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## **Education**

2008-2013 PhD (Strategic Management and Organizational Analysis), University of Alberta  
2006-2008 MBA, University of Alberta  
1996-2000 BA (Honours) International Relations, University of Windsor

## **Academic Positions**

2018-Present Director Dalhousie Centre for Family Business and Regional Prosperity  
2014-Present Assistant Professor Dalhousie University, Family Enterprise and Entrepreneurship  
2012–2014 Assistant Professor Bishop’s University, Entrepreneurship

## **Areas of Interest**

### *Research:*

How family processes, identities, and values affect the outcomes in the businesses they own. The nature of the experience and contributions of non–family employees in family firms, why some families are beneficial to their business and some families are not. Entrepreneurship for and by Indigenous peoples.

### *Teaching:*

Family business management and introducing students to entrepreneurial thinking

## **Research Activities**

### *Family Firm Social Networks: How they effect what family firms are able to accomplish during succession*

With two colleagues, applying network analysis to historical and present–day data on the social networks of Atlantic Canadian family businesses with the goal of identifying traits associated with what the business is able to accomplish over time. Funded by a KPMG research grant.

### *Decolonizing Entrepreneurship and Family Business Research:*

A developing research stream that has the goal of providing meaningful insights and information to Canadian indigenous communities and to add indigenous knowledge into the academy. Currently finishing up a literature research project funded by a successful Rowe Research Grant application and applying for a 2016 SSHRC Knowledge Synthesis Grant.

### *Extent of Family Business in Atlantic Canada:*

In association with the Centre for Family Business and Regional Prosperity this project looks to empirically establish the nature and extent of the contribution family firms make to Atlantic Canada. Funded by the Dalhousie Centre for Family Business and Regional Prosperity.

*PhD. Dissertation:* “Why they stay: Examining the intentions of non-family managers to remain employed in family firms.”

Mixed methods study of the effect of anchoring events and the influence of self-determined motivation on family and non-family managers in family owned and controlled SMEs.

### **Academic Journal Articles**

Jennings, J.E., Dempsey, D., James, A.E. (2018). “Bifurcated HR practices in family firms: Insights from the normative-adaptive approach to stepfamilies.” *Human Resource Management Review* 28(1) 68–82. (2016 impact factor 2.369)

James, A.E., Jennings, J.E., Jennings, P.D. (2017). “Is It Better to Govern Managers via Agency or Stewardship? Examining Asymmetries by Family Versus Nonfamily Affiliation.” *Family Business Review* 30 (3) 262–283. (2016 impact factor 2.229)

Sciascia, S.; Clinton, E.A.; Nason, R.S.; James, A.E.; Rivera Algarin, J.O. (2013). “Family communication and innovativeness in family firms.” *Family Relations* 62(3) 429–442. (2016 impact factor 1.426)

Jennings, J.E., Breitkreuz, R.S. and James, A.E. (2013). “When family members are also business owners: Implications of business ownership for family theory and research.” *Family Relations* 62(3) 472–489. (2016 impact factor 1.426)

James, A.E., Jennings, J.E. and Breitkreuz, R.S. (2012). “Worlds apart? Re-bridging the distance between family science and family business research.” *Family Business Review* 25(1) 89–110.<sup>1</sup> (2016 impact factor 2.229)

### **Refereed Book Chapters**

Jennings, J.E., Breitkreuz, R.S. and James, A.E. (2014). “Theories from family science: A review and roadmap for family business research.” Invited chapter in Melin, L., Nordqvist, M. and Sharma, P. (Eds) *Handbook of Family Business*. Sage.

James, A.E. (2012). “Conceptualizing ‘woman’ as an entrepreneurial advantage: A reflexive approach”. In Hughes, K.D. and Jennings, J.E. (Eds) *Global Women’s Entrepreneurship Research: Diverse Settings, Questions and Approaches*. London: Edward Elgar. 226–240

### **Manuscripts in Preparation**

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<sup>1</sup> Featured in the FFI Practitioner, July 11, 2012, one of the five most cited Family Business Review papers in 2014.

