# **Mansur Khamitov**

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August 2018 - Present

#### **ACADEMIC POSITIONS**

Assistant Professor of Marketing

**EDUCATION** 

Ph.D., Marketing, 2018 Ivey Business School, University of Western Ontario

M.B.A., 2013 KIMEP University, Kazakhstan

## **JOURNAL PUBLICATIONS** \* denotes equal contribution

- 1. Khamitov, Mansur, Yany Grégoire, and Anshu Suri (2020), "A Systematic Review of Brand Transgression, Service Failure-Recovery, and Product-Harm Crisis: Integration and Guiding Insights," *Journal of the Academy of Marketing Science*, 48 (3), 519-42.
- Khamitov, Mansur, Xin (Shane) Wang, and Matthew Thomson (2019), "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities", *Journal of Consumer Research*, 46 (3), 435-59.
  - Emerald/EFMD Outstanding Doctoral Research Highly Commended Award 2017
  - Society for Marketing Advances Best Dissertation Proposal Award 2016
  - Featured in JCR's Curation on Brands and Branding by Kevin Lane Keller
  - Featured in JCR's Author Interviews as One of the Lead Articles in the Issue
- 3. Duclos, Rod and Mansur Khamitov (2019), "Compared to Dematerialized Money, Cash Increases Impatience in Intertemporal Choice", *Journal of Consumer Psychology*, 29 (3), 445-54.
- 4. Rotman, Jeff\*, Mansur Khamitov\*, and Scott Connors\* (2018), "Lie, Cheat, and Steal: How Harmful Brands Motivate Consumers to Act Unethically," *Journal of Consumer Psychology*, 28 (2), 353-61.
  - Recognized as JCP's top 20 most downloaded paper among articles published July 2016-June 2018
- Connors, Scott\*, Mansur Khamitov\*, Sarah Moroz\*, Lorne Campbell\*, and Claire Henderson (2016), "Time, Money, and Happiness: Does Putting a Price on Time Affect Our Ability to Smell the Roses?" *Journal of Experimental Social Psychology*, 67, 60-64.
- 6. Khamitov, Mansur\*, Jeff Rotman\*, and Jared Piazza (2016), "Perceiving the Agency of Harmful Agents: A test of Dehumanization versus Moral Typecasting Accounts," *Cognition*, 146, 33-47.

These Papers Have Been Removed to Preserve the Integrity of the Review Process.

#### **BOOK CHAPTERS**

 Goode, Miranda\*, Mansur Khamitov\*, and Matthew Thomson\* (2015), "Dyads, Triads and Consumer Treachery: When Interpersonal Connections Guard Against Brand Cheating," in *Handbook of Strong Brands, Strong Relationships*, ed. Susan Fournier, Michael Breazeale, and Jill Avery, London: Routledge/Taylor & Francis, 216-32.

#### **RESEARCH INTERESTS**

Consumer Information Processing Particularly in Relation to Branding (Brand Transgressions, Brand Relationships, Brand Loyalty) and Financial Decision-Making (Money, Saving, Gambling)

Senior Product/Marketing Manager, Polpharma SA Pharmaceutical Works	2011-2013
Associate Brand Manager, Procter & Gamble	2011
Intern, Parliament of the Republic of Kazakhstan	2010

#### **REFEREED CONFERENCE PROCEEDINGS**

- 1. "Wilt Thou Forgive That Sin? The Impact of Brand Heritage on Consumer Responses to Brand Transgressions," in *Winter AMA Proceedings*, ed. Bryan Lukas, and O.C. Ferrell, San Diego, CA: AMA, 2020.
- 2. "Creepiness in Personalized Online Advertising: Concept, Measurement, and Consequences," in *Winter AMA Proceedings*, ed. Bryan Lukas, and O.C. Ferrell, San Diego, CA: AMA, 2020.
- "How Consumer Brand Sabotage Affects Observing Consumers: Buffering versus Amplifying Effects of Consumers' Prior Self-Brand Connections," in NA Advances in Consumer Research, 47, ed. Rajesh Bagchi, Lauren Block, and Leonard Lee, Duluth, MN: ACR, 2019.
- "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty Across Different Cultures and Institutions," in *NA Advances in Consumer Research*, 47, ed. Rajesh Bagchi, Lauren Block, and Leonard Lee, Duluth, MN: ACR, 2019.
- 5. "A Systematic Review of Brand Transgression and Service Failure-Recovery: Integration and Future Directions," in *NA Advances in Consumer Research*, 47, ed. Rajesh Bagchi, Lauren Block, and Leonard Lee, Duluth, MN: ACR, 2019.
- 6. "Twins Raised in Different Families: An Integrative Framework to Bridge Brand Transgression and Service Failure-Recovery," in *SCP Proceedings*, ed. Kelly Haws and Brent McFerran, Savannah, GA: SCP, 2019.

