2024). The effect of big data-driven tax enforcement on audit pricing: Evidence from China. *British Accounting Review*.

**Shao; Z.**; **Xi; H.**; Lu; H.; Wang; Z.; Bell; M. G. H.; & Gao; J. (2025). A spatial-Temporal Large Language Model with Denoising Diffusion Implicit for predictions in centralized multimodal transport systems. *Transportation Research Part C Emerging Technologies*; 179.

**Handley; K.** (2025). Accountability and social impact evaluation in a small NPO: Stakeholder ambiguity; networks and trust. *Accounting; Auditing & Accountability Journal*.

Al Mamun; M. A.; **Rahman; M. L.**; & Haque; M. R. (2025). Corporate Resilience Against the COVID-19 Crisis: How Valuable is an Islamic Label?. *Journal of Business Finance and Accounting*; 52(4); 1713-1734.

**Li; Z.**; & **Jia; J.** (2025). Do the walking dead eat and Drink? Zombie firms and bribery expenditures. *British Accounting Review*.

Ali; M.; Baghdadi; G.; & **Bose; S.** (2025). Does Board Co-Option Affect Corporate Tax Avoidance?. *British Accounting Review*.

He; Q.; Liu; W.; & **Xi; H.** (2025). Dynamic electric vehicle fleets management problem for multi-service platforms with integrated ride-hailing; on-time delivery; and vehicle-to-grid services. *Transportation Research Part B: Methodological*; 199.

Banerjee; P.; **Bose; S.**; Dhole; S.; & Cameron; T. (2025). Greening up their Act: Corporate Carbon Emissions Reduction in Response to Political Risk. *Energy Economics*; 150.

Qin; M.; **Shao; X.**; Zhu; Y.; & Lin; C. T. (2025). Harnessing artificial intelligence for environmental protection: Smart air quality management under oil price fluctuations. *Energy Economics*; 151.

**Raswant; A.**; Nielsen; B. B.; & Buckley; P. J. (2025). Space: a new frontier for international business. *Journal of International Business Studies*; 56(5); 567-588.

Nguyen; H.; **Pham; M. H.**; & Truong; C. (2025). Work from Home Suitability and Credit Risk Assessment. *European Accounting Review*; 34(1); 217-250.

Heyden; M. L. M.; **Wechtler; H. M.**; & van Doorn; S. (2025). Wrinkle of change? The reproduction of executive age profiles across CEO succession episodes. *Human Relations*.

Lu; Y.; Yang; M. M.; Mitchell; R.; **Boyle; B.**; & Gu; J. (2025). Algorithmic Reliability at the Helm: Investigating the Relationship Between Experienced Algorithmic Reliability, Trust, and Work Engagement in the Gig Economy. *Human Resource Management*.

Saha; A.; **Bose; S.**; & Gerald; L. J. (2025). Does Commitment to Operational Sustainability Pay Off? *International Evidence*. *British Accounting Review*

Cho; D.; **Choi; L.**; Hertzfel; M.; & Wang; J. (2025). It's Not Who You Know—It's Who Knows You: Employee Social Capital and Firm Performance. *Management Science*.

Choi; B.; Lee; D.; Wright; S.; & **Boedker; C.** (2025). Social Norms and Tax Compliance Intention During Covid-19: The Case of JobKeeper. *Australian Tax Forum: a journal of taxation policy; law and reform*; 40(1); 59-86.

Zhu; Y.; Fang; J.; Nguyen; H.; & **Pham; M. H.** (2025). The influence of regional gambling on financial advisor misconduct in the United States. *Regional Studies*; 59(1).

# AWARDS AND RECOGNITION ACHIEVED BY RESEARCHERS

The faculty of Newcastle Business School have received significant external and internal awards and recognition in 2025, highlighting their commitment to research excellence and societal impact. These include:



**Associate Professor Alicia Kulczynski**

Awarded Associate Editor of the Year (Journal of Consumer Behaviour)



**Mr Bert Verhoeven**

Awarded Best Proposal at the Academy of Management Teaching & Learning



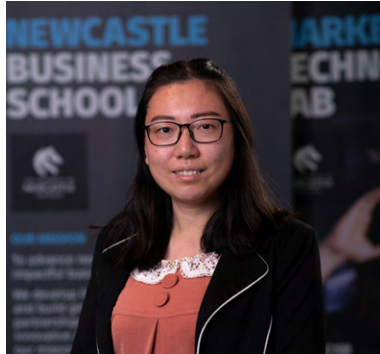
**Associate Professor David Shao**

Recognised in the Elsevier/Stanford Top 2% Scientists List



**Dr Sheree Gregory**

Appointed to the Executive Committee, Industrial Relations Society of NSW – Newcastle Branch.



