

**PRAMODITA SHARMA**

Sanders Professor of Family Business  
School of Business Administration  
University of Vermont  
320 Kalkin Hall,  
55 Colchester Avenue  
Burlington VT 05405  
Email: [pramodita.sharma@uvm.edu](mailto:pramodita.sharma@uvm.edu)  
Phone: 802-656-5122

**DEGREES:**

Ph. D                      Management, University of Calgary, Canada                      1997  
*Dissertation: Determinants of the satisfaction of the primary stakeholders with the succession process in family firms*

MBA                      Panjab Agricultural University, India                      1982

B Sc.                      Panjab Agricultural University, India                      1980

**ACADEMIC EMPLOYMENT HISTORY (Primary affiliations):**

August 2011 – present	Sanders Professor	School of Business Administration University of Vermont
Jan. 2010 – August 2011 (appt. till 2015)	CIBC Distinguished Professor of Family Business	John Molson School of Business Concordia University
July 2008 – August 2011	Professor w. tenure	
August 2007 – June 08	SBE Research Development Director	Faculty of Business Wilfrid Laurier University
Sept. 2006 – August 07	Associate Dean: Faculty Development & Research	
July 2005 – June 08	Professor	
July 2001 – June 05	Associate Professor	
July 2000 – 01	Associate Professor w. tenure	Faculty of Business Administration Dalhousie University
July 1996 – June 2000	Assistant Professor	
March 1987 – Sept 89	Lecturer in Management	Institute of Public Administration University of Sierra Leone
March 1984 – Sept. 85	Lecturer in Management	Mechanical Engineering Thapar Institute of Engineering &

		Technology
March 1982 – Feb. 84	Lecturer in Commerce	College of Commerce Punjabi University

#### ACADEMIC EMPLOYMENT HISTORY (Secondary affiliations):

2009 –	STEP Global Director	Babson College, USA
2009 -	TOFT Visiting Professor in Family Business Studies	Jönköping International Business School, Sweden
2010-11	Family Owned Business Institute Research Scholar	Grand Valley State University, USA
2005 -	Member, Board of Governors	Center for Family Business University of St. Gallen, Switzerland
2007-08	Family Owned Business Institute Research Scholar	Grand Valley State University, USA
2006-07	Affiliate Faculty Member	Austin Family Business Program Oregon State University, USA
2004-05	Visiting Professor	Center for Family Business Management University of Calgary, Canada

#### OTHER EMPLOYMENT HISTORY

October 1992- August 93	Primary Care Giver	Panda Day Care Center, Calgary, Canada
October 1989- Sept. 91	High School Teacher	Indian Language School, Lagos, Nigeria
May 1987- February 89	Country Marketing Representative	UNICEF, Sierra Leone
	Research Project Manager	UNDP, Sierra Leone
October 1985- August 86	Officer, State Bank of India	Patiala, India
July 1978- Feb. 82	Manager in own family businesses that include distribution agencies, cold storages, automobile dealerships, real estate development / management	India

#### ACADEMIC AWARDS AND HONORS

2012	1st laureate award	Transeo Academic Awards, Belgium
2012	Best Paper Honourable Mention	Family Enterprise Research Conference

	Award	
2011	Barbara Hollander Award	Family Firm Institute, USA
2011	Outstanding Contribution Award	<a href="#">Literati Network Awards for Excellence</a>
2009	Dean's Award for Distinguished Scholarship (Senior Scholar Category)	Concordia University, Canada
2009	Fellow	Family Firm Institute, USA
2007	Best Reviewer Award	Entrepreneurship Theory & Practice
2002-05	Research Merit Awards	Wilfrid Laurier University
2004	University representative for the Ontario Council of University Research Highlights	
2003	Best Unpublished Research Paper Award	Family Firm Institute, USA
2003	Best Paper Honorable Mention	Administrative Sciences Association of Canada (ASAC)
2002	Best Unpublished Research Paper Award	Family Firm Institute, USA
1999	Best Unpublished Research Paper Award	
1998	Best Paper Honorable Mention	Canadian Council of Small Business and Entrepreneurship (CCSBE)
1998	Brian Farlinger Award for Emerging Researcher	
1998	NFIB Dissertation Award for Outstanding research in the field of Entrepreneurship and Independent Business	Entrepreneurship Division, Academy of Management
1998	Slanted Dome Paperweight Honorable Mention award for an excellent dissertation in the field of family business	Family Firm Institute

## ACADEMIC RESEARCH GRANTS and SCHOLARSHIPS (over \$10,000)<sup>1</sup>

SSHRC – Standard Research Grant (\$58,368). *Successor commitment to the family business: Development and test of a model*. [Co-Investigator w. Greg Irving]. 2003-2007

SSHRC – Standard Research Grant (\$55,100). *Corporate Governance Mechanisms in High Performance Canadian Family Firms*. 2002-2006

University of Calgary, Family Business Management Program (\$30,000). *Important issues and desirable successor attributes in Canadian family firms* [w. Jess H. Chua and James J. Chrisman] 1997-1998

University of Calgary, Family Business Management Program (\$30,000). *Annotated Bibliography of Family Business Studies* [w. Jess H. Chua and James J. Chrisman] 1997-1998

University of Calgary, Ph. D Research Assistantship and Scholarship [\$48,000] 1993-1996

## SCHOLARLY AND PROFESSIONAL ACTIVITIES:

2008-2014

### **Editor**, Family Business Review

Published quarterly as a peer reviewed journal since 1988, FBR is the only SSCI listed journal exclusively focused on publishing family business research. FBR focuses on publishing family business research that crosses national and disciplinary boundaries.

The 2011 Impact Factor of the journal is 2.6 ranking FBR #18 out of 113 Business journals. This represents about 385% increase from its first IF received in 2007 – 0.675; 2008 IF 1.357; 2009 IF 1.881; 2010 – 2.426 – a continuous positive trend for five years!).

In a recent analysis of *Essential Science Indicators* (a subset of *Thomson Reuters Web of Knowledge*), the journal *Family Business Review* was named a [Rising Star in the field of Economics & Business](#). Its current record in this field includes 150 papers cited a total of 1,119 times between January 1, 2001 and April 30, 2012.

2012

### **Co-Chair** (w. Val Duffy)

STEP Global Academic Meetings, John Molson School of Business, Montreal, 10-11 May 2012.

32 scholars from 21 universities; Attendees came from Argentina, Australia, Brazil, Canada, Colombia, Finland, France, Italy, Malaysia, Mexico, Thailand, United Kingdom, United States, and Venezuela.

2010

### **Co-Chair** (w. Rob Nason)

STEP Global Summit, Babson College, Boston. 4-7 November 2010  
127 attendees (scholars and family firm owners) from 34 countries

2010

### **Co-Chair** (w. Michael Carney)

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<sup>1</sup> Other Grants received include: Dalhousie University (\$3595, \$1500, \$2260, \$1910); Family Owned Business Institute (\$5,000, \$5,000); University of Calgary (\$1500, \$500, \$500, \$1500); Wilfrid Laurier University (\$4000, \$2500), Concordia University (\$7800, \$10,000)

- Family Business Conference, For Special Issue of *Family Business Review* – ‘Value Creation and Performance in Private Family Firms: Measurement and Methodological issues. JMSB, Montreal, 20-22 October 2010  
9 papers presented and discussed
- 2010 **Co-Chair** (w. Jennifer East, Mark Voeller, Jerry Kaplan)  
Family Firm Institute, Annual Conference, Chicago 13-16 October 2010  
440+ attendees – Family Enterprise Advisors and Scholars
- 2005 -2010 **Co-Founder and Co-President** (w. Mark Green), Family Enterprise Research Conference
- 2007 **Co-Chair** (w. Frank Hoy and Mauricio Alvarez) of the Family Enterprise Research Conference, Monterrey, Mexico
- 2006 **Co-Chair** (w. Simon Taggar and Sofy Carayannopoulos) of the Family Enterprise Research Conference, Niagara Falls, Ontario
- 2006 **Special Issue Co-Editor** (w. Jim Chrisman and Simon Taggar), *Journal of Business Research*. Special issue on Family Business Studies
- 2005-2008 **Associate Editor**, Family Business Review
- 2005 **Founder and Co-Chair** (w. Mark Green) of the Family Enterprise Research Conference, Hosted in Portland, Oregon
- 2005-2009 **Member, Board of Directors**, International Family Enterprise Research Academy
- 2005-2008 **Representative-at-large** of the Entrepreneurship Division, Academy of Management
- 2004 **Co-organizer** of the 2004 New Faculty Consortium for Entrepreneurship Division of the Academy of Management meeting in New Orleans
- 2003-present **Member of the Editorial Advisory Board** of *Journal of Small Business and Entrepreneurship*
- 2003-2007, 2009 **Member**, NFIB-ETP doctoral dissertation competition selection committee, Entrepreneurship Division, Academy of Management
- 2003-present **Academic Reviewer**, Research Scholar’s Proposals for Family Owned Business Institute, Grand Valley State University
- 2002-2005 **Member, Board of Directors** of *Family Firm Institute*
- 2002-present **Member, Editorial Review Board** of *Entrepreneurship Theory and Practice*
- 2002-2005 **Member, Editorial Review Board** of *Family Business Review*
- 2000-present **Member, Editorial Review Board** of *Journal of Small Business Management*
- 2000 **Special Issue Editor**, *Family Business Review*. Special issue on Indian Family Businesses: Insights and Perspectives. December 2000, 13(4): 271-266
- 1999 **Co-chair** for (a) Entrepreneurship and Family Business, and (b) Strategy, divisions for the Atlantic Schools of Business (ASB) Conference

