

## ALICE J. DE KONING

---

*updated February 5, 2021; two peer reviewed publications added*  
*updated February 25, 2021; one peer reviewed publication added, plus upcoming conference workshop,*  
*plus new appointment as associate editor*

Entrepreneurship and Innovation, Strategy  
Haskayne School of Business  
University of Calgary  
SH-478, 2500 University Drive NW, Calgary, AB T2N 1N4 Canada  
Tel: 403-220-2979 / Mobile: 587-892-1836  
Email: [alice.dekoning@ucalgary.ca](mailto:alice.dekoning@ucalgary.ca)

### EDUCATION

- 1992-1999      INSEAD, Ph.D. Strategy & Entrepreneurship  
Dissertation: Opportunity Development as a Socio-Cognitive Process: The Case of Serial Entrepreneurs, completed June 1999  
Committee: Daniel F. Muzyka, Associate Professor of Entrepreneurship, INSEAD, Philippe Haspeslagh, Professor of Strategy, INSEAD, Roderick E. White, Professor of Business Policy, The Ivey School of Business, The University of Western Ontario.
- 1989-1991      The University of Western Ontario, Canada;  
Master of Business Administration, with Distinction
- Fall 1990        Stockholm School of Economics, Sweden, International Business Program
- 1978-1983      University of Toronto, Honours B.A. in History, Christianity and Culture

### EMPLOYMENT

- 2016-present    University of Calgary, Haskayne School of Business  
Academic Director, Hunter Hub for Entrepreneurial Thinking (January 1, 2019 -)  
Responsibilities: Develop academic strategy for entrepreneurial thinking at the University of Calgary, coordinate with university initiatives (including Hunter Hub) to enhance the academic direction of the University's priorities in entrepreneurial thinking by overseeing the academic development and enriching the breadth and depth of the University's entrepreneurial programming, implement new undergraduate program (Embedded Certificate in Entrepreneurial Thinking) across faculties, engage and faculty across campus with entrepreneurial thinking initiatives, and connect programs and people across campus to enhance interdisciplinary innovation
- RBC Teaching Fellow in Entrepreneurial Thinking (Aug 2020-Aug 2022)  
Responsibilities: Development of the entrepreneurial thinking curriculum and the expansion of entrepreneurship teaching and learning at the Haskayne School of

Business and across the University of Calgary to support and encourage the leadership of the Hunter Centre for Entrepreneurship and Innovation.

Academic Director, Hunter Centre for Entrepreneurship and Innovation (July 1 - Dec 31, 2018)

Responsibilities: Leading academic teaching and research initiatives within the centre, working with director to develop strategy and set priorities, setting a culture of cooperation and excellence, leading academic advisory board, attending external advisory board meetings, communications with faculty, and liaising with community stakeholders, with the purpose of promoting entrepreneurship.

Area Chair, Entrepreneurship and Innovation (Sept 1, 2017- Dec 31, 2018)

Responsibilities: Setting department strategy, working with Hunter Centre and Hunter Hub, participating in governance committees, curriculum redesign, scheduling, recruiting adjunct or full time faculty, communication, and other duties.

Senior Instructor (July 1, 2016- )

Responsibilities: Teaching undergraduate and graduate courses, participation in service and administration, and research in the areas of entrepreneurship and pedagogy.

2007- 2016

Salem State University, Bertolon School of Business, Management Department  
Management Department Chair (July 1, 2015-May 30, 2016)

Responsibilities: Setting department strategy, scheduling, recruiting adjunct or full time faculty, student administration, communication, fund-raising

Associate Professor (since Sept. 1, 2012, tenured June 2013)

Responsibilities: Teaching (8 courses per year) at undergraduate and graduate levels, service at the university and school of business, and research in the area of entrepreneurship and pedagogy,

Co-Director, Center for Enterprising Activities (December 2014-May 2016)

Responsibilities: Curriculum design, outreach to business community, alumni activities and university wide programs in entrepreneurship, development of new programs, fund-raising

Fall 2014

The Wharton School, University of Pennsylvania, Visiting Scholar

2001-2007

Georgia State University, J. Mack Robinson College of Business, Management Department, Assistant Professor

Responsibilities: Teaching and research in the area of strategy and entrepreneurship, at undergraduate, MBA and PhD levels

Fall 2004

Boston University, Visiting Scholar

- 2000-2001 Centre for Entrepreneurship and Business Creation, Stockholm School of Economics,  
Assistant Professor  
Responsibilities: Teaching and research in the area of entrepreneurship, supervising  
masters theses
- 1999-2001 Stockholm School of Entrepreneurship, Faculty Member and Acting Director of  
Research  
Responsibilities: As part of the start-up team, developed entrepreneurship joint  
venture between top business, engineering and medical schools in Stockholm; taught  
several courses; helped design overall research program; prepared grant applications;  
initiated research seminar series; launched case writing program
- 1999-2001 Jönköping International Business School, Sweden  
Affiliate researcher, PEG Program
- 1998-1999 Centre for Advanced Studies in Leadership, Stockholm, Sweden  
Senior Research Associate