**Dr Jing Jia**

Awarded Fellowship of Advance HE (UK)



**Associate Professor Tamara Young**

awarded Advance HE Global Impact Grant in recognition of her leadership in innovative education for sustainability.



**Professor Jamie Carlson**

Elected to the Executive Committee of the Business and Research Deans Network, Australian Business Deans Council; Awarded Jay Lindquist Best Conference Paper Award, Academy of Marketing Science World Marketing Congress, Dijon, France.



**Dr Moji Barari**

Appointed Associate Editor, International Journal of Consumer Studies



**Professor Marianna Sigala**

Recognised in the Stanford World's Top 2% Scientists List; Appointed Chair, Australian Business Deans Council Journal Quality Evaluation Panel for Tourism; Leadership of the Journal of Hospitality and Tourism Management recognised with record rankings.

# RESEARCH AWARDS

Each year, the Newcastle Business School Research Awards recognise outstanding contributions to research excellence, engagement and impact across our scholarly community. The 2025 award recipients reflect the breadth of research undertaken across the School and demonstrate how rigorous scholarship can advance knowledge while contributing to real-world outcomes.



**NBS Early Career Researcher Award**  
**UON Early Career Researcher Excellence Award**  
**Dr Haoning "Alice" Xi**

Dr Haoning "Alice" Xi received the 2025 Early Career Researcher Award and the University of Newcastle Early Career Researcher Excellence Award in recognition of her outstanding contributions to transportation research through the application of artificial intelligence and optimisation techniques.

Her work addresses complex challenges in mobility systems, combining methodological innovation with practical application. Through collaborations with government and industry partners, her research is informing national and international transport policy, supporting infrastructure planning, and contributing to the development of more efficient and sustainable urban mobility systems.

Dr Xi's research exemplifies the integration of scholarly rigour with real-world impact, strengthening the research reputation of Newcastle Business School while addressing pressing challenges in transportation and infrastructure planning.

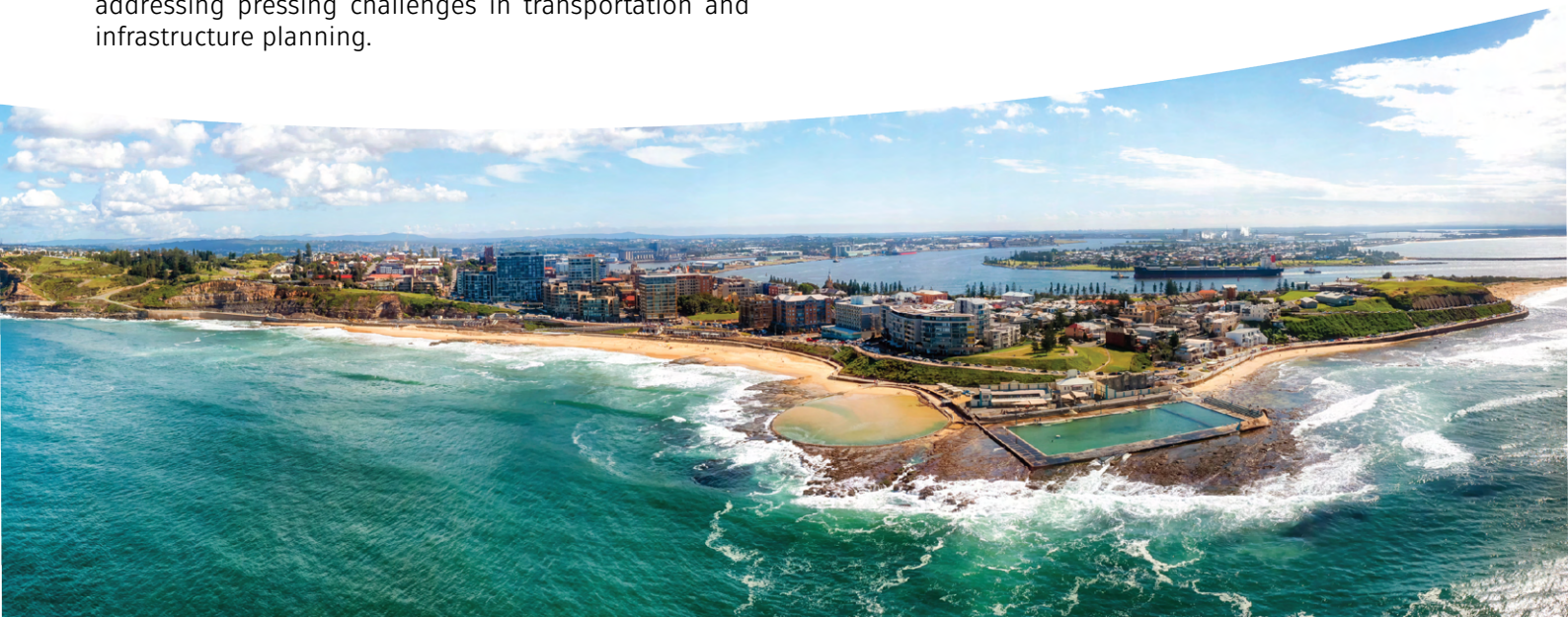


**NBS Research Engagement and Translation Award**  
**Dr Caitlin Mollica**

Dr Caitlin Mollica received the 2025 Research Engagement and Translation Award for her leadership in translating research into meaningful social outcomes.

