

Jean-Marie Nkongolo-Bakenda, PhD
Associate Professor
Faculty of Business Administration
University of Regina
Education Building, Room 512.6
Regina, Saskatchewan Canada S4S 0A2

Phone: (306) 585-4721 (Work)

Fax: (306) 585-5361

E-Mail: Jean-Marie.Nkongolo-Bakenda@uregina.ca

EDUCATION: **Ph.D. in Administration Sciences**, Strategic Management and Entrepreneurship. November 1998. Laval University, Quebec City, Canada.

Dissertation: La gestion stratégique des PME à l'ère de la mondialisation : propositions de certaines actions stratégiques. (Strategic Management of Small and Medium-Sized Enterprises in a Global Environment: Identification of Strategies for a Sustainable Success).

Master of Business Administration, Management, 1992. Laval University.

Thesis: Les manifestations de la vision stratégique des propriétaires-dirigeants de PME et la performance de leur entreprise (Strategic Vision of Small and Medium-Sized Enterprises' Owner-Managers and the Performance of their Firms).

Honour Degree in Personnel Management, 1975, National University of Zaire (Congo) Kisangani .

Thesis: Quelques aspects de l'urbanisation et du développement économique de la ville de Kisangani. (Relationships between Urbanization and Economic Development in Kisangani)

Bachelor in Personnel Management, 1972. National University of Congo (Zaire) Kisangani .

ACADEMIC HONOURS:

First Class Honour Board for performance in doctoral studies (Business Administration Faculty, Laval University), 1998.

Scholarship for excellence in the Department of Management (Business Administration Faculty, Laval University), 1992.

First Class Honour Board for exceptional academic performance (Business Administration Faculty, Laval University), 1992.

First Class Honour Board for exceptional academic performance (Business Administration Faculty, Laval University), 1991.

«Distinction » for outstanding results (Honour degree/National University of Zaire), 1974.

«Distinction » for outstanding results (Honour degree/National University of Zaire), 1973.

«Distinction » for outstanding results (Honour degree/National University of Zaire), 1972.

RESEARCH ACTIVITY:

N.B. I am leading author when my name is in the first position

A. Peer Reviewed Articles

1. **Nkongolo-Bakenda Jean-Marie**, Robert B. Anderson, Ron Camp and Bob Kayseas, 2010, Entrepreneurship, Aboriginal Values and Stakeholder interests: Proposition of a Framework for conflict resolution, *The Geography Research Forum*, upcoming. Accepted.
2. Nkongolo-Bakenda, Yves Robichaud, Egbert McGraw, et Yvon Gasse, 2010. Nacsent and Established Women Entrepreneurs : Are their Challenges and Prospects Different? *SME Review*. 3(1): 24-28.
3. **Nkongolo-Bakenda , Jean-Marie**, Robert Anderson, Jack Ito, and Garnet Garven, 2010, Structural and Competitive Determinants of Globally-oriented Small and Medium-sized Enterprises: An Empirical Analysis” *Journal of International Entrepreneurship*, DOI 10.1007/s10843-010-0048-8. 8(1): 55-86.
4. Robichaud, Yves, Egber McGraw, **Jean-Marie Nkongolo-Bakenda**, and Yvon Gasse, 2010. Les problématiques et les principaux défis des femmes entrepreneurs : une étude qualitative, (Problematics and major challenges of woman entrepreneurs : A qualitative study). *Revue Organisation et Territoires*. Under review.
5. **Nkongolo-Bakenda Jean-Marie**, Robert B. Anderson, Ron Camp and Bob Kayseas, 2009, Entrepreneurship, Aboriginal Values and Stakeholder interests: Proposition of a Framework for conflict resolution, *The Geography Research Forum*, upcoming
6. **Nkongolo-Bakenda , Jean-Marie**, Robert Anderson, Jack Ito, and Garnet Garven, 2009, Structural and Competitive Determinants of Globally-oriented Small and Medium-sized Enterprises: An Empirical Analysis” *Journal of International Entrepreneurship*, Upcoming
7. **Nkongolo-Bakenda, J.-M.**, R. Anderson,, J. Ito, Jack and G. Garven, 2006, "Globally Oriented Small and Medium-Sized Enterprises: In Search of an Integrative Framework and Competitive Determinants", *International Journal of Globalisation and Small*