## **FOUNDING (or re-start) EXPERIENCES**

- 2013 First Global Family Enterprise Case Competition  
<http://www.uvm.edu/~vfbi/?Page=UVMFECC.html>

January 9 – 13, 2013

- 2012 Established the UVM Family Enterprise Awards, Burlington, Vermont  
<http://www.uvm.edu/familybusiness/?Page=UVMFamilyBusinessAwards.html>  
Four categories of award categories will be recognized on October 6, 2012.
- **1<sup>st</sup> Gen:** UVM Founder led firms with multiple family members in ownership or operations.
  - **Multi-Gen - US based:** Having completed at least one generational transfer within the family; ownership by UVM alumni.
  - **Multi-Gen -Global:** Having completed at least one generational transfer within the family; ownership by UVM alumni.
  - **Vermont Legacy Achievement Award:** A Vermont based family business recognized for outstanding and long lasting success. Ownership by UVM alumni is not required to be considered for this award.
- 2011 Established the Fuller Landau Family Business awards at JMSB, Concordia Univ.  
Funded by generous support from Fuller Landau, two separate types of awards have been established – student awards (\$1500 each for undergraduate and graduate student case reports on entrepreneurial family firms) and community awards for entrepreneurial family enterprises in Quebec in the small, medium, large categories.  
The [inaugural awards ceremony](#) was held on 17 May 2011.
- 2011 Co-organizing (w. Reg Litz) the inaugural doctoral consortium on family business studies in conjunction with the Family Enterprise Research Conference in Grand Rapids. This consortium is planned for 6 May 2011 and is over subscribed with 22 participants from North and South America, Middle East, and Europe.
- 2005 Co-founded (w. Mark Green) the [Family Enterprise Research Conference \(FERC\)](#)  
The goals of FERC is to enable scholars to design and develop research projects that are theoretically sound, empirically accurate, and of practical significance to family firms. Key stats related to the first eight years of FERC:
- Number of attendees 862
  - Number of Submissions 468
  - Nations represented by attendees 38<sup>2</sup>
  - Number of award recipients 191
  - Total award \$ given at FERC conferences \$158,000

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<sup>2</sup> Argentina, Australia, Belgium, Benin, Brazil, Canada, Chile, China, Columbia, Denmark, Ecuador, Finland, France, Germany, Greece, Hong Kong, India, Ireland, Israel, Italy, Japan, Malaysia, Mexico, Morocco, Peru, Philippines, Poland, Puerto Rico, Netherlands, Saudi Arabia, Spain, Sweden, Switzerland, Taiwan, Tunisia, United Kingdom, United States, Venezuela

- Special issues published  
*Journal of Business Research*, 2007  
*Journal of Management Studies*, 2009  
*Advances in Entrepreneurship, Firm Emergence and Growth*, 2010  
*Business Ethics Quarterly*, 2011  
*Strategic Entrepreneurship Journal*, 2011  
*In progress:*  
*European Journal of Work & Organizational Psychology*  
*Entrepreneurship Theory & Practice (w. ToFE)*  
*Management International Review (in English, French, Spanish)*  
*Revue de l'entrepreneuriat on Family Business Entrepreneurship (in French)*

- 2004 Re-started and co-organized (w. Candy Brush) the New Faculty Consortium for Entrepreneurship Division of the Academy of Management meeting in New Orleans
- 1997 Established the [Norman H. Newman Family Business Award](#)  
 This scholarship is offered as a tribute to Mr. Newman's record of leadership in business and the community. The award supports an annual case competition for MBA and students beyond their first year of the Commerce program. Students are expected to develop and present their original work relating to management issues faced by a family firm. Awards of \$2500 (for first place) and \$1000 (for second place) are available.

## ACADEMIC PUBLICATIONS

### Books, Book chapters, Book reviews, Monographs:

#### **Books:**

De Massis, A., Sharma, P., Chua, J., & Chrisman, J. (in press). *Family Business Studies: An Annotated Bibliography*. Edward Elgar Publishing Inc., Northampton, MA.  
 Expected publication date – November 2012.

Hoy, F. & Sharma, P. (2010). [Entrepreneurial family firms](#). Prentice Hall Entrepreneurship Series edited by M. Morris and D. Ireland. ISBN#0-13-157711-5. Pearson Prentice Hall: NJ.

Sharma, P., Chrisman, J.J., & Chua, J.H. (1996). [A Review and Annotated Bibliography of Family Business Studies](#). Kluwer Academic Publishers, Norwell, MA.

#### **Book Chapters:**

Sharma, P. & Hoy, F. (in press). Family Business Roles. In *Landscape of Family Business Outcomes*. Eds. Ritch Sorenson, Andy Yu, Tom Lumpkin, and Keith Brigham. Edward Elgar Publishing.

Sharma, P. & Nordqvist, M. (in press). Using configuration approach to understand the reasons for and consequences of varied family involvement in business. *Family Business Research Handbook (II)*. Eds. Panikkos Poutziouris, Kosmos Smyrnios, and Sanjay Goel. Edward Elgar Publishing.

Sharma, P., Chua, J.H., and Chrisman, J.J. (in press). Succession planning. In Morris, M. and Kuratko, D. (eds). *The Blackwell Encyclopedia of Management: Volume III, Entrepreneurship*. Oxford: Blackwell. 3<sup>rd</sup> edition.

Brundin, E. & Sharma, P. (2012). Emotional messiness in family firms. In Carsrud, A. and Malin Brännback, M. *Understanding family business: Undiscovered approaches, unique perspectives, and neglected topics*. Eds. Alan Carsrud & Brannback. Springer Publishers. pp. 55-71.

Sharma, P. (2010). Advancing the 3Rs of family business scholarship – Rigor, Relevance, Reach. Volume 12 of *Advances in Entrepreneurship, Firm Emergence and Growth*. Editors: Alex Stewart, G.T.Lumpkin, and Jerome Katz. pp.383-400.  
Recipient of Outstanding Author Contribution Award Winner at the [2011 Literati Network Awards for Excellence](#).

Salvato, C., Chirico, F., & Sharma, P. (2010). Understanding exit from founder's business in family firms. Volume 12 of *Advances in Entrepreneurship, Firm Emergence and Growth*. Editors: Alex Stewart, G.T.Lumpkin, and Jerome Katz. pp. 31-85.

Sharma, P. & Nordqvist, M. (2008). A classification scheme for family firms: From family values to effective governance to firm performance. In Tàpies, J. & Ward, J.L (Ed.) *Family values and value creation: The fostering of enduring values within family-owned businesses*. Palgrave Macmillan Publishers. pp.71-101. <http://www.palgrave.com/products/title.aspx?PID=300866>

Hoy, F. & Sharma, P. (2008). Entrepreneurial governance in the family firm. In *The Family Business Shareholder's Handbook: Tips and strategies for effective ownership and stewardship of your family company*. (Ed.) Barbara Spector, pp: 10-12. Family Business Publishing Co., Philadelphia.

Sharma, P. & E.J. Poza (2006). Succession: Continuing entrepreneurship and the next generation. Chapter 5: pp.107-136. In E.J. Poza's *Family Business*, Second Edition. Thomson South-Western.

Hoy, F. & Sharma, P. (2006). Navigating the family business education maze. Chapter 1: pp. 11-24. *Family Business Research Handbook*. Eds. Panikkos Poutziouris, Kosmos Smyrnios, and Sabine Klein. Edward Elgar Publishing.

Sharma, P., Chua, J.H., and Chrisman, J.J. (2005). Succession planning. In Hitt, M.A., and Ireland, R.D. (eds). *The Blackwell Encyclopedia of Management: Volume III, Entrepreneurship*. Oxford: Blackwell, 231-233.



Chua, J.H., Chrisman, J.J., and Sharma, P. (2002). Family and non-family priorities in family firms: Preliminary evidence. In J.J.Chrisman, J.A.D. Holbrook, and J.H. Chua (Eds.) *Innovation and Entrepreneurship in Western Canada: From Family Businesses to Multinationals*, p.299-320, University of Calgary Press. ISBN 1-55238-075-0.

### **Book reviews:**

Sharma, P. (2005). Book Review: *Managing for the long run: Lessons in Competitive Advantage from great family businesses* by Danny Miller and Isabelle Le-Breton Miller. Boston: Harvard Business School Press. 2005, 310 pp. *Family Business Review*. 18(3): 259-263.

Sharma, P. (2000). Book Review: *Family Business in India* by Sudipt Dutta. New Delhi: Response Books – A division of Sage Publications, 1997, 267pp. *Family Business Review*, 13(4): 349-351.

### **Monographs:**

Chrisman, J.J., Chua, J.H., & Sharma, P. (2003). Current trends and future directions in family business management studies: Toward a theory of the family firm. Written as part of Coleman Foundation White Paper Series. Available on-line at <http://www.usasbe.org/knowledge/whitepapers/index.asp>

An earlier version of this article was presented at the 2001 *Academy of Management* conference in Washington DC, August 5-8.

### **Refereed Journal Publications:**

García-Castro, R. & Sharma, P. (in press). Family Involvement - Firm Performance link: Winning configurations revealed by set-theoretic methods. *Universia Business Review*.

Sharma, P. & Salvato, C. (in press). [Exploiting and exploring new opportunities over life cycle stages of family firms](#). A commentary on Knowledge combinations and the potential advantages of family firms in searching for opportunities. By Jim Fiet and Pankaj Patel. *Entrepreneurship Theory & Practice*. Editors: Jim Chrisman, Jess Chua, and Lloyd Steier

An earlier version of this commentary was presented at the 2010 Theories of Family Enterprise conference in Edmonton, AB.