Her work focuses on youth inclusion, peacebuilding and community engagement, demonstrating how research can inform policy, strengthen partnerships with community organisations, and contribute to positive social change. Through collaborative projects and stakeholder engagement, her research advances conversations around equity, education and social inclusion.

Dr Mollica's contributions highlight the important role of engaged scholarship in addressing complex societal challenges and reflect Newcastle Business School's commitment to research that delivers real-world impact.



# RESEARCH HIGHLIGHTS

## Artificial Intelligence Improving Accessibility in Complaint Systems

**AI-assisted complaint systems could help remove language barriers and improve access to public services for people who speak English as a second language.**

Research led by Newcastle Business School examined how generative artificial intelligence (GenAI) can improve accessibility in public complaint systems for consumers who speak English as a second language (ESL).

Conducted in partnership with the NSW Ombudsman, the project Utilising Generative Artificial Intelligence (GenAI) to Assist Complainants Who Speak English as a Second Language explored whether a customised AI-supported complaint portal could help overcome communication barriers.



Across four controlled consumer experiments, alongside a complementary study with frontline complaint handlers, the research found that ESL participants initially reported lower confidence and stronger perceptions of language-based discrimination when lodging complaints. When supported by a GenAI-assisted system, participants demonstrated increased confidence, improved communication capability, and reduced perceptions of discrimination.

Complaint handlers also reported that AI-assisted submissions were clearer and easier to process, improving prospects for timely resolution.

This research was conducted by Dr Christine Armstrong, Associate Professor Alicia Kulczynski, Dr Margurite Hook, Dr Moji Barari, Dr Bin Li and Mr Jeremy Niass, and the project was co-funded by the NSW Ombudsman and the University of Newcastle.

The research highlights how emerging technologies can support more equitable and accessible public service systems.

## Artificial Intelligence in Management Accounting

**New research is examining how artificial intelligence is transforming the role, skills and decision-making processes of management accountants.**

Newcastle Business School researchers were awarded a competitive research grant from the UK Chartered Institute of Management Accountants (CIMA) to examine how artificial intelligence is transforming management accounting practice.

The project, Artificial Intelligence in Action: An Empirical Study of Management Accounting's Transformation, is led by Professor Christina Boedker, Dr Zhongtian Li and Dr Jing Jia in collaboration with Professor Robert Davern (University of Melbourne) and Associate Professor Sam Kirshner (UNSW).

The research investigates how AI technologies are being integrated into tasks such as budgeting, forecasting, cost analysis, risk management, strategic planning and performance reporting. Through industry case studies with organisations including Xero, BlueScope Steel and Cutcher & Neale, the project examines how AI adoption is reshaping the professional role and skillset of management accountants.

As digital technologies continue to transform business environments, the research aims to provide evidence-based insights for practitioners, educators and policymakers navigating the evolving intersection of technology, accounting and governance.

## Advancing Equity in Sport Participation

**Research examining the legacy of the FIFA Women's World Cup highlights ongoing barriers to sport participation for women and girls in regional Australia.**

Dr Alana Thomson's research examines the barriers and opportunities shaping sport participation for women and girls in regional Australia.

In 2025, Dr Thomson contributed a book chapter exploring the legacy of the FIFA Women's World Cup 2023 and its implications for participation pathways in

regional communities. The research analyses Football Australia's Legacy '23 strategy, which sought to increase participation through improved facilities, stronger community engagement and leadership pathways for women and girls.

While the tournament generated significant national momentum for women's football, the research highlights that participation benefits have not been experienced evenly across Australia. Using a collaborative ethnographic approach, the study identifies persistent barriers in regional areas, including limited infrastructure, socio-economic constraints and enduring gender norms within community sport.

By examining how global sporting events translate into local participation outcomes, the research contributes to broader discussions about gender equity in sport and the policies needed to ensure inclusive and sustainable participation opportunities.