- 7. "Brand's Moral Character Prevails in Brand Evaluations," in *SCP Proceedings*, ed. Kelly Haws and Brent McFerran, Savannah, GA: SCP, 2019.
- "Across Space and Place: How Cultural and Institutional Differences Explain Consumer Brand Relationships' Differential Effects on Brand Loyalty," in *Winter AMA Proceedings*, ed. Markus Giesler, Son K. Lam, and Xueming Luo, Austin, TX: AMA, 2019.
- 9. "When Processing the Probabilities Visually Biases Gambling Behavior," in *Winter AMA Proceedings*, ed. Markus Giesler, Son K. Lam, and Xueming Luo, Austin, TX: AMA, 2019.
- 10. "How Brand's Moral Character Shapes Brand Perception and Evaluation," in *Winter AMA Proceedings*, ed. Markus Giesler, Son K. Lam, and Xueming Luo, Austin, TX: AMA, 2019.
- 11. "Toward a Science of Negative Critical Incidents: Bridging Brand Transgression Research and Service Failure-Recovery," in *AP Advances in Consumer Research*, 12, ed. Shailendra Pratap Jain and Akshaya Vijayalakshmi, Duluth, MN: ACR, 2019.
- "How Possessiveness Cue in Brand Names Impacts Brand Evaluations," in *AP Advances in Consumer Research*, 12, ed. Shailendra Pratap Jain and Akshaya Vijayalakshmi, Duluth, MN: ACR, 2019.
- "Across Space and Time: How Cultural and Institutional Differences Explain Consumer-Brand Relationships' Differential Effects on Brand Loyalty," in *AP Advances in Consumer Research*, 12, ed. Shailendra Pratap Jain and Akshaya Vijayalakshmi, Duluth, MN: ACR, 2019.
- 14. "Brand's Moral Character Predominates in Brand Perception and Evaluation," in *NA Advances in Consumer Research*, 46, ed. Andrew Gershoff, Robert Kozinets, and Tiffany White, Duluth, MN: ACR, 2018.
- 15. "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities," in *NA Advances in Consumer Research*, 46, ed. Andrew Gershoff, Robert Kozinets, and Tiffany White, Duluth, MN: ACR, 2018.
- 16. "Names Are the Mirrors of the Soul: The Role of Possessive Brand Names in Brand Evaluations," in *NA Advances in Consumer Research*, 46, ed. Andrew Gershoff, Robert Kozinets, and Tiffany White, Duluth, MN: ACR, 2018.
- 17. "Thou Shalt Not Look! When Processing the Odds Visually Biases Gambling Behavior," in *NA Advances in Consumer Research*, 46, ed. Andrew Gershoff, Robert Kozinets, and Tiffany White, Duluth, MN: ACR, 2018.