#### **PEER REVIEWED PUBLICATIONS**

- De Koning, A.J. and McArdle, J.F. (2021). Street Challenge Pedagogy: How Walking Down Main Street  
Broadens Entrepreneurship and Ecosystem Perspectives. *Entrepreneurship Education and  
Pedagogy*. (Forthcoming).
- McArdle, John F. & Alice de Koning, Implementing Regulation in an Emerging Industry: A Multi-  
Province Perspective. *Journal of Canadian Studies*. Forthcoming.
- McArdle, J.F. and de Koning, A.J., The Impact of Regulatory Frameworks on New Venture Entrants in  
The Canadian Cannabis Industry. *Academy of Legal Studies in Business National Proceedings*,  
vol 51, 2020.
- McArdle, John F. & Alice de Koning, Other People's Money: CSR Goes to the Movies. *Management  
Teaching Review*. Forthcoming, published on-line July 2020.
- De Koning, Alice J., Charles Krusekopf, & Rebecca Wilsonmah, From Start-up to Expansion - Vittrium  
Building Products, *The CASE Journal*, September 2018.
- De Koning, Alice J. & Jayanti Bandyopadhyay, The Ankh Collection: Preparing *Pro Forma* Financial  
Statements. *The Case Journal*. 2012.
- De Koning, Alice J. & Sarah Drakapoulou Dodd, Tea and Understanding. *ENT:ER*, 2010.
- Drakapoulou Dodd, Sarah & Alice J. de Koning. Metaphors of Entrepreneurship Across Cultures.  
*Journal of Asia Entrepreneurship and Sustainability*, 2009.
- Gregoire, Denis, Alice de Koning & Benjamin Oviatt, Do VCs Evaluate 'Live' Presentations Like They

Evaluate Business Plans? *Frontiers of Entrepreneurship Research*, 2008, Babson College, Babson Park, Mass. (Refereed conference proceedings)

Fey, Carl F., Alice J. De Koning & Andrew Delios. How Similar is the World in the Internet Era: A Comparison of eBusiness in China, Russia, and Sweden. *Thunderbird International Business Review*, 2006.

Yu, JiFeng, Alice de Koning & Benjamin Oviatt. Institutional and Economic Influences on Internet Adoption and Accelerated Firm Internationalization. *Advances in Entrepreneurship, Firm Emergence and Growth*, vol. 8, pp. 85 - 110, ed. J. Katz & D. Shepherd, 2005.

De Koning, Alice J. & Edward Maravanyika. Proceedo: Finding the Right CEO for Future Growth. *Entrepreneurship Theory and Practice*, Spring 2004 .

De Koning, Alice J. Opportunity Development: A Socio-cognitive Perspective. *Advances in Entrepreneurship, Firm Emergence and Growth*, vol. 6, pp. 265 - 314, ed. J. Katz & D. Shepherd, 2003 .

De Koning, Alice J. & Terrence E. Brown. The Impact of Entrepreneurial Orientation, Market Perceptions and Industry Munificence on Opportunity Alertness: A Longitudinal Study, *Frontiers of Entrepreneurship Research*, 2001, Babson College, Babson Park, Mass.

De Koning, Alice J., Paul Verdin & Peter Williamson. So You Want To Integrate Europe: How Do You Manage The Process?, *European Management Journal*, 15:3, June 1997.

Churchill, Neil C., Alice J. de Koning & Daniel F. Muzyka. Entrepreneurial Organizations: What They are, Why They are Important and How to Become One, *Journal of Enterprising Culture*, 5:2, June 1997.

De Koning, Alice J. Top Management Decision Making: A Framework Based on the Story Model. *Academy of Management Proceedings*, 1996.

Muzyka, Daniel F., Alice J. de Koning & Neil C. Churchill. Entrepreneurial Transformation: A Descriptive Theory, *Frontiers of Entrepreneurship Research*, 1995, Babson College, Babson Park, Mass.

Muzyka, Daniel F., Alice J. de Koning & Neil C. Churchill. On Transformation and Adaptation: Building the Entrepreneurial Corporation, *European Management Journal* 13:4, December 1995.

## **BOOK CHAPTERS**

Drakapoulou Dodd, Sarah & Alice de Koning, Enacting, Experimenting and Exploring Metaphor Methodologies in Entrepreneurship. Book chapter in *Handbook of Qualitative Research Techniques and Analysis in Entrepreneurship*, ed. H. Neergaard and C. Leitch. 2015 (Also includes section introduction and graduate student exercises.)

De Koning, Alice, Carl Fey and Rachel Doern. A Cross-Cultural Assessment of eBusiness Opportunities in Russia and Sweden. *Cultural Framework and Challenges - Web Adoption and Practice* ed by Priya Raju, 2006, ICFAI University Press.

De Koning, Alice, Venkat Subramanian, Eline van Poeck & Paul Verdin. Regional Organisations: Beware of the Pitfalls, *The Future of the Multinational Company*, pp. 143-153, ed. J. Birkenshaw, G. Yip, C. Markides & S. Ghoshal, 2004.