- Davis, J. Allen, M., James, A.E., & George, B. "Entrepreneurship in Family Business." (Target journal: *Entrepreneurship Theory & Practice*)
- Jennings, J.E., James, A., Tetzlaff, E. "A qualitative study of exchanges between family and non-family in family businesses. Invited book chapter in the "Handbook of Qualitative Research Methods for Family Business", A. DeMassis and N. Kammerlander (Eds). Edward Elgar.
- Foster, B., James, A. E., Sundararajan, B., & Tetzlaff, E. "Role of social capital in entrepreneurial pathways of Atlantic Canadian family enterprises established between 1800–2016." (Target journal: *Business History*)
- James A.E. & Howell, J. "Lessons from Research on Indigenous Families: Rethinking how we represent Indigenous peoples." (Target journal: *Family Business Review*)

### Conference Proceedings

- James, A., Hartt, C., MacDonald, A., Marcoux, J., Price, S. (2108). "Does Entrepreneurship Meet the Aspirations of Canada's Aboriginal Peoples?" Academy of Management Proceedings.
- James A.E., Jennings, J.E. 2014. "Buoys and anchors: Owning family behaviours that influence non-family manager preferences to stay," *Best Paper Proceedings of the 2014 Academy of Management Meeting*.
- Clinton, E.A., Salvatore, S., Nason, R., James, A., Rivera, J. 2012. "Family Communication and Entrepreneur Orientation", *Administrative Sciences Association of Canada 2012 Proceedings*.

### Academic Conference Presentations

- August 2018 "Does Entrepreneurship Meet the Aspirations of Canada's Aboriginal Peoples?" (With C. Hartt & A. MacDonald, J. Marcoux, S. Price) **Academy of Management Annual Meetings**, Chicago, USA
- June 2018 "Social Capital in Family Business: A typology of entrepreneurial pathways." (With B. Foster, B. Sundararajan, & E. Tetzlaff). **Family Enterprise Research Conference**, Guadalajara, Mexico
- June 2018 "Indigenous Entrepreneurship: A literature review" (With C. Hartt, J. Marcoux, & S. Price). **Global Conference on Indigenizing Entrepreneurship**, Ottawa, Canada.
- October 2017 "Entrepreneurship in Family Business." (With J. Davis, M. Allen, & T. Scott), **Strategic Management Society Annual Conference**, Dallas, TX
- August 2017 "Role of social capital in entrepreneurial pathways of Atlantic Canadian family enterprises established between 1800–2016." (With B. Foster & B. Sundararajan) **Academy of Management Annual Meetings**, Atlanta, USA
- June 2017 "Lessons from Research on Indigenous Families: Rethinking how we represent Indigenous peoples." (With J. Howell) **European Academy of Management**. Glasgow, Scotland. (Best Inspirational Paper Award).