## Climate Change and Australia's Ageing Rail Network

**As climate change intensifies extreme weather, research is highlighting growing risks to Australia's ageing rail infrastructure.**

Dr Haoning (Alice) Xi's research examines how climate change is increasing pressure on Australia's ageing rail infrastructure, with significant implications for transport reliability, supply chains and long-term infrastructure planning.

In 2025, Dr Xi published an article in *The Conversation* titled "Buckling rails and lines underwater: how Australia's ageing train networks are crumbling as the climate changes." The article explored how rising temperatures, extreme rainfall and flooding are exacerbating vulnerabilities across Australia's rail network, much of which was built decades ago and was not designed for today's climate conditions.

Climate-related disruptions—from heat-induced track buckling to flood-damaged corridors—are increasingly affecting passenger travel and freight movement across the country.

The article attracted more than 20,000 readers across six countries within one week and was republished by 12 media outlets including *Switzer Daily*, *Yahoo News* and *Forbes*. The research also led to interviews on ABC

Radio, Sky News and SBS Australia.

By drawing attention to the intersection of ageing infrastructure and intensifying climate risks, the research contributes to national discussions on climate adaptation and the resilience of critical transport systems.

## Strengthening the Sustainability of Private Health Insurance

**Research partnerships with government and industry are helping inform policy discussions on the future sustainability of Australia's private health insurance system.**

Researchers from Newcastle Business School — Professor Francesco Paolucci, Miss Josefa Henriquez and Associate Professor Adrian Melia — are contributing to national policy discussions on the long-term sustainability and affordability of private health insurance in Australia.

Through an industry-matched partnership with the Australian Government Department of Health and Aged Care and Finity Consulting, the research team, working alongside international collaborators Dr Richard Van Kleef, Professor Thomas McGuire, Professor Jacob Glazer and Dr Emmanouil Mentzakis, examined key policy mechanisms within Australia's private health insurance system, including Lifetime Health Cover and risk equalisation.



The research explored how policy settings influence insurer risk, consumer participation and the overall sustainability of the private health insurance market.

Outputs from the collaboration include policy reports prepared for the Department of Health, an NBER working paper, and a peer-reviewed publication in *Health Policy* examining the combination of risk adjustment and risk sharing in health plan payment systems.

The research has also been presented at international forums including the International Health Economics Association (IHEA) World Congress and the Risk Adjustment Network, alongside public engagement through media commentary in *The Conversation*, *The Monthly* and *Independent Australia*.

## Strengthening Field Epidemiology Capacity in India

**An international collaboration is supporting efforts to expand epidemiology training and strengthen public health systems across India.**

Newcastle Business School researchers are contributing to an international initiative aimed at strengthening public health systems through expanded Field Epidemiology Training Programs (FETPs) in India.

Commissioned by the World Bank, the project brings together expertise from the University's Value in Health Economics and Policy (VHEP) group and the Field Epidemiology in Action (FEiA) research team.

The interdisciplinary collaboration includes Professor Francesco Paolucci, Associate Professor Adrian Melia, Dr Mesfin Genie, Dr Aregawi Gebremariam, Miss Josefa Henriquez and Dr Cathy Wu from Newcastle Business School, alongside Associate Professor Tambri Housen, Dr Cathy Day and Mr James Flint from the School of Medicine and Public Health.

The project is developing a business case to support the expansion of FETP programs across India. Stakeholder workshops, including engagement with the National Centre for Disease Control in New Delhi, are informing a comprehensive cost-benefit analysis examining the long-term value of strengthening epidemiology training and disease surveillance capacity.

The project also developed an online decision-support tool—Scalable Training Estimation and Planning System (STEPS)—to help policymakers explore options for scaling epidemiology training programs.

## Human-Centred AI and Innovation in Education

**Researchers are exploring how generative AI can enhance university teaching while preserving human creativity, critical thinking and mentorship.**

Research from Newcastle Business School explored how generative artificial intelligence can be integrated into higher education while maintaining human agency, creativity and critical thinking.

Mr Bert Verhoeven and Dr Timothy Hor developed the Human-Centric AI-First (HCAIF) pedagogical framework, which provides a structured approach to incorporating generative AI into business education.

The framework emphasises personalised learning, continuous feedback, ethical AI use and the development of real-world competencies. Developed through classroom experimentation within the School's innovation and entrepreneurship programs, the research demonstrates how AI tools can support adaptive learning environments while preserving the central role of educators.

The work contributes to international discussions on the future of higher education and highlights Newcastle Business School's commitment to innovative and responsible approaches to teaching and learning in an AI-enabled world.



## Evaluating COVID-19 Vaccine Mandates

**An international research collaboration is examining how vaccine mandate design influences public acceptance and vaccination uptake.**

Dr Mesfin Genie led MandEval, an applied research project examining the effectiveness and public acceptability of COVID-19 vaccine mandates.