De Koning, Alice J. Opportunity Formation from a Socio-Cognitive Perspective. *Research at the Marketing/Entrepreneurship Interface*, Eds. G.E. Hills & R. P. Singh, Institute for Entrepreneurial Studies, University of Illinois at Chicago, 2000.

Bartlett, Chris, Alice J. de Koning & Paul Verdin. First and Fast in Europe: the Launch of Compact Detergent (P&G Europe), INSEAD Case Publications. Published in *Managing the Global Corporation: Case Studies in Strategy and Management*, José de la Torre, Yves Doz and Timothy Devinney, 2000, and *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, Christopher A. Bartlett and Sumantra Ghoshal, 2000.

#### **BOOK/OPEN EDUCATION RESOURCE**

De Koning, A.J. McArdle, J.F., Anderson, M., Johner, G., King-Rosario, M., (2020). Street Challenge: Teaching Ecosystems Through Community-Engaged Pedagogy, an Open Educational Resource. <http://streetchallenge.ca>

#### **WORK IN PROGRESS**

McArdle, John F. & Alice de Koning, Regulatory Hurdles for New Venture Entrants in the Cannabis Industry: Pitfalls and Lessons from the Canadian Experience. *Targeting the Canadian Business Law Journal*; expected submission March 1, 2021.

Bokhari, Kanwal, Alice de Koning, & John F. McArdle. Beyond Trade-offs: Social Entrepreneurship through the Stakeholder Prism.

McArdle, John F. & Alice de Koning, Service Learning in Entrepreneurship Education.

De Koning, Alice J., Productive Entrepreneurship, Infrastructure and Institutions: Insights from the Champagne Fairs.

De Koning, Alice J. & Sarah Dodd Drakapoulou. The Entrepreneurial Kaleidoscope: International Social Constructions of the Entrepreneur – A Study of Entrepreneurial Metaphors in The Media of 6 English Speaking Nation. (New data analysis in process.)

De Koning, Alice J. & David L. Deeds. The Influence of Context on Recognition of Commercialization Opportunities by Scientists.

#### **PROFESSIONAL PUBLICATIONS**

De Koning, Alice J. The Entrepreneur's Big Ears, *BrainHeart Magazine*, Nov. 2000.

De Koning, Alice J. A Business Plan to Entice Backers. In S. Birley & D.F. Muzyka, *Mastering Enterprise*, London: Financial Times/Pitman Publishing, 2000. Originally published in the *Financial Times*. Also published in French in *Les Echos*.

De Koning, Alice J. Meeting People to Shape Opportunities – the Entrepreneurs' Way. In S. Birley & D.F. Muzyka, *Mastering Enterprise*, London: Financial Times/Pitman Publishing, 2000.

De Koning, Alice J. Meeting with People – the Entrepreneur's Way, *Ledmotiv*, 1:2, November 1999.

## **PEDAGOGICAL CASES**

De Koning, Alice J., Charles Krusekopf, & Rebecca Wilsonmah, From Start-up to Expansion - Vittrium Building Products, *The Case Journal*, September 2018. (See "Refereed Publications" above.)

De Koning, Alice J. & Jayanti Bandyopadhyay, The Ankh Collection: Preparing *Pro Forma* Financial Statements. *The Case Journal*. 2012. (See "Refereed Publications" above.)

Kaye, Nick & Alice J. de Koning. BlueTech: Creating a Growth and Finance Strategy in Uncertain Markets. Unpublished, 2000.

Maravanyika, Edward & Alice J. de Koning. Proceedo: Finding the Right CEO for Future Growth. SSES Publications, and *Entrepreneurship Theory and Practice* 2004. (See "Refereed Publications" above.)

Bartlett, Chris, Alice J. de Koning & Paul Verdin. First and Fast in Europe: the Launch of Compact Detergent (P&G Europe), INSEAD Case Publications (See "Other Academic Publications" for publication details), 1998.

De Koning, Alice J. with Bala Chakravarthy. Compagnie Générale Horlogère (CGH): Restructuring for the Future, (Seiko subsidiaries in France) INSEAD Case Publications, 1993.

De Koning, Alice J. with Heather Barclay and Margot Northey. Western Business School. Sandvik Saws and Tools, 1992; Noranda: Environmental Communication (A) (B), 1991; Wellington Insurance: The Automobile Insurance Act, 1990; Wellington Insurance: Employee Communications, 1990; Royal Trust: Partners for Success, 1990.

## **CONFERENCE PRESENTATIONS**

De Koning, A.J. and McArdle, J.F. (accepted, not yet presented 2021, May). Interdisciplinary faculty mentoring for impactful place-based pedagogy. Presentation at the University of Calgary Conference on Postsecondary Learning and Teaching, Calgary, Alberta.

McArdle, J.F. and de Koning, A.J. (2020, October). Teaching Entrepreneurship through an Ecosystem Perspective: How Street Challenge Pedagogy Engages Students. CCSBE virtual conference,

Ryerson University, Toronto, Ont.