Sharma, P. & Sharma, S. (2011). Drivers of proactive environmental strategy in family firms. *Business Ethics Quarterly (BEQ)* – Special Issue on Stakeholder theory, ethics, corporate social responsibility and family enterprise. Co-editors: Bradley R. Agle, James J.Chrisman, Ronald K.Mitchell, and Laura J.Spence. 21(2): 309-334.

Earlier versions of this article were presented as a cross-divisional paper at the 2010 Academy of Management conference in Montreal, August 6-10; and at the GRONEN conference in Milan, 23-26 June 2010.

Sharma, P. (2011). Strategic entrepreneurial behaviors in family businesses. *International Journal of Entrepreneurship and Innovation Management (IJEIM)*. Special issue on Entrepreneurial

behavior in family businesses. SI co-editors: Timo Pihkala, Markku Ikävalko & Sascha Kraus. 13(1): 4-11.

Montemerlo, D. & Sharma, P. (2010). Factors influencing the stocks and flows of bonding social capital in family firms. *International Journal of Entrepreneurial Venturing (IJEV)*, Special issue – ‘The family-driven entrepreneurial venture: Is there a link between the family background and the entrepreneurial behavior of family business’, co-editors Matti Koironen, Stefan Märk, Ilse Matser. 2(3/4): 246-261.

Earlier versions of article presented at the Academy of Management meetings in Chicago, and the 4th EIASM workshop on Family Firms Management research, Naples, Italy. 8-10 June 2008.

Salvato, C., Chirico, F., & Sharma, P. (2010). A farewell to the business: Championing exit and continuity in entrepreneurial family firms. *Entrepreneurial and Regional Development*. Special issue on Entrepreneurial families and family firms. 22(3/4): 321-348. SI editors: Leif Melin and Mattias Nordqvist.

**Winner of the 2012 Laureate Transeo Academic Award, European Association of SME transfers, Belgium.**

An earlier version of this article was presented at the 3rd EIASM Workshop on Family Firm Management Research, hosted by Center for Family Enterprise and Ownership at Jönköping International Business School in Sweden, June 3-5, 2007.

An Italian version of this article: Addio al business. Strategie di ridimensionamento e di uscita dal mercato nelle imprese familiari, was presented at the *Italian Academy of Management meetings*, October 18-19, 2007.

Chrisman, J.J., Chua, J.H., Sharma, P. & Yoder, T.R. (2009). What CPAs Should Know about Guiding Family Firms through the Succession Process. *CPA Journal*. June: 48-51.

Sharma, P. (2008). Familiness: Capital stocks and flows between family and business. A commentary on ‘Clarifying the Familiness Construct: A Social Capital Perspective’ By Allison W. Pearson, Jon C. Carr, and John Shaw. *Entrepreneurship Theory & Practice*, 32(6): 971-977. Editors: Jim Chrisman, Jess Chua, and Lloyd Steier

An earlier version of this commentary was presented at the 2007 Theories of Family Enterprise conference in Starville, MS.

Sharma, P., Chrisman, J.J., and Chua, J.H. (2008). Das management von familienunternehmen: Einleitung und folgerungen (Managing the family firm: Introduction and implications). *Zeitschrift für KMU und Entrepreneurship*, 56, 1-17.

Sharma, P. & Smith, B. (2008). Ed’s dilemma: Succession planning at Niagara Paving. *Entrepreneurship Theory and Practice*, July issue: 32(4), 761-775.

Note to Instructors: Ed’s dilemma: Succession planning at Niagara Paving. *Entrepreneurship Theory and Practice*, July issue: 32(4), 775-777.

Sharma, P., Hoy, F., Astrachan, J.H., and Koironen, M. (2007). The practice driven evolution of family business education. *Journal of Business Research*, 60(10): 1012-1021.

Chrisman, J.J., Chua, J.H., & Sharma, P. (2005). Trends and directions in the development of a strategic management theory of the family firm. *Entrepreneurship Theory & Practice*. September issue: 555-575.

Most cited article published in ET&P in 2005.

<http://www.blackwell-synergy.com/action/showMostCitedArticles?journalCode=etap>

\_\_\_\_\_ (2007). Reprinted in: *Small Business and Entrepreneurship*. Eds. Robert Blackburn and Candida Brush. Sage Publications.

Sharma, P. & Manikutty, S. (2005). Strategic divestments in family firms: Role of family structure and community culture. *Entrepreneurship Theory and Practice*. 29(3): 293-312.

Earlier versions of this paper were presented at the 2003 Theories of Family Enterprise conference in Calgary in December 03 and at the Family Firm Institute conference in Toronto in 03. A version of this paper received the **2003 Best Unpublished Paper Award from the Family Firm Institute**.

Sharma, P., & Irving, G. (2005). Four bases of family business successor commitment: Antecedents and consequences. *Entrepreneurship Theory and Practice*. 29(1):13-33

Earlier versions of this article have been presented at the *Academy of Management's* annual conference in Seattle in 2002; the winner of the **2002 Best Unpublished Paper Award from Family Firm Institute**; 2004 Family Business Network – Annual World Conference in Copenhagen, Denmark; 2004 International family enterprise research academy's annual meetings in Jonkoping, Sweden.

Zahra, S.A, & Sharma, P. (2004). Family business research: A strategic reflection. *Family Business Review*, 17(4): 331-346.

Sharma, P. (2004). An overview of the field of family business studies: Current status and directions for future. *Family Business Review*, 17(1): 1-36, 2004.

\_\_\_\_\_ (2006). Reprinted in: *Family Business Research Handbook*. Chapter 2: 25-55. Eds. Panikkos Poutziouris, Kosmos Smyrniotis, and Sabine Klein. Edward Elgar Publishing.  
**Number 8 Most Downloaded FBR Article in 2007. Access count 652**  
**[Number 2 Most Downloaded FBR Article in 2009. Access count 569](#)**  
**Number 5 Most Downloaded FBR Article in 2010. Access count 703**

Sharma, P., Chrisman, J.J., & Chua, J.H. (2003). Predictors of Satisfaction with the Succession Process in Family Firms. *Journal of Business Venturing*, 18(5): 667-687.

An earlier version of this article was the winner of **1999 Best Unpublished Research Paper Award from the Family Firm Institute**.

Mitchell, R., Morse, E. & Sharma, P. (2003). The Transacting Cognitions of Non-Family Employees in the Family Businesses Setting. *Journal of Business Venturing*, 18(4): 533-551.

An earlier version of this article was presented at the 2001 Theories of Family Enterprise: Establishing a paradigm for the field at the University of Alberta, September 26-28.

Sharma, P., Chua, J.H., & Chrisman, J.J. (2003). Succession and Nonsuccession Concerns of Family Firms and Agency Relationship with Nonfamily Managers. *Family Business Review*, 16(2): 89-107.

An earlier version of this article was presented at the 2000 Innovation, Entrepreneurship, Family Business, and Economic Development (INNOCOM): A Western Canadian Perspective conference in Calgary, April 27-29.

Another version was presented at the 1999 ENDEC conference in Singapore in August.

Sharma, P., Chua, J.H., & Chrisman, J.J. (2003). Succession Planning as Planned Behavior: Some Empirical Results. *Family Business Review*, 16(1): 1-15.

An earlier version of this article was the recipient of the **1999 Best Paper Award from the Canadian Council of Small Business and Entrepreneurship (CCSBE)**.

Sharma, P., Chrisman, J.J., Pablo, A., & Chua, J.H. (2001). Determinants of initial satisfaction with the succession process in family firms: A conceptual model. *Entrepreneurship Theory and Practice*, 25(3): 1-19.

An earlier version of this article was the winner of **1998 Honorable Mention Award of Excellence, Administrative Sciences Association of Canada (ASAC)**.

Another version of this article was presented at the 1998 *Academy of Management's* annual conference in San Diego, August 7-12.

An earlier version was presented at and published in the 1997 proceedings of *Canadian Council for Small Business and Entrepreneurship (CCSBE)*, 63-76.

The first version was published in the 1995 proceedings of the *Administrative Sciences Association of Canada (ASAC)*, 16(12): 1-8.

Sharma, P. & Rao, S. A. (2000). Successor attributes in Indian and Canadian family firms: A comparative study. *Family Business Review*, 13(4): 313-330.

Sharma, P., Chua, J.H., & Chrisman, J.J. (2000). Perceptions about the extent of succession planning in Canadian Family Firms. *Canadian Journal of Administrative Sciences*, 17(3): 233-243.

\_\_\_\_\_ (2006). Reprinted in: V. Gupta, N. Levenburg, J. Motwani, and T. Schwarz (Ed.), *Compendium of Family Business Models from Around the World*. Hyderabad, India: ICFAI University Press.

An earlier version of this article was presented at the 43<sup>rd</sup> World conference of the *International Council for Small Business* in Singapore in 1998.

Chua, J.H., Chrisman, J.J. & Sharma, P. (1999). Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23(4): 19-39.

An earlier version of this article is published in the 1997 proceedings of the ENDEC world conference on Entrepreneurship in Los Angeles, September 4-6.

Another earlier version was published in the 1996 proceedings of *Administrative Sciences Association of Canada (ASAC)*: 1-8.

Sharma, P., & Chrisman, J.J. (1999). Toward a reconciliation of the definitional issues in the field of Corporate Entrepreneurship. *Entrepreneurship Theory and Practice*, 23(3): 11-27.