- Business*, 1(4): 374-392
8. Anderson, R., R. Camp, L.P Dana, B. Honig, **J.-M Nkongolo-Bakenda**, and A.M. Peredo. (2005). "Indigenous Land Rights in Canada: The Foundation for Development?" *International Journal of Entrepreneurship and Small Business*, 2(2): 104-133.
 9. **Nkongolo-Bakenda, J.-M.** (2004). "SMEs and Sustainable Competitiveness in the Worldwide Market: How to Overcome the Learning Challenge?" *Journal of Comparative International Management*, 2004: 7(1): 25-52.
 10. **Nkongolo-Bakenda, J.-M.** (2003). "Environmental Scanning in Globally Oriented Small Businesses: Practices Suggested by Owner-managers". *Journal of Comparative International Management* (6)1: 23-56.
 11. **Nkongolo-Bakenda, J.-M.** (2001). "Inter-firm Networking Propensity in Small and Medium-sized Enterprises (SMEs)". *The Journal of Entrepreneurial Finance and Business Ventures*, 1(1): 99-122.
 12. **Nkongolo-Bakenda, J.-M.** and D.J. Garand (1997). "L'approche biographique: une alternative utile aux recherches longitudinales en entrepreneuriat et en gestion stratégique des PME?" (Life History Methodology: Useful Tool for Longitudinal Research in Entrepreneurship and Strategic Management of SMEs). *Recherche Qualitative*, volume 17: 232-247.
 13. **Nkongolo-Bakenda, J.-M** , G. d'Amboise, and B. Garnier (1994). "L'association entre la manifestation de la vision stratégique des propriétaires-dirigeants de PME et la performance de leur entreprise». (Relationships between Owner-Manager's Strategic Vision and the Performance of SMEs). *Revue Internationale PME*, Vol. 7 no 1: 35-61.
 14. **Nkongolo-Bakenda, J.-M.** (1983). "Analyse de l'évolution des prix et son incidence sur le pouvoir d'achat des salaires dans la ville de Bukavu" (Analysis of prices and their impact on the purchasing power in the city of Bukavu). *Cahiers du CERUKI*, 7(1): 1-59.
 15. **Nkongolo-Bakenda, J.-M.** (1981). "Motivation des étudiants de l'ISDR face à leur futur métier de technicien de développement rural : une contribution à la détermination des critères de leur sélection". (Motivation of ISDR's Students Toward their Future Involvement in Rural Development). *Cahiers du CRIDE*, 17(58): 1-22.

B. Book chapter

1. **Nkongolo-Bakenda, J.-M.** (2007). Values, Resource Endowment, and Ethnic Entrepreneurship in Africa: The case of Nande, Luba and Kumu in Democratic Republic of Congo, in, L.-P. Dana and R. Anderson, (editors), *A Theory of Indigenous Entrepreneurship: The Edward Elgar Handbook of Indigenous Enterprise*. London : Edward Elgar: 60-83.

C. Works in Progress:

1. **Nkongolo-Bakenda, J.-M.**, R. Anderson and R. Giberson, and B. Kayseas. "Entrepreneurship et Economic Developpement in Aboriginal Communities: An application of a Regulationnist Approach to the Indian Band of La Ronge Lake".

2. Ito, J., **J.-M Nkongolo-Bakenda**, R. Anderson, and G. Garven (2005). "SME Strategy and Global Activity: Firm Size as Moderator". Under review
- 3.