- 18. "Thou Shalt Not Look! When Visual Aids in Games of Chance Bias Gambling," in *SCP Proceedings*, ed. Cait Lamberton and Ryan Hamilton, Dallas, TX: SCP, 2018.
- 19. "Fostering and Leveraging Consumer-Brand Relationships: A Psychological Distance Perspective," in *NA Advances in Consumer Research*, 44, ed. Page Moreau and Stefano Puntoni, Duluth, MN: ACR, 2016.
- "Seeking Justice: How Harmful Brands Cause Consumers to Punish, Cheat, and Steal," in *NA Advances in Consumer Research*, 44, ed. Page Moreau and Stefano Puntoni, Duluth, MN: ACR, 2016.
- 21. "Is Cash Almighty? Effects of Hard vs. Soft Money on Saving/Investment Behavior," in *NA Advances in Consumer Research*, 44, ed. Page Moreau and Stefano Puntoni, Duluth, MN: ACR, 2016.
- 22. "A Brand "Like Mom Used to Make": Exploring the Effect of Activating Interpersonal Relationship Schemas on Consumer-Brand Relationships," in *SCP Proceedings*, ed. Nina Mazar and Gal Zauberman, St. Pete Beach, FL: SCP, 2016.
- 23. "Interpersonal Influences on Consumer-Brand Relationships: Exploring the Effect of Providing Relationship Reminders on Brand Evaluations," in *NA Advances in Consumer Research*, 43, ed. Kristin Diehl and Carolyn Yoon, Duluth, MN: ACR, 2015.
- 24. "Investigating Brand Cheating in Consumer-Brand Relationships: Triadic and Dyadic Approaches," in *NA Advances in Consumer Research*, 42, ed. June Cotte and Stacy Wood, Duluth, MN: ACR, 2014.

## **Refereed Conference Presentations And Symposia**

AMA's Consumer Behavior SIG conference, Bern, Switzerland, July 2019. Theory + Practice in Marketing conference, New York, NY, May 2019. Academy of Marketing Science conference, Vancouver, BC, May 2019. Society for Consumer Psychology conference, Savannah, GA, March 2019. Winter AMA conference, Austin, TX, February 2019. Association for Consumer Research AP conference, Ahmedabad, India, January 2019. Association for Consumer Research conference, Dallas, TX, October 2018. Brands and Brand Relationships conference, Boston, MA, May 2018. Society for Consumer Psychology conference, Dallas, TX, February 2018. Numerical Markers and Consumer JDM conference, Columbia, SC, April 2017. Association for Consumer Research conference, Berlin, Germany, October 2016. Brands and Brand Relationships conference, Toronto, ON, May 2016. Society for Consumer Psychology conference, St. Pete Beach, FL, February 2016. Association for Consumer Research conference, New Orleans, LA, October 2015. Society for Consumer Psychology summer conference, Toronto, ON, August 2015. Association of Consumer Research conference, Baltimore, MD, October 2014. Brands and Brand Relationships conference, Boston, MA, May 2014.

## SELECTED INVITED TALKS

October 2019
September 2019
September 2019
September 2019
September 2019
October 2017
October 2017
September 2017
September 2017
November 2015

## HONORS, AWARDS, AND GRANTS

SSRN Top 15% author by all-time paper downloads, 2020 AIM – AMA Sheth Foundation Research Grant Recipient, 2019 Journal of Consumer Research (JCR) Author Development Workshop Participant, 2018 Start-up Research Grant, Nanyang Business School, 2018-2021 (\$90,000) AMA CBSIG Rising Star Award Recipient, 2017-2018 Emerald/EFMD 2017 Outstanding Doctoral Research Highly Commended Award for "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities", 2018 Social Sciences and Humanities Research Council (SSHRC) of Canada Doctoral Fellowship, 2017-2018 George E. Connell Graduate Scholarship, 2017-2018 AMA-Sheth Foundation Doctoral Consortium Fellow, University of Notre Dame, 2016 Society for Marketing Advances Doctoral Consortium Fellow, 2016 Ontario Graduate Scholarship, Province of Ontario, 2015, 2016, 2017 C.B. (Bud) Johnston Graduate Scholarship, 2015-2016, 2016-2017 Ivey Thesis Research Fund, Western University, 2016-2017 Berdie and Irvin Cohen Graduate Scholarship, 2014-2015 Full Presidential MBA Scholarship, KIMEP University, 2011-2013 President of the Republic of Kazakhstan Scholarship, 2010-2011

#### **TEACHING EXPERIENCE**

Principles of Marketing/Introduction to Marketing (Undergraduate Core) Course Instructor (2019 - ) Teaching Evaluations: 4.6/5

Advanced Seminar in CB: Consumer Judgment and Decision-Making (PhD Seminar) Course Co-Instructor (2019) Teaching Evaluations: 5/5