\_\_\_\_\_ (2006). Reprinted in: S. Zahra (Ed.), *Corporate Entrepreneurship and Growth*, Cheltenham, UK: Edward Elgar.

\_\_\_\_\_ (forthcoming). Reprinted in R. Soriano (Ed.), *Entrepreneurship: Past, Challenge and Future*. Berlin: Springer/ University de Valencia.

An earlier version of this article was published in the 1996 proceedings of the *United States Association for Small Business and Entrepreneurship (USASBE)*: 137-146.

Chrisman, J.J., Chua, J.H., & Sharma, P. (1998). Important attributes of successors in family businesses: An exploratory study. *Family Business Review*. 11(1): 19-34.

\_\_\_\_\_ (2001). Reprinted in: D.F.Kuratko and H.P.Welsch. *Strategic Entrepreneurial Growth*, Forth Worth: Harcourt, Inc., 319-333.

An earlier version of this article was presented at the 1996 *Academy of Management's Annual Meetings*.

Sharma, P., Chrisman, J.J., & Chua, J.H. (1997). Strategic Management of the Family Business: Past Research and Future Challenges. *Family Business Review*: 10(1): 1-35.

\_\_\_\_\_ (2006). Reprinted in: Gersick, K.E. (Ed.) *The Best of FBR II: A Celebration*. Family Firm Institute Inc.: Boston, MA, 306-324.

\_\_\_\_\_ (2002). Reprinted in: C.E.Aronoff, J.H.Astrachan, and J.L.Ward (Eds.) *Family Business Sourcebook*, 3<sup>rd</sup> Edition, Marietta, GA: Family Enterprise Publishers, 88-115.

An earlier version of this article was published in 1996 proceedings of *United States Association for Small Business and Entrepreneurship (USASBE)*: 33-42.

***According to Blackwell Synergy and SAGE, this article has been the most frequently downloaded article published in Family Business Review to date. Downloads numbers are 2447 in 2005, 4795 in 2006, 6160 in 2007, and [3753 in 2008](#).***

### ***Editorials:***

Sharma, P. & Carney, M. (2012). Value creation and performance in private family firms: Measurement and methodological issues. *Family Business Review*, 25(3).

Sharma, P., Chrisman, J., & Gersick, K. (2012). [25 years of Family Business Review: An outlook on the past and perspectives for the future](#). *Family Business Review*, 25(1): 5-15.

Sharma, P. (2011). 2010 - A year in Review. *Family Business Review*, 24(1): 1-4.

Sharma, P. (2010). 2009 - A year in Review. *Family Business Review*, 23(1): 1-4.

Sharma, P. & Kellermanns, F.W. (2009). The craft of reviewing. *Family Business Review*, 22(4): 305-308.

Sharma, P. (2009). Embracing change while preserving the core. *Family Business Review*, 22(1): 6-8.

Chrisman, J., Sharma, P., Taggar, S. (2007). Family Influences on Firms: An Introduction. *Journal of Business Research on Family Business Studies*. 60(10): 1005-1011.

Sharma, P. (2000). The Mosaic of Indian Family Firms. *Family Business Review*, 13(4): v-vii.

### **Refereed Conference Proceedings (not listed earlier):**

Sharma, P. & Nordqvist, M. (2007). A typology for capturing the heterogeneity of family firms. *Best Paper Proceedings of the Academy of Management* meetings in Philadelphia.

Sharma, P. Irving, G., & Krivokapic, N. (2004). Antecedents of family business successor commitment: A preliminary test. *Administrative Sciences Association of Canada (ASAC)* conference from June 5-8 in Quebec City.

Astrachan, J.H., Zahra, S.A., Sharma, P., Reynolds, P., Bygrave, B., Wittmeyer, C. & Green, M. (2003). The Global Entrepreneurship Monitor: Family Sponsored Ventures. *Family Business Network – International Family Enterprise Research Academy* meetings in Lausanne, Switzerland, 24-27 September 2003. pp.2-14.

Sharma, P. (2003). A typology of family firms using internal stakeholders. Proceedings of the *Administrative Sciences Association of Canada's* annual conference in Halifax. Entrepreneurship division, 24: 149-163. Winner of **2003 Honorable Mention Award of Excellence**.

An earlier version of this article was presented at the 2000 Academy of Management meetings in Toronto.

Sharma, P. (2001). Stakeholder management concepts in family firms. Proceedings of *International Association of Business and Society (IABS)*: 254-259.

Sharma, P. (1998). A joint custody of the coveted E-terms – Entrepreneur and Entrepreneurship. Proceedings of the annual conference of *Canadian Council of Small Business and Entrepreneurship (CCBSE)*, 249-261.

Chua, J. H., Chrisman, J.J., Sharma, P., & Javidan, M. (1996). CEO succession: A comparison of family-owned and public corporations in Canada. Proceedings of *The ENDEC world conference on entrepreneurship*, Supplement: 102-113.

### **Refereed Conference Presentations (not listed earlier):**

Dawson, A., Sharma, P., Irving, P.G., Marcus, J. & Chirico, F. (2012). Predictors of next generation family members' commitment to family enterprises.

Versions of this article will be presented at Family Enterprise Research Conference in Montreal, 11-13 May; and International Family Enterprise Research Conference, Bordeaux, 26-29 June.

***2012 Best Paper Honourable Mention Award from the Family Enterprise Research Conference.***

Sharma, S. & Sharma, P. (2012). Sustainability across generations: Family influence on a proactive environmental strategy.

Accepted for presentation at the Academy of Management meetings in Boston, 3-7 August.

Craig, J. & Sharma, P. (2012). Legacy considerations for family business entrepreneurs. As part of the symposium entitled 'Generativity and stagnation in entrepreneurship research' organized by Matthew Fox.

Accepted for presentation as a cross-divisional symposium by the ENT, MOC, and SIM divisions of the Academy of Management meetings in Boston, 3-7 August.

De Massis, A. & Sharma, P. (2012). Innovation in Family Firms: Theory and Practice. As part of a symposium organized by Louise Scholes and Mike Wright.

Accepted for presentation at the Academy of Management meetings in Boston, 3-7 August.

Corbett, A.C., Bagby, R., Sharma, P. & Wright, M. (2012). Becoming a Journal Editor: Roles, Responsibilities, and Business aspects of Journal Editing.

Accepted for presentation at the Academy of Management meetings in Boston, 3-7 August.

Hilburt-Davis, J. & Sharma, P. (2011). Persistent 5 @ 25 through practitioner and scholarly eyes. Presented at the 25<sup>th</sup> annual conference of the Family Firm Institute, Boston, 12-15<sup>th</sup> October 2011.

Labaki, R., Nason, R. Poutziouris, P. & Sharma, P. (2011). Senior and NeXt Gen Family Business Scholars: A Frank Conversation. Opening panel discussion at the 25<sup>th</sup> annual conference of the Family Firm Institute, Boston, 12-15<sup>th</sup> October 2011.

Nason, R. & Sharma, P. (2011). Balancing family legacy and future change. Presented at the 25<sup>th</sup> annual conference of the Family Firm Institute, Boston, 12-15<sup>th</sup> October 2011.

Reay, T., Sharma, P., Steier, L. & Thomas, J. (2011). Qualitative research in family business: How can we take advantage of the opportunities? Presented at the 25<sup>th</sup> annual conference of the Family Firm Institute, Boston, 12-15<sup>th</sup> October 2011.

Tompkins, R., Casey, A., Whetten, D. and Sharma, P. (2011). Family Ownership: 'Governor' of the Hybrid Organization's Identity. Presented at the 2011 Academy of Management conference, San Antonio, USA, 12-16 August, 2011.

De Massis, A., Kotlar, J., Chua, J.H., Chrisman, J.J., & Sharma, P. (2011). Willingness and Ability as Causes of Family Firm Heterogeneity. Presented at the 11<sup>th</sup> annual IFERA World Family Business Research Conference, Sicily, Italy, 28 June – 1 July 2011.

Sharma, S. & Sharma, P. (2011). The influence of family on the adoption of sustainability practices in the Canadian Winery industry. Presented at the annual conference of the International Association of Business and Society, Bath, United Kingdom. June 23-26, 2011.

De Massis, A., Kotlar, J., Chua, J.H., Chrisman, J.J., Sharma, P. (2011). Ability and Willingness Determinants of Family Firm Behavior. Presented at the 7<sup>th</sup> annual Family Enterprise Research Conference, Grand Rapids, USA, 6-8 May, 2011.

De Massis, A., Kotlar, J., Chua, J.H., Chrisman, J.J., Sharma, P. (2011). The differences of family firms: An ability and willingness perspective. Presented at the 7<sup>th</sup> annual EIASM workshop on Family Firm Management Research, Witten, 27-29 May 2011.

Gottschall, R., Dawson, A., & Sharma, P. (2011). Organizational Innovation and the Strategic Use and Development of Family Human Capital. Presented at the 7<sup>th</sup> annual Family Enterprise Research Conference, Grand Rapids, USA, 6-8 May, 2011.

Sharma, P. & Salvato, C. (2010). Long lived family firms: Shifting family and business definitions in favour of continuity of the entrepreneurial spirit. Presented at the Academy of Management, Montreal. Part of the Symposium entitled: *Exploring identity issues in family firms*. Chaired by G. P. Tapis. 6-10 August 2010.

Brotheridge, C., Murphy, P., Edwards, G. Sharma, P. and about 35 other participants (2010) Sustaining business: A meeting of management scholars and entrepreneurs. PDW at the Academy of Management meetings in Montreal.