D. Refereed Conference Proceedings:

1. Robichaud, Yves, Egber McGraw, **Jean-Marie Nkongolo-Bakenda**, and Yvon Gasse, 2009. Les problématiques et les principaux défis des femmes entrepreneurs : une étude qualitative, (Problematics and major challenges of woman entrepreneurs : A qualitative study). The Atlantic Schools of Business Conference 2009, October 2-4, Moncton.
2. Anderson, R., **J.-M. Nkongolo-Bakenda**, and Ndungo Vigheri. 2009. Entrepreneurship and Conflict: Perspectives from the Democratic republic of Congo. United Nations University World Institute for Development Economic Research (UNU-WIDER), Londonderry, Northern Ireland, March 17-22.
3. **Nkongolo-Bakenda, J.-M.** 2007. Enterprise, People, and Place: Community Development in the New Economy (The case of the Democratic Republic of Congo, Africa). Presentation at the 2007 Academy of Management Conference. in a Symposium organized by Robert Anderson on *Enterprise, People, and Place: Community Development in the New Economy* Philadelphia, USA: August 3-8
4. Robichaud, Y., E McGraw, **J.-M Nkongolo-Bakenda**, and Y Gasse, 2007, Les profils, les entreprises, les obstacles, les défis et l'orientation par rapport à la croissance: Comparaison de 2 générations d'entrepreneures, (Profiles, Enterprises, Obstacles, Challenges , and Orientation with Respect to Growth : Comparison of Two Generations of Women Entrepreneurs. The 24th CCSBE-CCPME Annual Conference, Kelowna, November 1-3.
5. **Nkongolo-Bakenda, J.-M.**, R. Camp II, R.B. Anderson, and Bob Kayseas. 2007. Entrepreneurship, Aboriginal Values and Stakeholder Interests: Proposition of a Framework for Conflict Resolution. 2007 Conference of the International Council for Small Business. Turku, Finland: June 13-15.
6. **Nkongolo-Bakenda, J.-M.** R.B. Anderson, J. Ito, and G. Garven. 2006. Globally Oriented Small and Medium-sized Enterprises: Integrative Framework and Competitive Determinants. IFSAM World Congress 2006. Berlin
7. **Nkongolo-Bakenda, J.-M.**, G. d'Amboise, and R. Anderson, 2005, "Reconcilier théories et pratiques des affaires dans le contexte de l'entrepreneuriat et des petites et moyennes entreprises: le 'Grounded Theory' est-il une solution? 22^d CCSBE Annual Conference, Waterloo, October 28-29.

8. **Nkongolo-Bakenda, J.-M.**, R. Anderson, J. Ito, and G. Garven (2005). “Structural and Competitive Determinants of Globally Oriented Small and Medium-sized Enterprises: An Empirical Analysis and Challenges for Success” Proceedings of The 50th ICSB World Conference, Washington D.C. (USA), June 15-18, 2005.
9. Ito, J., **J.-M Nkongolo-Bakenda**, R. Anderson, and G. Garven (2005). “SME Strategy and Global Activity: Firm Size as Moderator” Proceedings of The Annual Conference of the Administrative Sciences Association of Canada (ASAC) Annual Conference, Toronto, May 28-31, 2005.
10. **Nkongolo-Bakenda, J.-M.**, R. Anderson, J. Ito, and G. Garven (2004). “May Small and Medium-sized Enterprises Be Global Firms? Conceptualization and Competitive Determinants” Proceedings of The 49th ICSB World Conference, Johannesburg (South Africa), June 20-23, 2004.
11. Anderson, R., **Nkongolo-Bakenda, J.-M.**, and R. Giberson (2004). “Entrepreneuriat et Développement économique en milieu autochtone : approche régulationniste de la Bande Indienne du Lac La Ronge” (Entrepreneurship and Economic Development in Aboriginal Communities: A Regulationnist Approach in the Indian Band of La Ronge Lake, 21st CCSBE Annual Conference, Regina, November 11-13.
12. Anderson, R., R. Camp, L.P Dana, B. Honig, **J.-M Nkongolo-Bakenda**, and A.M. Peredo. (2004). “Indigenous Land Rights, Government Policy and Corporate Social Responsibility” Inter-disciplinary Corporate Social Responsibility Conference, October 22-23, 2004. University of Nottingham.
13. **Nkongolo-Bakenda, J.-M.** (2003). “How Organizations Learn to Deal with the Challenge of Globalization: Suggestions from Owner-Managers of Globally Oriented Small and Medium-Sized Enterprises” Proceedings of the Annual Conference of the Administrative Sciences Association of Canada. Halifax, June 14-17.
14. **Nkongolo-Bakenda, J.-M.** (1999). “Petites et moyennes entreprises transnationales et veille stratégique en contexte de mondialisation: nécessaire compromis entre contraintes en ressources et exigences du vaste espace marchand” Globally Oriented SMEs and Worldwide Environment Scanning: Necessary Compromise between Resource constraints and Large Market Space Requirements), Proceedings of the Annual Conference of the Administrative Sciences Association of Canada, Saint John, June 12-15.
15. **Nkongolo-Bakenda, J.-M.** and G. d’Amboise. (1996). “Gestion stratégique des PME et défis de la mondialisation: élaboration d'un cadre d'analyse intégrative” (SMEs’ strategic Management and Globalization Challenge: An Integrative Framework), *Proceedings of the 13th Annual Conference of the Canadian Council for Small Business and Entrepreneurship*, volume 2, Montréal, October 31- November 2.

16. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1993). "La vision stratégique des propriétaires-dirigeants de PME: un essai d'identification et de mesure empirique, (Empirical Identification and Measure of Owner-Managers' Strategic Vision) Proceedings of the Annual Conference of the Administrative Sciences Association of Canada, Lake Louise, May 30 – June 2.

E. Book review

1. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1992). *Vision et relations: Clé du succès de l'entrepreneur*, by Louis-Jacques Filion. Montréal, Qc. Éditions de l'Entrepreneur, 1991. 172p. *Canadian Journal of Administrative Sciences*. Volume 9, Number 4, pp. 347-348.

F. Presentations at Faculty/Department Seminar Series

1. **Nkongolo-Bakenda, J.-M.**, R. Anderson, J. Ito, and G. Garven (2006). Globally-oriented Small and medium-sized enterprises: from a definition to an empirical evidence in the agricultural equipment manufacturing industry, communication at the Faculty of Administration Seminars, University of Regina, 2006
2. **Nkongolo-Bakenda, J.-M.** (2004). "May SMEs Be Global Firms? Conceptualization and Competitive determinants" Research Seminar at Sprott School of Business, Carleton University, Ottawa March, 12. (**Invited talk**).
3. **Nkongolo-Bakenda, J.-M.** (2001). "How Organizations Learn to Deal with the Challenge of Globalization: Suggestions from Owner-Managers of Globally Oriented Small and Medium Sized Enterprises" communication at the Faculty of Administration Seminars, University of Regina, November 23.
4. **Nkongolo-Bakenda, J.M.** (2000). Preparing Ourselves to Face Current and Future Challenges Induced by the Fast Changes: Insights from Peter Drucker's (1989 & 1999) and Robert Reich's (1991) books, Faculty Professional Seminar, Providence College, November 27.
5. **Nkongolo-Bakenda, J.-M.** (1995). "Cadre conceptuel pour l'identification des facteurs de réussite des entreprises dans un contexte global". (Conceptual Framework to Identifying Success Factors in a Global Market). Ph.D. Alfred Houle Seminar. Faculty of Administrative Sciences, Laval University, Qc, March 23. (**Invited Talk**).
6. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1993). "La vision stratégique des propriétaires-dirigeants de PME : un essai d'identification et de mesure empirique". Séminaire Joseph Chicha, Université du Québec at Trois-Rivières, November 11. (**Invited Talk**).

G. Unrefereed Conference Presentations:

1. **Nkongolo-Bakenda, J.-M.** 2007. Entrepreneurial trends: The Globalization of Entrepreneurship. Presentation at the 2007 BREI Conference Business Retention & Expansion Internationally. Regina, Saskatchewan. Canada: June 6-8.
2. **Nkongolo-Bakenda, J.-M.** (2000). "Networking Propensity in Small and Medium-sized

Enterprises (SMEs) : Propositions Self-reported by Top-managers of International Successful Small and Medium-sized Firms”. Global Entrepreneurship for the New Millennium, School of Management, Syracuse University, August 20-23.