Integrated Marketing Communications (Undergraduate Core) Course Instructor (2015-2018) Most Recent Teaching Evaluations: 6.7/7 Advertising and Marketing in Emerging Economies (MBA Elective) Guest Lecturer (2013)

#### **GRADUATE STUDENT SUPERVISION**

Lijun (Shirley) Zhang (Marketing PhD student, RA 2019) - NTU Tang Qing (Marketing PhD student, Comprehensive Exam Committee Member and RA 2019) – NTU Olga Kusraeva (Marketing Doctoral student, External Examiner, 2019) - National

Research University Higher School of Economics, Russia

# **PROFESSIONAL SERVICE AND ACTIVITIES**

# Service to the Field:

Vice-Chair of Communications and Membership, CBSIG, American Marketing Association, 2019-Invited Faculty, Winter AMA Mentor Networking Breakfast Session, 2020 ACR Communications Manager, Association for Consumer Research, 2017-2019 Invited Faculty Panelist, DocSIG Special Session at Winter AMA Conference, 2019 Invited Award Presenter, Mumbrella Asia Award for Best Use of Artificial Intelligence/ Machine Learning, 2019 Invited Juror, Mumbrella Asia Media and Marketing Awards, 2019 Invited Panelist, Mumbrella Asia Finance Marketing Summit, 2019 Invited Speaker on Branding of 5G Innovations, 5G Asia Summit, 2019 Vice-Chair of Online Engagement, DocSIG, American Marketing Association, 2016-2018

Service to the Department:

Departmental Brownbag Coordinator, 2019-Social and Brownbag Committee, 2019-Research Seminar/Speaker Committee, 2018-E-learning Committee, 2018-2019

#### Ad-hoc Reviewer for:

Journal of Marketing Journal of Consumer Research Journal of Experimental Social Psychology Society for Consumer Psychology Dissertation Proposal Competition Association for Consumer Research Conference Society for Consumer Psychology Conference American Marketing Association Winter and Summer Educators Conferences Brands and Brand Relationships Conference AMA's Consumer Behavior Special Interest Group (CBSIG) Conference Academy of Marketing Science Conference

#### **PROFESSIONAL AFFILIATIONS**

Association for Consumer Research American Marketing Association Society for Consumer Psychology Society for Judgment and Decision Making Academy of Marketing Science

## SELECTED MEDIA COVERAGE OF MY RESEARCH AND MEDIA QUOTES

- 1. *Marketing in Asia* news platform features Mansur Khamitov in their "Meet a Marketer" column (March 27, 2020).
- 2. "Coronavirus and the Reprioritization of Needs," WARC (World Advertising Research Center) (March 9, 2020).
- 3. *Dailyhunt* requotes "How Alderfer's E.R.G. Theory Can Inform Post-Coronavirus Strategy for Brands," (February 27, 2020).
- 4. *Mediabrief* requotes "How Alderfer's E.R.G. Theory Can Inform Post-Coronavirus Strategy for Brands," (February 27, 2020).
- 5. *Medium* requotes "How Alderfer's E.R.G. Theory Can Inform Post-Coronavirus Strategy for Brands," (February 27, 2020).
- 6. *Medianews 4U* requotes "How Alderfer's E.R.G. Theory Can Inform Post-Coronavirus Strategy for Brands," (February 27, 2020).
- 7. "How Alderfer's E.R.G. Theory Can Inform Post-Coronavirus Strategy for Brands," *WARC (World Advertising Research Center)* (February 26, 2020).
- 8. *Nanyang Business School* video interviews Mansur Khamitov for its "My Professor Says" series to discuss the recent "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities" article (February 26, 2020).
- 9. *Nanyang Business School* video interviews Mansur Khamitov for its "My Professor Says" series to discuss the forthcoming "A Systematic Review of Brand Transgression, Service Failure Recovery and Product-Harm Crisis: Integration and Guiding Insights" article (February 26, 2020).
- 10. *CNA938* radio station hosts Mansur Khamitov to discuss the announced Grab's rewards program revision and its implications for consumers, the brand, and brand loyalty (January 22, 2020).
- 11. "Loyalty Matters: Research on the Paradigm that Loyalty Is Essential," *Marketing Matters Podcast on Sirius XM 132 Business Radio* powered Wharton (November 1, 2019).
- Sirius XM 132 Business Radio powered by the Wharton School hosts Mansur Khamitov to discuss the forthcoming "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities" article (October 9, 2019).
- 13. "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities," *JCR's Author Interviews* (October 1, 2019).
- 14. "Building a Brand when All around You Are Losing Theirs," *NBS Buzz* (September 27, 2019).
- 15. *Japan Times* requotes Mansur Khamitov on brand equity and consumer behavior in the telecommunications industry: "U.S. Ban on Huawei Largely Ignored in Southeast Asia: Singapore Lone Holdout against Chinese Company's Advance," (August 19, 2019).
- 16. *Telecom Review Asia Pacific* requotes Mansur Khamitov on brand equity and consumer behavior in the telecommunications industry: "US Ban on Chinese Telco Equipment Mostly Ignored in Southeast Asia," (August 19, 2019).