- McArdle, J.F. and de Koning, A.J. (2020, August). The Impact of Regulatory Frameworks on New Venture Entrants in The Canadian Cannabis Industry. Presentation at the Academy of Legal Studies in Business, Virtual Annual Meeting, Providence, R.I.
- Schaefer, R., Keyhani, M., and de Koning, A.J. (2020, June). How Entrepreneurs develop their Venture Ideas through Conversations. Administrative Sciences Association of Canada, virtual annual meeting.
- Bokhari, K., de Koning, A.J., and McArdle, J.F. (2020, June). Social Entrepreneurship through the Prism: A Stakeholder Theory Perspective. Administrative Sciences Association of Canada, virtual annual meeting.
- de Koning, A.J. and McArdle, J.F. (2020, February). Regulatory Hurdles for New Venture Entrants in the Cannabis Industry: Pitfalls and lessons from the Canadian experience. 2020 Symposium on Legal, Ethical, and Compliance Issues for Emerging Markets: Cannabis in the States at Oklahoma State University and sponsored by *American Business Law Journal*. Oklahoma City, OK, USA.
- de Koning, A.J. (2019, May). *Anticipating Opportunities And Challenges For Cannabis Stakeholders*. Symposium: Harvesting Hedonic Markets: Collisions at the Intersection of Cannabis, Craft Beer, Gourmet Food and Wine. Administrative Sciences Association of Canada 2019 conference.
- de Koning, A.J. and McArdle, J.F. (2019, May). Taking it to the Streets: Community-based pedagogy for all disciplines. Presentation at the University of Calgary Conference on Postsecondary Learning and Teaching, Calgary, Alberta. <http://hdl.handle.net/1880/110346>.
- de Koning, A. J., McArdle, J.F. and Foster, J. (2018, October). No Permit Required: Faculty/Center /Student/Community Partnerships as Construction Zones, GCEC 2018 Conference. (Roundtable discussion)
- de Koning, A.J. and McArdle, J.F. (2018, May). Constructivist pedagogy in place-bound entrepreneurship education: A comparative international perspective. Presentation at the University of Calgary Conference on Postsecondary Learning and Teaching, Calgary, Alberta.
- McArdle, John, Alice de Koning and Lydie Louis. Professional Workshop: Is This Legal? Prescribing a Clinic for Entrepreneurship Students, CCSBE Conference, Quebec City, May 11-13, 2017.
- McArdle, John & Alice de Koning, The Impact of Service Learning Projects in Entrepreneurship Education, CCSBE Conference, Quebec City, May 11-13, 2017.
- De Koning, Alice J., Productive Entrepreneurship, Infrastructure and Institutions: Lessons from the Champagne World Fairs. 2<sup>nd</sup> Biennial Africa Academy of Management (AFAM), Gaborone, Botswana, January 2014.
- Dodd Drakapoulou, Sarah & Alice J. de Koning. The Entrepreneurial Kaleidoscope: International Social

Constructions of the Entrepreneur – A Metaphorical Study. ISBE Conference 2013, Cardiff, Wales, U.K., November 2013.

De Koning, Alice J. & Sarah Dodd Drakapoulou. The Entrepreneurial Kaleidoscope: International Social Constructions of the Entrepreneur – A Metaphorical Study. Babson College Entrepreneurship Research Conference, Lyon, France, June 2013.

De Koning, Alice J. & David L. Deeds. The Influence of Context on Recognition of Commercialization Opportunities by Scientists. USASBE 2013 Conference, San Francisco, CA., January 2013.

De Koning, Alice J., Entrepreneurship, Infrastructure and Institutions: Lessons from the Champagne World Fairs. AIB-SE Conference, Fort Lauderdale, Florida, October 2012.

De Koning, Alice J. and Denis A. Gregoire, “Field and Laboratory Applications of Direct Audience Response Technology.” Panel presentation in professional development workshop “Innovative Methods for Studying Decision-Making” chaired by Andrew Maxwell and Denis A. Gregoire. Academy of Management Meeting, Montreal, P.Q., Canada, August 2010.

De Koning, Alice J., Carl Fey & Rachel Doern. A Qualitative Assessment of Culture and Opportunity Recognition in Sweden and Russia (abridged for conference). Association of International Business, Rio de Janeiro, Brazil, June 2010.

Gregoire, Denis & Alice de Koning, What is so unique about how VCs Evaluate ‘Live’ Presentations? Expert vs. Novice Comparisons. Babson College Entrepreneurship Research Conference, Lausanne, Switzerland, 2010.

De Koning, Alice J. A Practical Approach for Writing Assignments in the Disciplines. Pearls and Perils Conference, Salem State University, May 2009.

Gregoire, Denis, Alice de Koning & Benjamin Oviatt, Do VCs Evaluate 'Live' Presentations Like They Evaluate Business Plans? Babson College Entrepreneurship Research Conference, Chapel Hill, N.C., 2008.