- March 2017 “Live Cases and the Integration of Theory & Practice in Strategy Education.” (With B Foster, L Sheehan, R Baltazar, & D Stuewe) **International Academic Conference on Business, Economics, Finance & Accounting**, Orlando, Florida.
- October 2016 “Reconsidering what performance is in Family Firms.” (With M. Allen, & J. Davis), **STEP Global Academic Research Conference**, Boston, MA.
- October 2016 “Lessons from Indigenous Families: Rethinking Successful Family Business Succession.” (With M. Allen, & J. Davis), **STEP Global Academic Research Conference**, Boston, MA.
- October 2016 “Family Functioning, Entrepreneurship and Performance: The case of family business.” (With M. Allen & J. Davis, A.), **STEP Global Academic Research Conference**, Boston, MA.
- October 2016 “Trust, family, and networks: Why do some family businesses stay and some go.” (With B. Foster & B. Sundararajan) **Atlantic Schools of Business Annual Conference**, Halifax, NS.
- June 2015 “Non-Family: Opportunities for a More Inclusive and Complete Understanding of the Factors Underpinning Family Business Success.” (With A Gonzalez & R. Dewit). **Family Enterprise Research Conference**, Burlington, Vermont.
- May 2015 “A commentary on: Push & Pull: Family institutions and economic activity in an impoverished setting.” **Theories of Family Enterprise**, Fort Worth, Texas.
- August 2014 “Buoys and anchors: Owning family behaviours that influence non-family manager preferences to stay.” (With J. Jennings). **Academy of Management Annual Meetings**, Philadelphia, PA. (Judged as one of the best accepted papers and invited for publication in the Best Paper Proceedings)
- June 2013 “Why they stay: How fulfilling the three basic psychological needs affect non-family managers’ intention to stay employed in a family business.” **5<sup>th</sup> International Conference on Self-Determination Theory**, Rochester, New York.
- June 2012 “Family Communication and Entrepreneur Orientation.” **Administrative Sciences Association of Canada**, St. Johns, Newfoundland & Labrador.
- May 2012 “Why they stay: Examining the intentions of non-family managers to remain employed in family firms.” **Family Enterprise Research Conference**, Montreal.
- July 2011 “Theories from family science: A review and roadmap for family business research.” **SAGE Handbook of Family Business Workshop**, Gothenburg.
- May 2011 “Non-family manager intentions to stay employed in family businesses.” **Family Enterprise Research Conference Doctoral Consortium**, Grand Rapids, Michigan
- Aug 2010 “Conceptualising ‘woman’ as an entrepreneurial advantage.” **Diana International Conference**, Banff.
- Apr 2010 “Adding the missing link: Expanding the scope of family business research through ‘family’.” **Family Enterprise Research Conference**, Cancun.

- Aug 2009 “Reconceptualising ‘woman’ as an entrepreneurial advantage.”  
PDW: Nurturing Scholars ‘Green’ to Women’s Entrepreneurship  
*Academy of Management*, Chicago.
- Apr 2009 “Another wrinkle on the family business performance question: Comparing first  
and subsequent generation firms.” [Recipient of a FERC – FEUSA Doctoral  
Scholarship]  
*Family Enterprise Research Conference*, Winnipeg.

### **University Teaching Experience**

- Winter 2018 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006)  
New Venture Creation (COMM 3907, MGMT 3307)
- Fall 2017 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006)  
New Venture Creation (COMM 3907)
- Winter 2017 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006)  
New Venture Creation (COMM 3907, MGMT 3307)
- Fall 2016 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006)  
New Venture Creation (COMM 3907)
- Winter 2016 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006)  
Strategy Implementation (COMM 4352)
- Fall 2015 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006)
- Winter 2015 Strategy Implementation (COMM4352)
- Fall 2014 Managing Family Enterprise (COMM/MGMT 3308, BUSI 6006),
- Winter 2013 Entrepreneurship & New Venture Creation (BMG214)  
The Successful New Venture: Feasibility Analysis (BMG318)  
Topics in Entrepreneurship (BMG320)
- Fall 2012 Entrepreneurship & New Venture Creation (BMG214)  
The Successful New Venture: Feasibility Analysis (BMG318)
- Winter 2011 Managing Family Enterprise (SMO328)
- Fall 2010 Managing Family Enterprise (SMO328)

### **Awards and Honours**

- 2017 EURAM Best Inspirational Paper Award (Track 06), co-author J. Howle
- 2009 FERC – FEUSA Doctoral Fellowship
- 2012 J Gordin Kaplan Graduate Student Award

### **Academic Service**

- 2018– Rowe School of Business Nominating Committee Chairperson
- 2017–2018 BCOMM Review Committee member
- 2017 STEP Global Summit: Session Chair
- 2016 Rowe School of Business Director Search Committee Member
- 2016–2017 Dalhousie University Norman Newman Centre for Entrepreneurship Review  
Committee

- 2016– Member of the Global Board of Directors for the Successful Transgenerational Entrepreneurship Practices (STEP) Research Program
- 2014– Successful Transgenerational Entrepreneurship Practices (STEP) research lead for Dalhousie’s participation in the global research program.
- 2014–2018 Academic advisor: Centre for Family Business and Regional Prosperity, Rowe School of Business, Dalhousie University
- 2014– Coach, Family Enterprise Case Competition student team
- 2013 B.E.S.T. Award Selection Committee, Bishop’s University
- 2013–2014 Area coordinator, Williams School of Business, Bishop’s University
- 2013–2014 Academic adviser ENACTUS Bishop’s University chapter.
- 2012–2014 Member of the executive committee for Academic Professors Association of Bishop’s University
- 2012–2014 Advisor to the Dobson–Lagassé Entrepreneurship Centre
- 2012– Division Reviewer for Administrative Sciences Association of Canada (ASAC) conference