Mussolino, D. & Sharma, P. (2010). Antecedents of paternalism in family firms. Presented at the 6<sup>th</sup> Annual Family Enterprise Research Conference, Cancun, Mexico. April 16-18, 2010. And, at 10<sup>th</sup> IFERA World Family Business Conference, Lancaster, 6-9 July, 2010.

Salvato, C. & Sharma, P. (2010). Exploiting and Exploring new opportunities over life cycle stages of family firms. A commentary on ‘Knowledge combination and the advantages of family firms in searching for opportunities’ by James Fiet & Pankaj Patel. Theories of Family Enterprise conference, Edmonton, 26-28 May 2010.

Brundin, E. & Sharma, P. (2010). Love, Hate and Desire: The Role of Emotional Messiness in the Business Family. Accepted for presentation at the 6<sup>th</sup> Annual Family Enterprise Research Conference, Cancun, Mexico. April 16-18, 2010. And, at 10<sup>th</sup> IFERA World Family Business Conference, Lancaster, 6-9 July, 2010.

Valéau, P. & Sharma, P. (2010). Stages and pathways of development of not-for-profit organizations. Presented at the Symposium on “Social Responsibility, Entrepreneurship and the Common Good”, ESC Rennes School of Business, Brittany, France. Jan 7-8.



<http://rennes-businessschool.com/commongoodsymposium/>

Amit, R., Corbetta, G., Craig, J., Ding, Y., Salvato, C., Sharma, P., Zellweger, T., Zhang, H. (2009). Family Business Governance, Management, and Performance. Symposium accepted for presentation by the Entrepreneurship division of the Academy of Management meetings in Chicago.

Montemerlo, D. & Sharma, P. (2009). Social capital forms in the family-firm system: a conceptual framework. Presented at the Academy of Management meetings in Chicago; and at the 10th EURAM Annual Conference to be held in Rome, Italy, from May 19 to 22, 2010.

Montemerlo, D. & Sharma, P. (2008). Women in entrepreneurial family firms: A key resource for social capital development. Presented at the 4th EIASM workshop on Family Firms Management research, Naples, Italy. 8-10 June 2008.

Salvato, C., Chirico, F. & Sharma, P. (2008). From business exit to business regeneration in family firms: The Falck case study. Presented at the 4th Family Enterprise Research Conference, Milwaukee, US. 18-20 April 2008.

Astrachan, J. H., Sharma, P. & Bierman, L. (2007). From the Family Business Review Editors: Latest research findings from around the globe. Presentation at the annual meetings of the *Family Firm Institute*, Miami. Presentation at the annual meetings of the *Family Firm Institute*, Miami.

Carsrud, A., Chrisman, J., Eddleston, K. Hoy, P. & Sharma, P. (2007). International perspectives on family business research.

Irving, P.G., Marcus, J., & Sharma, P. (2007). Predictors and Behavioural Consequences of Family Business Successors' Commitment.

Presented at the *Academy of Management* meetings in Philadelphia, August 2007 and at the *Family Enterprise Research Conference*, Monterrey, Mexico, April 2007

Astrachan, J.H., Bierman, L., Sharma, P. & Smyrnios, K.X. (2006). Applying the latest in research to practice – Family Business Review Editor's session. Presentation at the annual meetings of the *Family Firm Institute*, San Francisco.

Astrachan, J.H., Hoy, F., Sharma, P., & Smyrnios, K.X. (2006). The state of family business research. Presentation at the annual meetings of the *Family Firm Institute*, San Francisco.

Henning, M., Kessler, D., Lansky, D. & Sharma, P. (2006). 'To Go or Not to Go' – That is NOT the Only question: A forum on seniors letting go. Presentation at the annual meetings of the *Family Firm Institute*, San Francisco.

Sharma, P., Lubatkin, M., Steier, L.P., Stewart, A., Zahra, S.A., & Whetten, D.A. (2006). Family Business as a Field of Study. A pre-conference workshop presented at the Academy of Management meetings in Atlanta, Georgia.

Karlsson, T. & Sharma, P. (2006). Determinants of Family Involvement in New Ventures: A Social Group Perspective. Article presented at the Family Enterprise Research Conference, Niagara Falls, Ontario.

Sharma, P. (2006). Building theory in family business studies. Presentation at the Family Enterprise Research Conference, Niagara Falls, Ontario.

Sharma, P., Corbetta, G., Neilson, A.P., Weisz, A. & Welpel, I. (2005). Establishing collaborations with International Associations and the Entrepreneurship Division. A pre-conference workshop presented at the *Academy of Management's* annual meetings in Honolulu, Hawaii.

Taggar, S. & Sharma, P. (2005). Norms formation in first generation family businesses and consequences of second generation norm violation. Presented at the 2005 Family Enterprise Research Conference, Portland, Oregon.

Simola, S. & Sharma, P. (2005). The Role of Absorptive Capacity and Social Capital on Family Firm Performance. Accepted for presentation at the 2005 Family Enterprise Research Conference, Portland, Oregon.

Sharma, P. (2004). Strategies for keeping family business research relevant. Presenters: Ramona Heck, Ernesto Poza, William Schulze. *Academy of Management* meetings in New Orleans.

Sharma, P. (2004). Different strokes for different folks: Teaching family business courses for different audiences. Presenters: Frank Hoy, Richard Narva, Greg McCann, Nancy Upton. *Academy of Management* meetings in New Orleans.

Sharma, P. (2002). Stakeholder Mapping Technique: Toward the development of a Family Firm Typology. Presented at the *Academy of Management* meetings in Denver CO, August 9-14.

Sharma, P. (2000). Stakeholder theory 'off the veranda' in the context of family firms. *Academy of Management* conference in Toronto, August 3-9.

## **WORK IN PROGRESS OR UNDER REVIEW**

### **Under review works**

Dawson, A., Sharma, P., Irving, P.G., Marcus, J., & Chirico, F. (under revision). Predictors of Next Generation Family Members' Commitment to Family Enterprises. Revision invited. *Entrepreneurship Theory & Practice*. Submitted November 2011; Revise & Resubmit decision received on 30 Jan 2012.

An earlier version of this article was presented at the 2007 Academy of Management meetings.

### **In progress works**

#### ***Journal articles:***

Dawson, A., Sharma, P., Irving, P.G., Marcus, J., & Chirico, F. (in progress). Examining the behavioral outcomes of family business successor commitment. Being prepared for submission to *Entrepreneurship Theory & Practice*.

An earlier version of this article was presented at the 2007 Academy of Management meetings.

Nordqvist, M., Sharma, P. & Chirico, F. (in progress). Understanding the Role of Family Involvement in Family Firm Governance: A Configuration Approach.

An earlier version of this article is in the 2007 Academy of Management Best Paper Proceedings.

### ***Books, Booklets, and Book chapters:***

Cristina, A., Nason, R., Ramachandran, K., Sharma, P., & Sieger, P. (2013). *Exploring Transgenerational Entrepreneurship Research: The Role of Resources and Capabilities*. Edward Elgar Publishers. Planned release 2013.

**Series Editor – Pramodita Sharma – Aim is to release one volume every 18 months.**

Melin, L., Nordqvist, M. and Sharma, P. (in progress). *SAGE Handbook of Family Business*.

Melin, L. and Sharma, P. (in progress). *SAGE Major works of Family Business Studies – 4 Volumes*.

Hoy, F. and Sharma, P. (in progress). Family Business Roles. Book chapter in preparation for the book *Family Business Landscape* edited by Ritch Sorenson, David Deeds, and Andy Yu: Edward Elgar publishers.

Sharma, P. & Salvato, C. (under review). Exploring identity issues in family firms - Long lived family firms: Defining identity through components or essence. Book chapter in preparation for the book *A Global Revolution: The endurance of large family businesses in the world* edited by: Paloma Fernández Pérez and Andrea Colli.

### **MEDIA ARTICLES / QUOTES**

[The Global Family Enterprise Case Competition](#). Live interview on 'The: 30' show of WCAX (Channel 3) of Vermont. 1 March 2012.

[Family enterprises need to plan for succeeding generations](#). In Burlington Free Press. 28 December 2011.

[How to raise an entrepreneur?](#) In Wall Street Journal, 13 June 2011.

[Aging leaders create succession backlog. In Report on Business](#), The Globe and Mail. 1 April 2010.

[Succession Planning with Family Members: How to pass a business on to the next generation](#) – Interactive web cast – The Globe & Mail. 8 Jan 2010

[Getting personal: Family succession requires a careful plan](#). In Wall Street Journal, November 12, 2009.

## PROFESSIONAL ARTICLES & REPORTS

Sieger, P., Nason, R., Sharma, P. & Zellweger, T. (2011). *The Global STEP Booklet Volume I: Evidence based practical insights for enterprising families.*

Spanish version: *Folleto mundial de STEP, Volumen I: Hallazgos prácticos, basados en evidencia para familias empresarias.* Translated by Tiziana Laudato.

Sharma, P. (2010). [Research on women in family business](#). FB Wiki, November issue.

Nason, R. & Sharma, P. (2010). [Successful Transgenerational Entrepreneurship Practices \(STEP\)](#). Family Business Wiki. March issue – Special Edition: Family Business Research matters.

Sharma, P. (2009). [Recent trends in family business research](#). FB Wiki, October issue.

Ring, K., Chrisman, J.J., & Sharma, P. (2009). [2008 Laird Norton Tyee Northwest family business survey](#). Seattle, WA: Laird Norton Tyee. ()

Sharma, P. (2007). Non-family executives in family firms. *Legacy Matters*, Winter. Quarterly Newsletter. Business Families Centre, Sauder School of Business, University of British Columbia, Canada.