Drakapoulou Dodd, Sarah & Alice de Koning, Metaphors of Entrepreneurship. Perspectives on Entrepreneurship: Cultures and Contexts, hosted by RGU Aberdeen/ CERVEPAS, Sorbonne Nouvelle. Aberdeen September 2007

De Koning, Alice J., Denis Gregoire & Benjamin Oviatt, Cognitive Responses of Venture Capitalists to Entrepreneur Credibility, Babson College Entrepreneurship Research Conference, Madrid, Spain, 2007.

De Koning, Alice J. & Sarah Drakapoulou Dodd, Public Discourse and Metaphors of Entrepreneurship, ICSB (International Council of Small Business) World Conference, Turku, Finland, 2007.

De Koning, Alice J., Tea and Understanding, ICSB (International Council of Small Business) World Conference, Turku, Finland, 2007.



- De Koning, Alice & David L. Deeds. The Influence of Context on Recognition of Commercialization Opportunities by Scientists. 2006 Kauffman Foundation and IEI Research Conference, Kansas City, MO, Nov. 2006.
- De Koning, Alice & David L. Deeds. The Influence of Context on Recognition of Commercialization Opportunities by Scientists. Annual Conference, Technology Transfer Society, Atlanta, GA, Sept. 2006.
- De Koning, Alice & David L. Deeds. The Context and Cognition of Opportunity Recognition: A Perspective on Science Researchers. AIChE (American Institute of Chemical Engineers) Annual Meeting, Cincinnati, Ohio, Nov. 2005.
- Robinson, Anthony & Alice de Koning. Founder Overconfidence: The Effects of a Cognitive Bias on Resource Acquisitions and Strategic Planning. Strategic Management Society Meetings, Orlando, Florida, Oct. 2005.
- Drakapoulou Dodd, Sarah & Alice de Koning. Methodological Issues in Studying Entrepreneurial Metaphors. Babson College/Kauffman Foundation Entrepreneurship Research Conference, Glasgow, Scotland, June 2004.
- De Koning, Alice J. & David L. Deeds. A Theory of the Emergence of New Ventures from the 'Republic of Science.' Academy of Management Meeting, Seattle, Washington, 2003. Babson Kauffman Entrepreneurship Research Conference, Glasgow, Scotland. 2004.
- De Koning, Alice J. & David L. Deeds. A Theory of the Emergence of New Ventures from the 'Republic of Science.' Academy of Management Meeting, Seattle, Washington, August 2003.
- De Koning, Alice J. & Sarah Drakapoulou Dodd. Raising Babies, Fighting Battles, Winning Races: Entrepreneurial Metaphors in The Media of 6 English Speaking Nations. Babson College/Kauffman Foundation Entrepreneurship Research Conference, Boulder, Colorado, June 2002.
- De Koning, Alice J. & Carl Fey. A Qualitative Cross-Cultural Assessment of Perceived E-Business Opportunities in Sweden and Russia, pre-conference panel discussion at Academy of Management Meetings, Washington D.C. August, 2001.
- De Koning, Alice J. & Terrence Brown. The Impact of Entrepreneurial Orientation, Market Perceptions and Industry Munificence on Opportunity Alertness. A Longitudinal Study. Global Entrepreneurship Research Conference, Imperial College, London, U.K., April 2001 and Babson College/Kauffman Foundation Entrepreneurship Research Conference, Jönköping, Sweden, June 2001.
- De Koning, Alice J., Venkata Subramanian & Paul Verdin. Regional Cross-Border Organizations in Globally Networked MNEs. Euram conference, Barcelona, April 2001.
- De Koning, Alice J. & Ingalill Holmberg. Media Images of Entrepreneurs In *Fast Company*: A Pilot

- Study. Babson College/Kauffman Foundation Entrepreneurship Research Conference, Wellesley, Mass., June 2000.
- Hamrefors, Sven & Alice de Koning. Organisational Influence on Spontaneous Environmental Scanning, Global Entrepreneurship Research Conference, Imperial College, London, U.K., March 2000.
- De Koning, Alice J., Venkata Subramanian & Paul Verdin. Regional Organisations & the Global Network MNC. Academy of International Business, Charleston, SC, November 1999.
- De Koning, Alice J. Opportunity Formation from a Socio-Cognitive Perspective. AMA Marketing/Entrepreneurship Interface, Nice, France, June 1999.
- De Koning, Alice J. Opportunity Formation from a Socio-Cognitive Perspective. Babson College/Kauffman Foundation Entrepreneurship Research Conference, Columbia SC, May 1999.
- De Koning, Alice J. & Daniel F. Muzyka. Opportunity Recognition as a Socio-Cognitive Process: The case of serial entrepreneurs. The Academy of Management Meetings, San Diego, August 1998.
- De Koning, Alice J. & Daniel F. Muzyka. Conceptualizing Opportunity Recognition as a Socio-Cognitive Process. Global Entrepreneurship Research Conference, Fontainebleau, July 1998.
- De Koning, Alice J., Venkata Subramanian & Paul Verdin. The real options approach for managing organisational transformation. EGOS 14th Colloquium, Maastricht, July 1998.
- De Koning, Alice J., Venkata Subramanian & Paul Verdin. The role of cross-border regional integration in the globalization process. EGOS 14th Colloquium, Maastricht, July 1998.
- De Koning, Alice J. & Daniel F. Muzyka. Sustainable Enterprises: Creating Growth in Mid-Sized Companies. Babson Entrepreneurship Research Conference, Vlerick School of Management, Gent, May 1998.
- De Koning, Alice J., Yrjö Koskinen & Daniel F. Muzyka. Value Creation Through Entrepreneurial Behaviour in Large Organizations: An Incentives Approach. Strategic Management Society Meetings, Barcelona, October 1997.
- De Koning, Alice J., Yrjö Koskinen & Daniel F. Muzyka. The Logic of Incentives in Entrepreneurial Organisations. Babson Entrepreneurship Research Conference, Babson College, April 1997.
- Verdin, Paul, Alice J. de Koning & Peter Williamson. Managing Regional Integration: Lessons from Europe. Strategic Management Society Meetings, Phoenix, November 1996.
- De Koning, Alice J. Top Management Decision Making: A Framework Based on the Story Model. Academy of Management Meetings, Managerial and Organizational Cognition Track, Cincinnati, August 1996.
- De Koning, Alice J., & Daniel F. Muzyka. Towards a Theoretical Model for Adaptive Entrepreneurial