The project brought together researchers from universities across Australia alongside state health departments and Commonwealth stakeholders to assess how different mandate designs influence vaccination uptake and public support.

A multi-country discrete choice experiment conducted across Australia, France and Italy examined how factors such as outbreak severity, exemption policies and vaccination coverage thresholds affect public acceptance of mandates.

The research also analysed Australian administrative data to evaluate specific policy interventions. One study examined Western Australia's requirement that Year 12 students be vaccinated to attend "Leavers" celebrations, finding the policy increased vaccination rates by nine percentage points—primarily by accelerating uptake.

Another analysis examined New South Wales' public-space access requirements, finding second-dose completion increased significantly following the announcement of the policy.

The findings contribute practical evidence to support policymakers in designing and implementing public health mandates during future health crises.

## Enhancing the Efficiency of the Australian Digital Dollar

**Researchers are developing AI and blockchain solutions to support more secure and efficient digital currency systems.**

Professor Shah Miah led an applied research project in collaboration with AUDC Pty Ltd exploring how artificial intelligence and blockchain technologies can enhance the efficiency of the Australian Digital Dollar (AUDD).

The project addresses industry challenges relating to information monitoring, transparency and regulatory complexity within emerging digital currency ecosystems. By integrating AI-driven analytics with blockchain infrastructure, the research developed an analytical framework designed to improve transaction monitoring, compliance processes and system reliability.

The collaboration demonstrates how applied research can support innovation in Australia's rapidly evolving digital finance sector while strengthening the security and efficiency of digital currency systems.



## Designing a Data Analytics Solution for Hospitality Management

**A new analytics platform is helping hospitality businesses better understand customer behaviour and improve operational decision-making.**

Professor Shah Miah also led a research collaboration with Hunt Hospitality International Pty Ltd to develop an advanced data analytics solution for the hospitality sector.

The project addresses industry challenges associated with fragmented and data-intensive decision-making in hospitality management. It introduces a video analytics system that captures customer flow patterns and integrates these insights with management decision frameworks to support predictive business operations.

By combining real-time analytics with practical management tools, the research enhances operational efficiency, service planning and strategic decision-making in hospitality environments.

The project demonstrates how advanced analytics can be translated into practical solutions for industry partners.

## Newcastle Writers Festival: Social Value and Regional Impact

**Long-term research is measuring the social and cultural impact of the Newcastle Writers Festival on the region.**

Dr Lizette Olivier released the Newcastle Writers Festival 2025 Industry Report, marking the sixth study in a growing body of applied research evaluating the social and economic impact of major cultural events.



The three-year longitudinal partnership assessed the festival's cultural contribution, community engagement and regional impact.

Dr Olivier's research has supported the festival's strategic planning and informed successful NSW Government grant applications, demonstrating how rigorous evaluation can strengthen funding outcomes and cultural development initiatives.

The collaboration has since been extended to align with the Newcastle Writers Festival's 2025–2028 Strategic Plan, continuing to build evidence on the role of cultural events in regional communities.

## Big Data Innovation in Digital Marketing

**A new patented analytics method is strengthening data-driven marketing decision-making and expanding international research impact.**

Associate Professor Xuefeng (David) Shao was granted a second national patent in China for a big data innovation in digital marketing.

The patented method applies advanced analytics to improve data-driven marketing decision-making, enabling organisations to better analyse large-scale customer data and optimise strategic marketing activities.

Developed in collaboration with research and industry partners, the innovation demonstrates the practical application of academic research to contemporary business challenges.

The patent further strengthens the international impact of Newcastle Business School research and highlights the growing role of data analytics in shaping modern marketing practice.

# VISITING INTERNATIONAL RESEARCH SCHOLAR PROGRAM HIGHLIGHTS

## Strengthening Global Research Connections

In 2025, Newcastle Business School continued to strengthen its international research profile through engagement with visiting scholars from leading global institutions. These visits contributed to the School's research culture by supporting collaboration, knowledge exchange, and developing internationally connected research aligned with our areas of critical research mass.

Visiting scholars engaged with academic staff and Higher Degree Research students through guest lectures, research seminars, workshops, and collaborative discussions, enhancing research capability and fostering new and ongoing partnerships.

### Professor Ceridwyn King

Purdue University, USA



Professor Ceridwyn King, Professor and Head of School at the White Lodging–J.W. Marriott Jr. School of Hospitality and Tourism Management, visited the School for an extended engagement in May.

During her visit, Professor King delivered guest lectures on services marketing and talent management in a variety of courses, led a research seminar, and facilitated a workshop on paper development and publishing with colleagues and HDR students. She also engaged in collaborative discussions with staff on service management, consumer–brand relationships, and hospitality research, supporting the development of future research outputs and partnerships.