Sharma, P. (2004). Family businesses in the region expect to see increased revenue. *Business Times*. July: p.11.

Astrachan, J.H., Zahra, S.A., & Sharma, P. (2003). [Family-Sponsored Ventures](#). Presented in New York on 29 April 2003 at the First Annual Global Entrepreneurship Symposium: The Entrepreneurial Advantage of Nations.

Sharma, P. (2003). [Chamber businesses optimistic about the future](#), *The Chamber Advocate*. Publication of the Greater Kitchener Waterloo Chamber of Commerce.

Chrisman, J.J., Chua, J.H., & Sharma, P. (8 April, 1998). Passing the torch to a new generation of entrepreneurs: Managing succession in family firms. *Financial Post*.

Chua, J.H., Sharma, P., & Chrisman, J.J. (1997). Make your family happy with the succession process. *CAFE Presse*, Fall: 12.

Chua, J.H., Chrisman, J.J., & Sharma, P. (1997). Six issues need to be addressed for smooth succession. *CAFE Presse*, Summer: 12.

Chrisman, J.J., Chua, J.H., & Sharma, P. (1996). Are CAFE member firms different because they are older? *CAFE presse*, Spring: 3.

Chua, J.H., Chrisman, J.J., & Sharma, P. (1996). Integrity, competence top list of desirable successor attributes. *CAFE presse*, Fall: 5.

### **Invited presentations and talks**

May 2012 Keynote speaker  
Entrepreneurial Dreams in Family Business: Value Generation Across Generations.  
3<sup>rd</sup> Latin American Family Enterprises Summit, Cartagena, Universidad de los Andes School of Management in association with Family Business Network-Colombia, Cartagena, Columbia.  
About 200 members from leading family enterprises in Latin America.

May 2012 Opportunities for publishing family business research  
Universidad de los Andes School of Management, Bogota, Columbia  
About 35 faculty members and doctoral students.

May 2012 Family Entrepreneurship: Growing the family business across generations.  
Babson College.  
About 30 members of enterprising families.

April 2012 Next Gen Academy: Life Stages in Entrepreneurial Family Firms  
Full day workshop, Next generation Leaders from Vermont's Family Enterprises

Nov. 2011 Keynote speaker  
Governing a Family, a Firm, and a Family Enterprise to achieve sustainability.  
3<sup>rd</sup> Asia Pacific STEP Summit, National Sun Yat-sen University, Taiwan  
About 250 family business owners, students, scholars, government officials.

Nov. 2011 Keynote speaker  
Nurturing Entrepreneurial Spirit Across Generations.  
National University of Tainan, Taiwan.  
About 100 students and professors of the University of Tainan.

Nov. 2011 Panel Discussion  
Succession challenges in family business: Observations from the East and the West.  
Chair: Philip Chen, President & Editor-in-Chief, Wealth Magazine, Taiwan.  
Panelists: Pramodita Sharma (University of Vermont & Babson College, USA), Ken Moores (Bond University), Kevin Au (Chinese University of Hong Kong), Hiro Higashide, Waseda University, Japan), C-Z Lee

(Academia Sinica, Taiwan), Leilanie Mohd Nor (University Tun Abdul Razak, Malaysia).

- Oct. 2011      Understanding Entrepreneurial Behaviors in Family Businesses  
Vermont Family Business Initiative, University of Vermont, Burlington  
About 30 family business owners and service providers,
- Nov. 2010      A winning formula: Nurturing Entrepreneurial Spirit across generations  
Universidad de Monterrey (UDEM), Monterrey, Mexico  
About 50 faculty members, students, family business leaders, and university officials
- Nov. 2010      Governing a family, a firm, and a family enterprise  
Kick off for the Center for Excellence in Corporate Governance.  
Universidad de Monterrey (UDEM), Monterrey, Mexico  
About 60 senior family business leaders, policy makers, university officials and faculty members
- Nov. 2010      Transgenerational Entrepreneurship: Are you ready to take action?  
STEP Global Summit, Babson College, 4-7 November 2010  
(w. Heidi Neck and Len Schlesinger)  
125+ scholars and family business owners from 34 countries
- Sept. 2010      Professionalization and the Family Business  
Family Firm Institute, New England Chapter: Luminaries Series.  
Hosted by Burns & Levinson, Boston, 23 September.  
80+ Family Business Advisors
- June 2010      Family Business Research: Current status and opportunities  
Italian Family Enterprise Research Academy (ITFERA). Bocconi University, Milan, June 26.
- June 2010      Being a professional in *your* family firms: Working with family and/or non-family members. Italian Nextgen FBN Chapter (AIdAF). June 25<sup>th</sup>.
- April 2010      Family Business Research – Current Status, Future Directions. At the STEP meetings in Cancun, Mexico. 15 April 2010
- January 2010      Challenges of transitioning leadership to the next generation. Radio Canada International – Masala Canada with Wojtek Gwiazda. MASALA CANADA is heard on shortwave and the Internet throughout India, South Asia and the world. In Canada, it's heard on the Internet, and on Sirius Satellite Radio Channel 95. <http://rcinet.ca/masala>

- January 2010      Succession planning with family members: How to start the process, how to get through it, and where you want to end up. Live discussion on succession planning on *Globe & Mail* On-Line Discussion forum on 11 January
- December 2009      Two manuscript development workshops entitled: *Develop your paper!*  
CeFEO, Jönköping International Business School, Sweden
- December 2009      Next generation commitment: Predictors and Consequences, Sauder School of Business, University of British Columbia, Vancouver, Canada
- Research and Professional Development workshop, Sauder School of Business, University of British Columbia, Vancouver, Canada
- November 2009      In and Out of the Ivory Tower. Management Department, Brown Bag, Concordia University.  
                            About 25 faculty members and doctoral students.
- October 2009      Strategic direction for Global STEP project. University of Edinburgh, Scotland  
                            About 25 family business scholars from Europe
- August 2009      Next-Generation's Commitment: Predictors & Consequences - *The story of a research project*. CeFEO, Jönköping International Business School, Sweden  
                            About 30 family business researchers from Sweden
- August 2009      Publishing Family Business Research: In pursuit of impactful research. CeFEO, Jönköping International Business School, Sweden  
                            About 30 family business researchers from Sweden
- November 2008      Entrepreneurship Education in Canadian B-Schools, Panel presentation (w. Dan Muzyka, UBC & Gregory Vit, McGill U.), Canadian Federation of Business School Deans Conference, HEC Montreal, 27-28 November.  
                            57 delegates (Dean of Canadian Business Schools).
- August 2008      Keynote speaker, 10<sup>th</sup> Annual Conference of Family Business Australia, Cairns, Australia, August 7-9  
                            370 delegates (Business owners and senior managers)
- August 2008      Australian Family Business Scholars Roundtable Summit  
Australian Centre for Family Business Learning Community initiative  
4 August, 2008, Bond University, Australia  
                            About 30 scholars from Australia and New Zealand.
- August 2008      Business Planning for Entrepreneurial Success: Using your entrepreneurial capabilities to influence organizational change  
29-30 July 2008, University of Adelaide, Australia.

22 executives in continuing education program

- June 2008            Opening key note: The Future of the Family Business Review and the Implications for Submissions - The Vision of the New FBR Editor'  
4rth EIASM Workshop on Family Firm Management Research, Naples, Italy, June 8-10.  
88 delegates (Scholars)
- June 2008            Family Values and Value Creation: How do Family-Owned-Businesses foster enduring values?  
Celebrating the IESE Business School's 50<sup>th</sup> anniversary. Conference Chairs: Josep Tapies and John Ward. IESE International Family Owned Business Conference, Barcelona, Spain, June 5-6.  
About 300 delegates (Owners of largest Spanish family firms and scholars)
- May 2008            Succession Planning: Passing the torch  
Presentation at the 14<sup>th</sup> Annual SLU Family Firm Forum (FFF);  
John Cook School of Business, Saint Louis University, Saint Louis, MO, US.  
May 7, 2008  
85 delegates (Business owners and senior managers)
- April 2008            The incoming Editor's vision for *Family Business Review*  
4rth Family Enterprise Research Conference, Milwaukee, US. 18-20 April 2008.  
85 delegates (Scholars)
- June 2007            Opening plenary - The state of the art of Family Business Literature: The Italian community meets the world. Bocconi University, Italy.
- Publishing strategies: The challenges of distinguished journals for the family business community (w. Robert Grant, Georgetown University, Morten Huse, BI Norwegian School of Management; Leif Melin, Jönköping International Business School). Bocconi University, Italy.
- Publishing family business research in top tier journals. Annual Conference of International family enterprise research academy (ifera). European Business School, Germany.
- April 2007            Managing the Succession Process. Family Business Center, Universidad de Monterrey (UDEM), Mexico.
- Diversity in Governance (w. George Vozikis). 2007 Family Enterprise Research Conference, Universidad de Monterrey (UDEM), Monterrey, Mexico.