- 17. *Business Times Africa* requotes Mansur Khamitov on brand equity and consumer behavior in the telecommunications industry: "US Ban on Huawei Being Largely Ignored in Southeast Asia," (August 17, 2019).
- 18. *Sputnik News* requotes Mansur Khamitov on brand equity and consumer behavior in the telecommunications industry: "US Ban on Huawei Shrugged Off in Southeast Asia as Washington Locked in Trade War With China," (August 17, 2019).
- 19. *ABS-CBN News* requotes Mansur Khamitov on brand equity and consumer behavior in the telecommunications industry: "US Ban on Huawei Being Largely Ignored in Southeast Asia," (August 17, 2019).
- Kyodo News quotes Mansur Khamitov on brand equity and consumer behavior in the telecommunications industry: "U.S. Ban on Huawei Being Largely Ignored in S.E. Asia," (August 16, 2019).
- 21. *Singapore Informer* news requotes Mansur Khamitov on National Day videos as a brand tactic to foster a great consumer-brand connection: "Telcos' National Day Videos Prove Big Hit Online," (August 8, 2019).
- 22. *The World News* requotes Mansur Khamitov on National Day videos as a brand tactic to foster a great consumer-brand connection: "Telcos' National Day Videos Prove Big Hit Online," (August 8, 2019).
- 23. *Asia One* requotes Mansur Khamitov on National Day videos as a brand tactic to foster a great consumer-brand connection: "Telcos' National Day Videos Prove Big Hit Online," (August 8, 2019).
- 24. *Straits Times* newspaper quotes Mansur Khamitov on National Day videos as a brand tactic to foster a great consumer-brand connection: "Telcos' National Day Videos Prove Big Hit Online," (August 8, 2019).
- 25. *CNA* TV news channel video interviews Mansur Khamitov for its "Money Mind" show on brand disloyalty and brand building: "The Winds of Change," (July 30, 2019).
- 26. *Marketing in Asia* news platform features Mansur Khamitov's opinion piece based on the forthcoming article: "Establishing A Relationship With Consumers Is A Game Changer For Modern Brands In An Ever-Changing Marketing Landscape?" (June 28, 2019).
- 27. *CNA* TV news channel video interviews Mansur Khamitov on an announced co-branding strategy and brand alliance between Singapore and Malaysia Airlines: "SIA-MAS tie-up could help carriers fend off competition," (June 28, 2019).
- 28. *Marketing in Asia* news platform features Mansur Khamitov's opinion piece based on the forthcoming article: "Should One Invest in Brand Relationships to Drive Customer Loyalty?" (June 26, 2019).
- 29. *The Government of Singapore* requotes Mansur Khamitov on consumer, firm, and market implications of upcoming rollout of fifth generation (5G) networks: "Explainer: IMDA's proposed framework for ultra-fast 5G networks in Singapore," (May 10, 2019).
- 30. *Singapore Informer* news requotes Mansur Khamitov on consumer, firm, and market implications of upcoming rollout of fifth generation (5G) networks: "Explainer: IMDA's proposed framework for ultra-fast 5G networks in Singapore," (May 10, 2019).
- 31. *TODAY* newspaper quotes Mansur Khamitov on consumer, firm, and market implications of upcoming rollout of fifth generation (5G) networks: "Explainer: IMDA's proposed framework for ultra-fast 5G networks in Singapore," (May 9, 2019).