### Professor Oswin Maurer

Free University of Bozen-Bolzano, Italy



Professor Oswin Maurer visited the School in May, contributing to research and teaching in tourism and consumer behaviour.

He delivered seminars on the application of artificial intelligence in the hotel and tourism industry, highlighting emerging research opportunities at the intersection of technology, marketing, and tourism management. His visit supported interdisciplinary engagement and collaboration across the School.

These visiting scholar engagements reinforce the importance of international collaboration in strengthening research quality, expanding global networks, and enhancing the impact of the School's research.



# HIGHER DEGREE RESEARCH ACTIVITY

HDR activity at Newcastle Business School continues to demonstrate stability, scale, and scholarly impact. In 2025, the School welcomed 13 new doctoral graduates, maintaining a consistent level of completions each year and reflecting a well-established and well-supported doctoral environment. This sustained output underscores the maturity of the HDR program and its capacity to guide candidates through to timely and high-quality completion.

Beyond completions, doctoral researchers contributed to close to 20 peer-reviewed publications during the year, further evidencing the integration of HDR candidates into active research programs. These outputs, spanning multiple research groups and thematic priorities, reinforce the School's strong research identity and its commitment to producing doctoral scholarship that is rigorous, collaborative, and internationally engaged.

The achievements of HDR candidates in 2025 demonstrate the tangible impact of doctoral research at Newcastle Business School. Recognised theses and peer-reviewed publications contributed to advancing knowledge in areas such as sustainability, digital innovation, finance, tourism, and workforce transformation, with implications for policy, industry practice, and community development. Doctoral research engaged directly with contemporary economic and organisational issues, producing insights that extend beyond academic debate.

Supported by scholarships, industry collaboration, and experienced supervision, HDR activity in 2025 reflects a research environment designed not only to generate knowledge, but to shape responsible and forward-looking business practice.



# HDR FESTIVAL

The 2025 HDR Festival at Newcastle Business School continued to strengthen the connection between research excellence, community, and intellectual development. The program brought together HDR candidates, alumni, editors, and senior scholars in a format designed to showcase research while deepening methodological capability and professional insight.

The Research Exhibition featured posters, Visualise Your Thesis (VYT) entries, and creative productions that highlighted the diversity and applied relevance of doctoral work. Colloquium roundtables addressed themes central to the School's research priorities, including climate and sustainability, AI and digital transformation, and identity, equity, justice, and wellbeing. These sessions created space for structured dialogue and constructive peer feedback, reinforcing a collaborative research culture.

Research development formed a central pillar of the festival. Professor Mariano Heyden (Monash University) delivered a session on avoiding desk rejections, drawing on his editorial experience at the *Journal of Business Research* and board roles with the *Journal of Management Studies* and *Journal of Management*. Method workshops led by Alicia Kulczynski and Moji Barari addressed

experimental design and unstructured data analytics, supporting candidates across methodological traditions.

The festival also engaged directly with emerging technologies. Two AI Playroom sessions examined both productivity-enhancing applications and the limits, risks, and responsibilities associated with AI in research, encouraging balanced and critical reflection. An EDI Morning Tea provided a dedicated space to strengthen inclusive practices and collegial exchange within the HDR community.

Alumni participation further underscored the trajectory from doctoral research to professional impact. The "Meet the Alumni" session offered candid discussion about career pathways and research translation. The School's strong research communication culture was also visible beyond the festival, with Alex Gibson representing Newcastle Business School at the university-level Three Minute Thesis.

Overall, the 2025 HDR Festival reinforced the School's commitment to a rigorous, inclusive, and forward-looking doctoral environment, integrating scholarly development, research visibility, and community engagement.

# AWARDS AND RECOGNITION ACHIEVED BY HIGHER DEGREE RESEARCH STUDENTS

Newcastle Business School's HDR achievements reflect a coherent and distinctive research identity aligned with the School's strategic priorities. Doctoral research and associated recognitions span sustainability transitions, Indigenous tourism, green human resource management, digital innovation, blockchain-enabled consumer engagement, and business model transformation. These outcomes collectively signal a research culture oriented toward environmental accountability, technological change, and societal wellbeing.

## Yanjun (Michelle) Sui

Received the School Higher Degree Researcher (HDR) Award in recognition of her work, which demonstrates strong scholarly rigour and innovation, while her engagement with peers contributes to a collaborative and supportive research environment within Newcastle Business School.

## Shea Calvin

College and School Best publication: Calvin, S., Young, T., Hook, M., Nielsen, N., & Wilson, E. (2024). Are our voices now heard? Reflections on Indigenous tourism research. *Journal of Hospitality and Tourism Management*, 59, 81-85.