- March 2007      Family Business R & D: A global playground of boundless opportunity – Canada at the leading edge! (w. Lloyd Steier). Opening keynote at the Family Business Colloquium 2007: An invitational gathering of Canada’s leading educators and advisors in the field of family business. Organized by the Business Families Center, Richard Ivey School of Business, University of Western Ontario.
- May 2006        Next Generation’s Commitment: Why juniors join CAFE family firms? How they perform? Keynote presentation at the Annual National Symposium of Canadian Association of Family Enterprise (CAFE). Toronto, Ontario
- February 2006    The Art and Science of Family Business Research. Keynote presentation at the Annual Conference of International family enterprise research academy (ifera). University of Jyvaskyla, Finland
- February 2006    Family members’ commitment towards their family business. A keynote presentation at the Family Business Network, Finland Chapter. Helsinki, Finland
- February 2006    Family Business Studies: Past, Present, and Future Research. Presentation at the Finland Chapter of Family Business Network Research Symposium, Finland
- October 2005     The future of family business research (w. Joe Astrachan and Jaideep Motwani). Presentation at the Family Business Research & Education Symposium, Family Firm Institute’s Annual Conference. Chicago.
- May 2005         Commitment of family members towards family business at the 2005 Austin Family Business Conference.
- October 2004     Family Business Research: A Strategic Reflection  
Presentation to doctoral students at the University of Texas at El Paso  
Teaching Entrepreneurship in Varied Educational Programs  
Workshop for faculty from varied disciplines  
University of Texas at El Paso
- October 2004     Reflections: Summary of lessons learned. Center for Family Business, Central Ontario Family Business Annual Conference
- October 2004     Unclogging the Researchers-Practitioners Dialog (w. Joe Astrachan). Annual meetings of Family Firm Institute in Boston.
- August 2004      Family Business Studies: Past, Current, and Future  
Presentation made to the faculty and doctoral students at the University of St. Gallen, Switzerland

- April 2004                      Understanding next-generation's commitment to the business  
Presentation made to the members of the Center for Family Business,  
Waterloo, ON
- February 2004                      Overview of Family Business Studies. Presentation made to the Faculty,  
Administration, and Chamber of Commerce members at the Grand Valley  
State University, US
- February 2003.                      Survey results of member perceptions on FFI programs, publications, and  
future directions. Presented at the annual retreat of the Board of Directors,  
The Family Firm Institute, Boston: MA.
- December 2002.                      2002 Member Survey: Greater Kitchener-Waterloo Chamber of Commerce,  
Kitchener.
- May 2000.                              Succession planning in Canadian family firms. University of Victoria.
- March 1999.                              Family businesses in Canada. Maritime Life Insurance Company, Halifax.
- January 1999.                              Family owned business. Rotary Club of Halifax.
- December 1998.                      Family businesses in Canada'. A CBC interview for the program *The leading  
edge*.
- April 1998.                              Strategic Planning in Family Firms. Canadian Association of Family  
Enterprises - Nova Scotia chapter.
- June 1995.                              Family Business: A North American perspective. Department of Business  
Management, Panjab Agricultural University, Ludhiana, India.

## TEACHING

### Courses taught<sup>3</sup>:

UNIVERSITY	COURSE SUBJECT	LEVEL
Concordia University	Entrepreneurship: The state-of-the-art	Doctoral
	Entrepreneurship & Small Business	Graduate (MBA)
	Essentials of Entrepreneurship	Graduate (M.Sc.)
	Entrepreneurship & Small Family Business	Graduate (EMBA)
	Entrepreneurial Family Businesses	Undergraduate / MBA
Univ. of Adelaide	Business Planning for Entrepreneurial Success	

<sup>3</sup> Consistently received high teaching ratings. I have regularly receive/d letters of 'commendable teaching' from the Deans of both Dalhousie University and Wilfrid Laurier University.

		Executive Education
Wilfrid Laurier U.	Organizational Theory Leadership Entrepreneurship Family Business Organizational Behavior	Doctoral / Undergraduate Graduate Graduate /Undergraduate Graduate /Undergraduate Graduate /Undergraduate
University of Jyaskyla	Passing the baton: A generational perspective	Graduate/Doctoral
Dalhousie U.	Family Business Strategic Management	Undergraduate/ Graduate Undergraduate/ Graduate
U. of Sierra Leone	Data Processing Systems analysis and design	Undergraduate/ Graduate Undergraduate/ Graduate
Thapar Institute of Engineering & Technology	Project Planning& Mgt. Managerial Economics Systems analysis & design	Graduate Graduate Graduate
Punjabi University	Business Organization Personnel Management	Undergraduate/ Graduate Undergraduate/ Graduate

**External examiner for Doctor of Philosophy thesis & expert reviewer on research grants**

***Doctoral theses:***

- Eisele, P. (2011). *Copreneurial sustainability: Optimizing structures in small and medium U.S. enterprises*. School of Management, College of Business, RMIT University, Australia.
- Arijs, D. (2009). *The dynamic process of a female family member toward and in the daily executive leadership of the family business and its impact on family business success*. Faculty Economy and Management, Hogeschool-Universiteit, Brussel, Belgium.
- Strike, V. (2008). *Mindful governance: The role of the most trusted advisor in family-controlled firms*. Richard Ivey School of Business, University of Western Ontario, Canada. Supervisor: Eric Morse.
- Yupitun, M. (2008). *Agency trade-offs in family firms: Theoretical Model and Implications*. Bond University, Australia. Supervisor: Ken Moores.
- Graves, C. (2006). *Venturing beyond the backyard: An examination of the internationalization process of Australian Small-to-Medium-Sized Family-Owned Manufacturing Enterprises*. The University of Adelaide, Australia. Supervisor: Jill Thomas.

***Research grant evaluations:***

- Granata, Darya (2009). *Family Firm Sale: Global Perspective*. Invited by Swiss National Science Foundation to evaluate the proposal for visiting scholar position at the Wharton School, Philadelphia.
- Jaskyte, K. & Holland, T. (2009). *Board of directors and innovations in nonprofit organizations*. Invited by the National Science Foundation, USA, to evaluate the proposal.
- Venter, E. (2007). *Commitment of family members in South African family firms*. Nelson Mandela Metropolitan University, South Africa. Invited by the National Research Foundation, South Africa, to evaluate the proposal.

### **Masters / Doctoral Thesis Research Supervision**

- Karim Hamati (supervisor). John Molson School of Business, Concordia University, Montreal.
- Richard Gottschall (supervisor), John Molson School of Business, Concordia University, Montreal.
- Sara Acree Hitch (dissertation committee member w. Andrea Casey, Chair). Once upon a time: a case study of the role of non-family members' stories in the culture of a family owned business. The George Washington University, Virginia, USA.
- Rosamond Perk (2010). *Organizational identity in a family-owned business: The hybrid identity of a family enterprise*. The George Washington University, Virginia, USA. Dissertation committee member w. Andrea Casey (Chair) and David Whetten.
- Francesco Chiricio (2007). Co-supervisor, w. Gianluca Colombo. *Improving the Long-run Survival of Family Firms: Knowledge-Management and Resource-Shedding Processes*. Institute of Management, Università della Svizzera italiana, Lugano, Switzerland.
- Arina Winkelman (2001). Marketing ASP based cell center services in the new economy. A Master's thesis defended on 27 June 2001. Co-supervised with Dr. Sunny Marche, Dalhousie University.
- Kieran Gillett (2000). Case study of Brooklyn North, a high tech family firm. Dalhousie University. This research helped propel Kieran's job attainment.
- Ojan Jamkhou (1999). Generational ownership transfer in family firms: An opportunity for CIBC. Dalhousie University. This proposal was successfully used by Ojan to present the idea of increasing funding focus on family firms.
- Troy Benedict (1998). Role of Advisory boards in family firms. Dalhousie University. Troy used this study to further his understanding on the advisory boards in family firms and develop an appropriate governance structure for his family firms.

### **Directed Studies:**

- Angelika Mehta, MBA, 2009, Concordia University  
Entrepreneurial experiential learning at the Study: The China Project
- Heather Kovensky, MBA, 2008:  
Managing the family enterprise: The case of Exper-chem Labs Inc.
- Nadia Santos, MBA 2008:  
Managing the family enterprise
- Navin Paintal, MBA 2008:  
Succession planning in family firms: The case of Navin Enterprises
- Ryan Van Haastrecht, MBA 2007:  
Growing through acquisitions: The case of Dr. Green Services
- Fazil Rasheed, MBA 2007:

Franchising as a business option  
 Sumana Kundu, MBA 2007:  
 Succession Planning and its consequences on employee commitment: A Xerox Canada Case Study.

Wai-Hin Chan, MBA 2006:  
 Understanding work commitment: The Organizational and Occupational Context

Sumana Collins, MBA, 2006:  
 Business Plan Development: Mishti Baby – Baby wear with an Asian Flare

David Scollard, MBA, 2006  
 Examining Franchising Opportunities in Southern Ontario

Nicole McKinlay, MBA, 2004  
 Daughters in family business management

Grant Payne, MBA, 2004  
 Family business' contribution to the Canadian economy

Natasha Krivokapic, MBA, 2003  
 Next generation commitment to family firms: An exploratory study

Carey-Ann Greenham, MBA, 2003  
 Managing the family enterprise

Jelle P. Donga, MBA, 2002  
 Managing the family enterprise

Linda Liu, MBA, 2002  
 Managing home based business

Arsenio J. Bonifacio, MBA, 2002  
 Managing the family enterprise

Attila Lewis Lendvai  
 Managing the family enterprise

## **SERVICE**

### **To the Academic / Professional Communities:**

- Director, [Global STEP Project](#), Babson College (2009-2012). Founded in 2005, the Successful Transgenerational Entrepreneurship Practices (STEP) is a global applied research initiative that explores the entrepreneurial process within business families and generates solutions that have immediate application for family leaders. Over 175 leading academics from 41 affiliated institutions and business families from 35 countries around the world have joined as partners of the STEP Project to explore the entrepreneurial practices that enables family firms to develop, maintain, and sustain their competitive advantage over generations of individual, family, industry, and economic life cycles. Collectively these scholars have created a stream of powerful practices and cases that empower families to build their entrepreneurial legacies.
- Editor *Family Business Review* (2008-2014), Associate Editor (2005 – 2008). Published quarterly since 1988, FBR is the only SSCI listed peer reviewed journal exclusively focused on publishing family business research. FBR focuses on publishing family business research that crosses national and disciplinary boundaries. The 2009 Impact Factor of the journal is

1.881 (this represents about 300% increase from its first IF received in 2007 – 0.675; 2008 IF 1.357).