Organisations Using Genetic Algorithms, Global Entrepreneurship Research Conference, London, July 1996.

De Koning, Alice J. & Daniel F. Muzyka. The Convergence of Good Ideas: How do Serial Entrepreneurs Recognize Innovative Business Ideas? Babson Entrepreneurship Research Conference, Seattle, April 1996.

Muzyka, Daniel F., Alice J. de Koning & Neil C. Churchill. Entrepreneurial Transformation: A Descriptive Theory. Babson Entrepreneurship Research Conference, London, April 1995.

De Koning, Alice J., Daniel F. Muzyka & Neil C. Churchill. On Transformation and Adaptation: Building the Entrepreneurial Corporation. Global Entrepreneurship Research Conference, Salzburg, March 1995.

De Koning, Alice J. Impact of Goal and Resource Congruence on Industry Profitability. As part of panel led by Karel Cool on "The Competitive Dynamics of French Industrial Industry." Strategic Management Society Meeting, Versailles, September 1994.

## GRANTS AND AWARDS

- 2020/6-2020/9 Video Clips from ENTI 559.11 Startups in New Industries  
Grant awarded by the Hunter Centre for Teaching and Curriculum Development.  
Awarded \$12,500.
- 2020/5-2022/5 Implementation, Assessment, and Dissemination of Street Challenge Pedagogy Across Disciplines  
Grant awarded by the Taylor Institute for Teaching and Learning, University of Calgary, \$30,000. Co-applicant, John F. McArdle
- 2019/5-2020/12 Social Enterprise, Impact and Sustainability Using the Logic of Business Models.  
Mitacs Accelerate Award, 13 MBA Summer Internship positions for \$180,000; \$15,000 for managing the research project. Co-Applicant, Innovate Calgary and United Way.
- 2019/01-2020/12 Passing the Baton: Opportunity recognition in family businesses – the Alberta Story  
Grant awarded by the Canadian Centre for Advanced Leadership. Awarded \$9,200. In process, but interviews delayed by Covid
- 2019-2020 Development of Street Challenge as an Experiential Service Learning Class Project, Fully Integrated with Course Outcomes and Process  
Grant awarded by the Taylor Institute for Teaching and Learning, University of Calgary, \$7500. Co-applicant, John F. McArdle
- 2018-2020 The Performance and Business Research Working Group  
Formed with the support of grant awarded by Calgary Institute for the Humanities, University of Calgary, \$3000 (year 1), \$2000 (year 2), and \$2000 (year 3). Co-applicant, Joy Palacios
- 2003-2006 Received four course releases to create a seminar for Georgia State University faculty to introduce science commercialization from the perspective of academics. (See Biz4Research Lunch Seminars below.)
- 2002 Received \$10,000 faculty mentoring grant from Georgia State University Research Office, to fund the development of a larger research proposal to the National Science Foundation.
- 1997 Received an Arthur D. Little award while at INSEAD to fund the empirical research of PhD dissertation.