## Irma Dupuis-Day

NBS Best HDR Thesis on Customer Trust, Value Expectations, and Engagement Behaviours with Blockchain-enabled Smart Wine Packaging.

## Notable Placements

### Immaculate Tusiime

PhD (Accounting & Finance), University of Newcastle (2025)  
Head of Department - Business Administration at Makerere University Business School (Uganda)

### Salini Khuraijam

PhD (Economics), University of Newcastle (2026)  
Principal Applied Statistician at NSW Department of Communities and Justice (Sydney)

### Irma Dupuis-Day

PhD (Management), University of Newcastle (2025)  
Adelaide University

## Muhammad Arsalan

NBS Best HDR Thesis Commendation and Dr TAN Chin Nam and Colleen Innovation PhD Award School short list for his thesis on Exploring the Microprocesses in Sociotechnical Transitions: How Firms Adapt to and Influence Sustainability Transitions.

## Alex Gibson

3MT School Finalist on the Shifting Institutional landscape of the Sport Industry

## Tongshi Li

3MT School Second place on Business Model Innovation and Sustainability

## Ruilin Lyu

3MT School Third Place on Green HRM

## Chiara Berardi

PhD (Economics), University of Newcastle (2025)  
Assistant Professor in Health Systems and Policy at University College London's Global Business School for Health.  
UCL is ranked 9th in the World (QS Ranking)

## Yumeng Luo

PhD (Management), University of Newcastle (2025)  
Associate Professor at Harbin Institute of Technology China's elite C9 universities, ranked 131st globally in the 2026 Times Higher Education World University Rankings

# PHD EDUCATION

NBS is committed to the delivery of rigorous education, training and development. We equip the next generation of PhD graduates with the most up-to-date knowledge, technical abilities, and a skillset to solve problems facing industry. Here we meet three candidates at different milestones on their Higher Degree by Research pathways.



**Luci Paonganan**  
Early Stage of  
Candidature

Luci Paonganan is a second-year PhD candidate in Accounting and Finance examining how firms' reliance on natural ecosystem services shapes managerial financial and operational decisions. Her research is co-supervised by A/Prof Sudipta Bose, Dr. Sammy Yang and A/Prof M Lutfur Rahman. Luci's work investigates how firms' nature dependence influences corporate outcomes. It positions nature as a critical production input that affects operational activities, labour investment efficiency and corporate cash holdings. Through comprehensive cross-industry and cross-country analysis, her research provides new insights into how managers integrate ecosystem dependencies into strategic decision-making to manage risks and optimise opportunities.

This is particularly critical in today's global context, where more than 50% of firms worldwide are highly dependent on nature, and environmental issues occupy four of the top positions among the most severe global risks. Understanding firm-level nature dependence is essential for companies seeking to improve resource allocation, strengthen resilience and foster responsible business practices.

By advancing a dependency-based perspective on firm-nature linkages, Luci's research contributes directly to the Newcastle Business School's Accounting for Environment and Society research group. Her work offers important implications for investors, creditors, regulators and policymakers seeking to enhance corporate disclosure frameworks that address both environmental impacts and dependencies, aligning with the University's commitment to sustainability and its strategic priority to develop bold solutions for a better world and long-term sustainable development.

***"If nature is a critical input for business, it should also be reflected in how firms make financial and operational decisions."***

**- Luci Paonganan**



### **Ruilin Lyu Mid Stage of Candidature**

Ruilin is a PhD candidate in Management at Newcastle Business School. Her research

investigates how Green Human Resource Management practices and responsible leadership jointly shape employees' environmental citizenship behaviours and green performance. Positioned at the intersection of sustainability, digitalisation, and applied data analytics, her work addresses pressing global challenges by examining how organizations can embed environmental responsibility into people management systems. She is supervised by Dr. Heidi Wechtler and Dr. Sheree Gregory.

Her research contributes to the United Nations Sustainable Development Goals and aligns with the Responsible Research for Business and Management agenda. A core contribution of her work is a cross-cultural comparative lens: using multi-country survey designs, she analyses how cultural contexts (Australia vs. China) condition the mechanisms and effect sizes linking GHRM and leadership to employee and organizational environmental outcomes. This approach advances theory by unpacking contextual contingencies while offering practical insights for multinational organizations.

She has presented her work at the ANZAM Conference 2025 in Geelong and the Academy of International Business 2025 Conference in Louisville. She has been selected as the Doctoral Representative for the ANZAM Conference 2026, in charge of organising the Doctoral Colloquium and associated activities. She is also a Three Minute Thesis third-place prize winner.