- Academy of Management (AOM), Entrepreneurship Division
  - 2009-2011 Entrepreneurship Division, Events Logistics and Planning committee member (Chair – Tim Reed)
  - 2005-2008 Elected Representative-at-Large of the Division
  - 2004 -05 Chair, International Committee
  - 2004 Co-organizer (w. Candy Brush), New Faculty Consortium
  - 2003 – 2007, 09, 10 Member, Dissertation Awards Selection Committee
- Family Enterprise Research Conference (FERC)
  - 2011 - Co-organizer (w. Reg Litz) of the inaugural doctoral consortium on family business studies
  - 2005-2010 - Co-founder (w. Mark Green) and Co-President
  - 2005, 06, 07, 10, 12 – Conference co-organizer
- Family Firm Institute (FFI)
  - 2010 – Chair, Education Symposium, FFIs Annual Conference & Member, Main Conference Program Committee
  - 2002 – 2005 Member, Board of Directors
  - 2004 - Member, Academic Awards Selection Committee
  - 1999 - Chair, Research & Education Day, FFI Annual Conference
- International Family Enterprise Research Academy (ifera)
  - 2005 – 2008, Member, Board of Directors
- 2006 External Expert: Swiss National Science Foundation, Division Humanities and Social Sciences, Berne, Switzerland.
  - *The trans-generational value creation process in family business: An empirical approach through structural equation modeling.* Colombo Gianluca.
- 2006 Member, Ontario Graduate Scholarship (OGS) panel for the Management and Administrative Studies (#206) to adjudicate OGS applications (2005-2006).
- Editorial Review Board member for *Entrepreneurship Theory and Practice*, *Family Business Review*, *Journal of Small Business Management*, *Journal of Small Business and Entrepreneurship*. Ad hoc reviewer for various other journals including *Academy of Management Journal*, *Academy of Management Perspectives*, *Academy of Management Learning and Education*, *International Journal of Small Business*, *Journal of Business Venturing*, *Journal of Management*, *Journal of Management Studies*, *Journal of World Business*.

**To the University and local community:**

### **University of Vermont:**

- School of Business Curriculum Review Committee (2011-2012)

### **Concordia University**

- Member, University Research Awards Adjudication Committee (2009-2011)
- Member, Department Undergraduate Curriculum Committee (2009-2011)  
Led the development of Major in Entrepreneurship that was launched in academic year 2010-2011
- Member, Department Promotions Committee (2009-2011)
- Chair, Task force for 'Entrepreneurship and Family Business Initiatives at John Molson School of Business (2009) – a multi-stakeholder committee including alumni, entrepreneurs from the community, undergraduate, graduate, and doctoral students, and faculty members.  
This initiative led to the development of Dobson Practicum for bringing student business plans to venture launch stage, and Family Business community and student awards
- Member, Selection committee for David O'Brien Distinguished Professorship in Sustainable Enterprise (2009)

### **Wilfrid Laurier University**

#### **SBE Research Development Director (2007-2008):**

Working in partnership with WLU's Associate Vice President Research, this position is focused on initiatives aimed to stimulate research in SBE. Responsibilities include:

- Encouraging and providing support for the SSHRC and NSERC grants,
  - This year has seen a record number of submissions and high success in external research grant applications (almost million dollars in external competitive grants to SBE members either as PIs or Collaborators). I devoted significant efforts to encourage grant applications and helping faculty members to refine their applications. The success rate this year is the highest that SBE has enjoyed over several past years.
- Managing SBE nominations for the University Research Professor
- Editor, SBE Research Bulletin (published twice a year)
  - Given the success of Business Research Bulletin last year, and my expanded role to support research in both Business & Economics Department, the scope of the Research Bulletin was expanded to include both Departments. Two issues of the SBE Research Bulletin were published in November 2007 and May 2008.  
[http://cubic.wlu.ca/page.php?grp\\_id=31&p=7648](http://cubic.wlu.ca/page.php?grp_id=31&p=7648)
- Co-organizer, WLU Research & Graduate Programs Day (aim to share research with WLU students and faculty)
  - This was a joint initiative of the WLU Research Office and Graduate Programs office. I was responsible, and duly delivered, the SBE participation in this event.

#### **Associate Dean of Business: Faculty Development & Research (2006- 07)**

With a faculty complement of 104 full time and 133 contract faculty members, and budgetary responsibility of about 10 million dollars, the above job had a large scope. In addition to management of the routine matters such as research grants, travel budgets,

leaves, resignations, retirements etc., the incumbent in this position is the Chairperson of the Department's Hiring and Promotion committee.

Academic year 2006-07 was particularly active as we undertook and successfully hired 4 tenure track position in the Accounting, Finance, Policy, and Operations areas. These searches necessitated managing of 96 applications, organizing 16 site visits and negotiating with candidates in a very competitive marketplace. Moreover, 6 promotions to various ranks were successfully managed in this year. Hiring and management of contract faculty remains an on-going process.

Another significant responsibility of the position is to encourage, enable, and support participation in external research grants. This year has witnessed significant increase in the success rate of faculty in the Department of Business in terms of competitive research grants. Faculty members in the department received grants of over \$350,000 as Principal Investigators, a success rate of over 62% as compared to 22% for the rest of the university and 33% nationally. While many factors need to be well aligned to enjoy this level of success, the sliver of contribution of my office towards this end is satisfying.

Despite the liabilities of newness, all responsibilities were handled in a timely and efficient manner providing an exceptional learning experience in terms of the workings of a university and dealing with large diversity of individuals. In addition, new initiatives undertaken include the launch of the *Business Research Bulletin* (bi-annual electronic research newsletter) and introduction of the *Career Planning sessions* focused on promotions and grants preparation.

**Wilfrid Laurier University – 2005-2008:**

- \* SBE, Dean's Advisory Council
- \* Advisory Board Member, Schlegel Center for Entrepreneurship
- \* WLU Internal Grants Committee

**School of Business and Economics, Wilfrid Laurier University – 2002-2003:**

- \* Business Department Undergraduate Program Review Committee
- \* University Senate Library Committee
- \* Business Department Appointment and Promotions Committee
- \* Economics Department Appointment and Promotions Committee
- \* Management and Organization Behavior Department's part time hiring committee

**School of Business and Economics, Wilfrid Laurier University – 2001-2002:**

- \* Undergraduate Curriculum Committee
- \* Economics Department Appointment and Promotions Committee
- \* Faculty member responsible for development of Programs Proposal for the Schlegel Center for Entrepreneurship.
- \* Faculty member advisor for Association of Collegiate Entrepreneurs, SBE, WLU.
- \* Management and Organizational Behavior (MOB) department committee – Development of Ph.D proposal (Chair - Greg Irving)
- \* MOB Departmental Committee – Part-time hiring (Chair – Tupper Cawsey)



## **Dalhousie University**

### School of Business Administration, Dalhousie University - 2000-2001

- \* Faculty Council.
- \* Strategic Planning Committee.
- \* Research and Visiting Speakers Committee
- \* Placement Center Committee
- \* Undergraduate Curriculum Committee
- \* Undergraduate Co-op Committee
- \* International student exchange committee
- \* Organizer for the Norman Newman Family Business Awards and Chair of the Selection Committee
- \* ASB related activities: Co-chair of Entrepreneurship and Strategy divisions; Member of Best Paper Selection Committee.
- \* School Liaison for the Library and the Faculty Newsletter.
- \* Selection committee for Christopher S.F. McKee Award of Merit.
- \* Voted Convocation Marshall at the Spring Convocation.

### School of Business Administration, Dalhousie University - 1999-2000

- \* Organized the Norman Newman Family Business Student Awards.
- \* Strategic Planning Committee for the Faculty of Management, Dalhousie University.
- \* Committee for setting up the Entrepreneurship by Design program
- \* Committee for setting up the MBA (Information Technology) program
- \* Commerce Co-op committee
- \* Commerce Co-op Curriculum committee
- \* International student exchange committee

### School of Business Administration, Dalhousie University - 1998-1999

- \* Organized the First annual Norman Newman Family Business Student Awards.
- \* Committee for setting up the Entrepreneurship by Design program
- \* Committee for setting up the MBA (Information Technology) program
- \* Commerce Co-op committee
- \* Commerce Co-op Curriculum committee
- \* International student exchange committee
- \* Faculty advisor to Dalhousie Business Seminar
- \* Member of Selection Committee for Recruitment of a faculty member in the International Business/ Strategy areas.
- \* Member of the Selection Committee for choosing the CAFCE Student of the Year Nominee.

### School of Business Administration, Dalhousie University - 1997-1998

- \* Committee for setting up the Entrepreneurship by Design program
- \* Committee for setting up the MBA (Information Technology) program
- \* Commerce Co-op committee
- \* Commerce Co-op Curriculum committee

- \* International student exchange committee
- \* Faculty advisor to Dalhousie Business Seminar
- \* Member of Student Appeals Committee
- \* Voted Convocation Marshall by Graduating Students