## ENTREPRENEURSHIP PROGRAM DEVELOPMENT

- 2016-present      Sr. Instructor, Entrepreneurship and Strategy  
Area Chair, Entrepreneurship and Innovation (July 1, 2018 to Dec 31, 2018)  
Academic Director, Hunter Hub (January 1, 2019 to present)  
Leading initiatives to update curriculum, including revised and new course descriptions and content, revised entrepreneurship concentration (undergrads), successfully proposed new university certificate in entrepreneurial thinking (undergraduate), proposed new minor in entrepreneurship (undergraduate) – currently on hold, initiated planning for graduate certificates.  
Building a team culture among faculty interested in entrepreneurship research through monthly research coffee hour meetings (10X per year).  
Supporting tenure track faculty to achieve promotion requirements.  
Active on a number of committees, including DBA Committee (with AD Graduate Programs), Research Strategy Committee (with AD Research), recruiting committees, academic advisory board for Hunter Centre, internal advisory board for Hunter Hub, executive council for Haskayne SB, Haskayne tenure and promotion committee (elected for one year in 2017 and 2018).  
Attend numerous events hosted by Haskayne SB and University of Calgary to support initiatives, community outreach, and students.
- 2009-2016      Co-Director of the Center for Entrepreneurial Activities (Jan. 2015-May 2016)  
Created a vision and began to implement initiatives to broaden entrepreneurship awareness across campus, engage the business community in university activities, build alumni entrepreneurship networks, attract donors to support activities, engage students in a new entrepreneurial approach to their careers, and offer opportunities to faculty to be creative and contribute to change and development.
- Promotion of Entrepreneurship Education, Salem State University  
I participated in several initiatives to promote entrepreneurship education at Salem State University. In 2012, we launched new course “Entrepreneurship for Non-Business Majors.” The course proposal broadened the focus of entrepreneurship education outside of the business school.
- 2004-2006      Georgia State University – Biz4Research Lunch Seminars  
With the support of a Kauffman Foundation grant, I designed and implemented a series of lunch seminars designed to introduce commercialization topics to science (and other) faculty at GSU. Topics include practical issues of legal strategies, career development, business oriented sessions on identifying markets, and case profiles featuring science based companies on the GSU campus. The seminars ran for 3 years, with a total of 70 faculty participating in one or more seminars.
- 2001-2004      Georgia State University – Entrepreneurship Curriculum Development  
GSU’s entrepreneurship courses were taught by enthusiastic part-time instructors, with the result that the courses had overlapping content and lacked clear and distinct foci. As a full-time faculty member, I led an ongoing effort to coordinate the syllabi and

improve the overall quality of the program. Continued enthusiasm for the courses and strong enrollment suggests the efforts were successful.

- 2005-2006 Georgia State University – Alumni Entrepreneurs Club  
Working with recent alumni, we created an alumni club to help entrepreneurs to build their businesses. The club is restricted to people who are currently managing businesses they have founded. The club meets monthly to discuss specific themes, listen to guest speakers and share a catered meal (provided by a member business). The club is still meeting monthly in 2018.
- 2001-2006 Georgia State University – Society for Entrepreneurs  
Participated as a faculty member in the Society for Entrepreneurs, a GSU sponsored roundtable for successful entrepreneurs. Monthly breakfast meetings feature high quality guest speakers discussing pertinent topics for the 20 participating entrepreneurs. These entrepreneurs are also partners in GSU’s educational programs, providing financial and mentoring support for our students.
- 1999-2001 Stockholm School of Entrepreneurship (SSES) – Institution Building and Program Development  
SSES was established in 1999; in a team with two other faculty members and student assistant, I was involved in a wide range of institution building activities. We developed a joint curriculum for students at Stockholm’s top medical, management and engineering school. This was a challenging institutional process, as well as curriculum design. The program was successful in attracting student participation across the schools, and we hoped would lead to strong cross-functional founding teams over time. In addition to the curriculum, we developed a number of research initiatives and community outreach programs.

## **SELECTED TEACHING EXPERIENCE**

- 2017-2020 Strategic Business Analysis – Capstone Project in EMBA  
Haskayne School of Business, EMBA required course  
Students complete an in-depth project for employer or a local company or organization. The goal of the project is to challenge students to apply conceptual knowledge to a real problem, and to demonstrate a holistic, multi-disciplinary understanding through analysis of the situation and creation of solutions and implementation plans.
- 2019 Startups in New Industries  
Haskayne School of Business, undergraduate elective  
Instructor, Course designer  
Strategic and entrepreneurial analysis of a newly emerging industry, adult use recreational cannabis. Students were introduced to entrepreneurs across the supply chain, and learned about the interaction of regulation and strategy when both the company and the industry are startups. Some of the guest lectures will be published on line, and an education resource will be developed. The course was co-designed

with a student, Steven Iovan.