- 32. *CNA* TV news channel video interviews Mansur Khamitov on the role of major ecommerce platforms in ensuring consumer protection and safety: "106 Unregistered Household Product Listings Removed from E-Commerce Platforms," (May 2, 2019).
- 33. MONEY FM 89.3 business and personal finance radio station hosts Mansur Khamitov to discuss the forthcoming "How Well Do Consumer-Brand Relationships Drive Customer Brand Loyalty? Generalizations from a Meta-Analysis of Brand Relationship Elasticities" article (April 25, 2019).
- 34. "When Cash Is Your Enemy," NewsRx (April 12, 2019).
- 35. "Future Savings Pays Price for Cash Dependence," Western News (April 9, 2019).
- 36. *MONEY FM 89.3* business and personal finance radio station hosts Mansur Khamitov to discuss the forthcoming "Compared to Dematerialized Money, Cash Increases Impatience in Intertemporal Choice" article (April 3, 2019).
- 37. "When Cash Is Your Enemy," KK News (April 2, 2019).
- 38. "When Cash Is Your Enemy," Science Daily (April 1, 2019).
- 39. "When Cash Breeds Impatience," The New Paper (April 1, 2019).
- 40. "When Cash Is Your Enemy," Phys.org (April 1, 2019).
- 41. "When Cash Is Your Enemy," Shamel News (April 1, 2019).
- 42. "Is Cash Really King?" The Business Times (March 29, 2019).
- 43. "When Cash Is Your Enemy," EurekAlert (March 29, 2019).
- 44. *Mumbrella* marketing news platform features Mansur Khamitov's opinion piece on A.G. Lafley of Procter & Gamble and his contributions: "Industry Heroes: Alan George Lafley of Procter & Gamble One of the 'Most Lauded CEOs in History'," (March 20, 2019).
- 45. *The New Paper* quotes Mansur Khamitov on nation/country branding and the use of animal mascots in brand communications: "Singapore Otters a Hit Overseas," (January 14, 2019).
- 46. *Asia One* requotes Mansur Khamitov on nation/country branding and the use of animal mascots in brand communications: "Singapore Otters a Hit Overseas," (January 14, 2019).
- 47. *Singaporebizz News* requotes Mansur Khamitov on nation/country branding and the use of animal mascots in brand communications: "Singapore Otters a Hit Overseas," (January 14, 2019).
- 48. *Sqfeed Journal* requotes Mansur Khamitov on nation/country branding and the use of animal mascots in brand communications: "Singapore Otters a Hit Overseas," (January 14, 2019).
- 49. "When Brands Tempt Us to Lie, Cheat, and Steal," *Media Psychology 101* (July 16, 2018).
- 50. "When Brands Tempt Us to Lie, Cheat, and Steal," *Consumer Psychology Research* Blog (May 3, 2018).
- 51. "When Brands Tempt Us to Lie, Cheat, and Steal," Science Daily (November 30, 2017).
- 52. "When Brands Tempt Us to Lie, Cheat, and Steal," Phys.org (November 30, 2017).
- 53. "When Brands Tempt Us to Lie, Cheat, and Steal," *Science Newsline* (November 30, 2017).
- 54. "When Brands Tempt Us to Lie, Cheat, and Steal," *Health Medicine Network* (November 30, 2017).
- 55. "When Brands Tempt Us to Lie, Cheat, and Steal," EurekAlert (November 29, 2017).
- 56. "When Brands Tempt Us to Lie, Cheat, and Steal," Bright Surf (November 29, 2017).

- 57. "Is Our Feeling of 'Agency' over an Event Inherently Rewarding?" *The Complex Brain* (January 11, 2016).
- 58. "People and Companies Who Do Harm Are Dehumanized, not Typecasted," *Atlas of Science* (October 27, 2015).
- 59. "Perceiving the Agency of Harmful Agents: A Test of Dehumanization versus Moral Typecasting Accounts," *National Affairs* (October 22, 2015).