### **Yumeng Luo PhD Completion**

Yumeng Luo completed her PhD in 2025, supervised by A/Prof David Shao, Dr Angel Sharma, and Prof Hao Tan, examining

green innovation as a strategic tool for navigating institutional and market trade-offs in the Chinese context.

Her work sits within the Business School's Workforce Transformation and Innovation research strength, contributing new knowledge on how organisations sustain innovative capacity under conditions of institutional complexity — directly supporting the University's strategic priority to develop bold solutions for a better world, and its commitment to engagement with Asia-Pacific challenges and communities.

Her scholarly output during candidature is remarkable. Yumeng published five ABDC-A ranked journal articles in leading outlets including Business Ethics Quarterly, Asia Pacific Journal of Management, and Journal of Business Research, accumulating 64 citations — reflecting both the quality and the real-world relevance of her contribution to management scholarship.

Upon graduation, she was appointed Associate Professor at Harbin Institute of Technology — one of China's elite C9 universities, the equivalent of Australia's Group of Eight, and ranked 131st globally in the 2026 Times Higher Education World University Rankings. This appointment reflects the strength of the research training and mentorship she received at Newcastle, and the Business School's ongoing commitment to developing scholars who contribute to management research and practice at the highest levels internationally.



## Dr Shea Calvin

### Special focus

### Community impact

Indigenous Research  
& Engagement:  
Making an Impact  
and Giving Back to  
Communities

Dr Shea Calvin completed her PhD at the Newcastle Business School in 2025. A proud Birpai and Worimi woman, Shea's thesis, *Hear Our Voices: An Indigenist Approach to Tourism*, reimaged how destinations are represented and promoted.

Her research critically examined the representation of Muloobinba (Newcastle) in destination marketing and worked alongside Aboriginal community members to uncover stories of place that are often overlooked in the storytelling of place. Through yarning, visual storytelling and a Stories-Led Research Framework, Shea's work centred Indigenous voices in the construction of destinations - reframing 'destination' as Country and foregrounding sovereignty, connection and community agency.

Her research bridged marketing, tourism and Indigenous studies, contributing both methodological innovation and practical guidance for more ethical destination branding. Her work challenges conventional approaches to destination promotion and offers alternative pathways grounded in relational accountability and community-led storytelling. In particular, her paper, *Are Our Voices Now Heard? Reflections on Indigenous Tourism Research* published in *Journal of Hospitality and Tourism Management* (A\*, Q1) received both

the Newcastle Business School and College of Human and Social Futures Best HDR Publication Prize in 2025. It was recognised for its impact and interdisciplinary application, with the developed Spectrum of Indigenous Engagement adopted across Indigenous innovation, decolonising tourism, and space tourism.

Beyond academia, Shea's research has had meaningful community engagement and impact. She has worked closely with Aboriginal community members and local organisations. In addition to her scholarly work, she has served as Deputy Chairperson of a local Aboriginal corporation, supporting initiatives that reconnect diaspora community members to Country and strengthen cultural continuity.

Her work has been recognised through HDR awards and invitations to present nationally, including delivering a keynote address at the Council for Australasian Tourism and Hospitality Education (CAUTHE) conference in February of 2026. She has also been invited to serve on the Diversity, Equity and Inclusion Subcommittee of the Australian and New Zealand Marketing Academy (ANZMAC), contributing to the shaping of equity-focused practices within marketing research and education across the region.

Following completion of her PhD, Shea was appointed as a Lecturer in Marketing at the University of Newcastle. In this role, she continues to centre Indigenous perspectives across marketing education and research, advancing projects focused on Indigenous storytelling, branding and community impact.



# CONCLUSION

The 2025 results reflect a year of sustained research performance, continued quality in publication outcomes, growth in research income, and strengthened external recognition of Newcastle Business School's research standing. The School maintained a high volume of journal output, increased its A\* publications, sustained a strong proportion of A\*/A-ranked publications, and continued to benefit from the quality and reach of international collaboration. These outcomes, together with the School's improved global ranking position and equal first national standing on research quality, demonstrate the strength of our research culture and the collective commitment of our staff and Higher Degree Research community.

Looking ahead, the School's priorities will be to further strengthen research quality and impact, lift performance in the highest-ranked publication outlets, grow competitive research funding, and reinforce the HDR pipeline through strong recruitment, progression and completion support.

At the same time, there is a clear need to continue elevating the School's research reputation in order to further strengthen its ranking position and broader profile. This will require not only sustained excellence in outputs and funding, but also greater visibility of our research achievements, stronger engagement in globally recognised scholarly networks, and continued investment in areas of distinctive research strength. By deepening strategic collaborations, supporting researchers across all career stages, and more actively translating research excellence into reputational gains, Newcastle Business School will be well positioned to build on its current momentum and further enhance its standing nationally and internationally.







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