- 2017-2019      New Venture Startup (new name: Startups and Ecosystems)  
Haskayne School of Business, undergraduate elective  
Instructor, Course designer  
This course uses community based learning in a entrepreneurial eco-system framework to engage students in an innovative approach to preparing for starting businesses. Rather than preparing a business plan, students analyze the market, resources, key players, and businesses in a specific business ecology. The goal is to ensure students understand all entrepreneurship is about identifying who knows what, and working to create strategies for effective action. (Related to project grant for Street Challenge)
- 2016-2017      Opportunity Identification  
Haskayne School of Business, undergraduate elective  
Instructor, Course designer  
An overview course showing how opportunity identification is active in entrepreneurship from start (idea) to finish (business exit). The course includes a speakers series of local entrepreneurs and experiential learning. Includes feasibility analysis project.
- 2016-2020      Strategic Business Analysis – Capstone Project  
Haskayne School of Business, MBA required course  
Course Coordinator and Instructor, Course designer  
Students in small teams complete an in-depth project for a local company or organization. The goal of the project is to challenge students to apply conceptual knowledge to a real problem, and to demonstrate a holistic, multi-disciplinary understanding through analysis of the situation and creation of solutions and implementation plans. The course works with a structured process of written assignments and oral presentations, with the goal of ensuring students complete 100-150 hours work on the project over the semester, and produce a value added deliverable for the client.
- 2014-2016      Entrepreneurship, graduate school  
Salem State University, MBA elective  
Instructor, course designer  
An overview course covering entrepreneurship from start (idea) to finish (exit), including a speakers series of local entrepreneurs. Projects include feasibility analysis and a class consulting project for Gloucester, MA Economic Development and Industry Corp.
- 2012-present    Entrepreneurship for Non-Business Majors  
Salem State University, elective  
An introductory course for students majoring in Arts, Sciences, Humanities, Social Work, Nursing, etc.

2012-present	<p>Business Policy &amp; Strategy, graduate school Salem State University, capstone required course A capstone course designed to challenge students to integrate the functional perspectives of their work experience and other required courses. The course includes a game simulation, case study discussions, and consulting projects for several local businesses.</p>
2008-present	<p>Business Plan Development Salem State University, elective The course requires a traditional business plan, but the emphasis is on developing research skills (such as interviewing or surveys), creating business models (e.g. using lean canvas as a tool), and using excel to model business concepts.</p>
2008-present	<p>Introduction to Entrepreneurship Salem State University, elective An overview course covering entrepreneurship from start (idea) to finish (exit). Student project includes entrepreneur interviews and a feasibility analysis project.</p>
2007-present	<p>Business Policy &amp; Strategy, undergraduates Salem State University, required capstone course The course is designated as a writing course within SSU, so teaching requirements include both business strategy and business writing. More recently, a full-semester game simulation has been added to the course.</p>
2004-2006	<p>Entrepreneurship Field Study Course Georgia State University, undergraduate seniors and graduate students Spring &amp; Fall 2004, Spring 2005, <i>Excellence in Teaching Award</i></p>
2003, 2005	<p>PhD Reading Seminar in Entrepreneurship Georgia State University, <i>Excellence in Teaching Award</i></p>
2001 - 2003	<p>Entrepreneurship &amp; New Venture Management; Georgia State University, elective for seniors</p>
2001-2006	<p>Entrepreneurship &amp; Enterprise Introductory entrepreneurship elective for MBAs</p>
2000, 2001	<p>Theory for Entrepreneurs Stockholm School of Entrepreneurship, masters level A research-oriented, multi-disciplinary lecture series about entrepreneurship.</p>
1999, 2000	<p>Growing Young Firms Stockholm School of Economics, masters level</p>



1998 Introduction to Entrepreneurship  
Instituto de Empresa, Madrid, international MBA

1994-1997 Teaching Assistant in New Ventures course  
INSEAD, MBA programme

### **GRADUATE STUDENT SUPERVISION**

2017-ongoing Reiner Schaefer, PhD Program, Member of committee

2018-ongoing Kanwal Bokhari, PhD Program, Member of committee

2018-2020 Mark Shaw, DBA Program, First year supervisor

2017-2018 Leila Soleimani, PhD Program, Member of thesis committee

### **PROFESSIONAL ACTIVITIES – RESEARCH RELATED**

1. Associate Editor, *Canadian Journal of Administrative Sciences*, Entrepreneurship track, Feb. 2021-present
2. Reviewer for the Academy of Management Meeting, Entrepreneurship Division
3. Ad hoc reviewer for *The Case Journal*
4. Ad hoc reviewer for *International Journal of Small Business*
5. Ad hoc reviewer for *Journal of Business and Economic Studies*
6. Ad hoc reviewer for *International Journal of Entrepreneurship and Innovation*
7. Ad hoc reviewer for *Journal of Technology Transfer*
8. Ad hoc reviewer for *Journal of Business Venturing*
9. Participated in Writing Workshop for entrepreneurship research sponsored by Ohio State University, spring 2004; Lally Darden Retreat for Young Entrepreneurship Faculty, Oct. 2002; and the Lenox Retreat for Young Entrepreneurship Faculty, October 1999.
10. Panel member discussing career challenges facing young faculty in Europe, Babson Conference Doctoral Consortium, June 2000.
11. Member of Academy of Management since 1997; acted as reviewer and participated in many activities over the years
12. Participant of PEG research program, Jönköping International Business School, 1998, 1999. Specific contributions include survey and field study on business initiatives in existing organizations, database analysis, and coaching PhD students.

### **OTHER**

- Trustee of the Board of Trustees, Marblehead Community Charter Public School 2009-Jan 2013. Chair of the Board January 2011-January 2012. July-Dec. 2013, Co-Chair of the Personnel Committee.
- Citizenships: Canadian, Dutch, American
- Languages: English, proficient French (spoken), conversational Dutch, basic Swedish