**Editorial Duties**

- 2018 *Journal of Family Business Management*, special issue “Entrepreneurial Families in Business Across Generations, Contexts and Cultures,” co-editor with Elias Hadjielias, Maribel Guerrero, Alan Discua Cruz, Rodrigo Basco.

**Reviewing Duties**

- 2018– Ad-hoc reviewer *Journal of Management Studies*
- 2018– Ad-hoc reviewer *Journal of Small Business Management*
- 2017– Ad-hoc reviewer for *European Journal of Innovation Management*
- 2016– Ad-hoc reviewer for *Journal of Business Venturing*
- 2015– Ad-hoc reviewer for *Canadian Journal of Administrative Sciences*
- 2014– Ad-hoc reviewer for *Journal of Marriage and Family*
- 2013– Ad-hoc reviewer for *Alter Native: An International Journal of Indigenous Peoples*
- 2013– Ad-hoc reviewer for *European Management Journal*
- 2011– Ad-hoc reviewer for *Family Business Review*
- 2010– Reviewer for the Academy of Management Annual Meeting

**Grants**

- 2018 *Global Affairs Canada ELAP Scholarship*: funding to bring a PhD student from Colombia to Dalhousie for 5–6 months to work on family business research. \$9,700.
- 2018 *SSHRC Insight Development Grant*: Family business entrepreneurial pathways and networks. (Principal Investigator with Bill Foster & Binod Sundararajan). Awarded \$42,007.
- 2017 *SSHRC Knowledge Synthesis Grant*: *How are the knowledge systems, experiences and aspirations of First Nations, Inuit and Métis peoples essential to building a successful shared future for all Canadians?* “Does Entrepreneurship meet the

- Aspirations of Canada's Aboriginal Peoples?" (Principal Investigator with Christopher Hartt & Shelly Price) \$24,951.
- 2016 *KPMG Dalhousie University Centre for Family Enterprise and Regional Prosperity Grant: Family Business Networks across Atlantic Canada and Time.* (Principal Investigator with Bill Foster & Binod Sundararajan) \$10,000
- 2015 RSB Research Grant Indigenous Entrepreneurship Literature Review. \$5,000

### **Work Experience (non-academic)**

- 2003–2006 *Manager of Rentals Division, Whitehorse Motors, Whitehorse, Yukon Territory, Canada*  
Improved and expanded operations of this division in a privately owned automotive dealership. Returned the division to profitability after 10 years of losses.
- 2002–2003 *Manager, Norcan Car Rentals, Whitehorse, Yukon Territory, Canada*  
In this first-generation, sole-owner firm I modernized and improved operations of a 400-vehicle fleet owned by the territory's premier vehicle provider.
- 2001–2002 *Director, Loaves and Fishes Fund, Ottawa, Ontario, Canada*  
Identified a service opportunity to feed the poor and homeless in the Ottawa region, secured and maintained a stable funding base for a charity initially funded by a successful family business owner for whom I had previously worked.
- 2000–2001 *City Manager, Journey Rent a Car, Ottawa, Ontario, Canada*  
Worked with an owning family to establish a new vehicle rental company. Expanded sales and size of business from one location to five locations within the first year.
- 1985–1996 *Assistant Manager, Murdoch Group Inc., Timmins, Ontario, Canada*  
Part of the management team that ran the most profitable location of this family-owned firm's 14 locations (then National Car Rental's largest franchise holder).

### **Volunteer Experience**

- 2003–2006 Secretary Treasurer, Tourism Industry Association (TIA)-Yukon  
Elected to the association's executive board three consecutive terms. Mandated to represent and promote the territory's many small and large tourism-related businesses.

### **Languages Spoken**

In addition to my first language (English) I am conversant in French and Japanese.

### **Citizenship**

Canadian