3. **Nkongolo-Bakenda, J.-M.** (1995). “Partenariat d'entreprises entre le Québec et les pays d'Afrique francophone subsaharienne”. (Partnerships between North-South Firms : Case of Quebec and Subsaharian African firms). Services d'Intégration pour les Immigrants de Québec, May 17. (**Invited Talk**).

4. **Nkongolo-Bakenda, J.-M.** and R. Arellano. (1994). “La gestion des organisations dans les pays en voie de développement et le partenariat d'entreprises Nord-Sud”. (Organizational Management in Less Developed Countries and North-South Partnerships) International Symposium "North-South Enterprise Partnerships", Laval University, Qc, November 9 - 11.

H. Unrefereed Publications:

1. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1997). Le "Grounded Theory" et ses possibilités d'utilisation à la production des connaissances sur les petites et moyennes entreprises, (*Grounded Theory as a tool to Generating Scientific Knowledge on SMEs*), *Working paper 97-17*, Direction de la recherche, FSA, Université Laval, Québec.
2. d'Amboise, G., **J.-M. Nkongolo-Bakenda**, and A. Dionne. (1994). "In Search for Organizational Coalignment in Strategic Management: Some Empirical Evidence in Small and Medium-sized Businesses, *Working paper 94-09*, Direction de la recherche, FSA, Université Laval, Québec.
3. d'Amboise, G., **J.-M. Nkongolo-Bakenda**, and A. Dionne. (1993). "Le propriétaire-dirigeant et la recherche permanente de la congruence organisationnelle dans la gestion stratégique: étude empirique dans les PME", (*The owner-Manager and the continuous search of Strategic Fit : An Empirical Study in SMEs*), *Working paper 93-95*, Direction de la recherche, FSA, Université Laval, Québec, 1993. (with G. d'Amboise and A. Dionne).
4. **Nkongolo-Bakenda, J.-M.** (1993). "Quantitatif vs. qualitatif: question de méthodes, d'objets, de chercheurs... ou, simplement, faux débat?" (*Quantitative versus Qualitative : A Question of Method, Object, or only a wrong dispute?*) *Working paper 93-91*, Direction de la recherche, FSA, Université Laval, Québec, 1993.
5. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1992). "Réflexion sur les possibilités et les contraintes d'application d'une approche qualitative: cas de l'utilisation du «grounded theory» en sciences de l'administration", (*Thinking about the Possibilities and Constraints of Grounded Theory Usage in Business Administration Research*) *Working paper 92-16*, Direction de la recherche, FSA, Université Laval, Québec, 1992.
6. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1992). Le "Grounded Theory" et ses possibilités d'utilisation en sciences de l'administration, (*Grounded Theory and Usage Possibilities in Administration Sciences*) *Working Paper 92-71*, Direction de la recherche, FSA, Université Laval, Québec, 1992.
7. d'Amboise, G. and **J.-M. Nkongolo-Bakenda**. (1992). Vision stratégique: concept et signification empirique, (*Strategic Vision : Conceptual and Empirical Meanings*) *Special Working Paper 93-109*, Direction de la recherche, FSA, Université Laval, Québec, 1992.

GRANTS:

Étude pilote sur les déterminants d'accès et d'utilisation des services en français dans les institutions de longue durée en Saskatchewan 2007 : \$4000. Funded by CRFM/University of Regina (Pilot study on the determinants of access and utilization of services in French by Francophone seniors in long-term nurse homes in Saskatchewan). Applicant

Enterprise, People, and Place: Community development in New economy, funded by **Social Sciences and Humanities Research Council of Canada**, 2006: \$60000. Co-applicant

Étude des facteurs socio-environnementaux, culturels et structurels qui influent sur les disparités en matière de santé chez les francophones en situation minoritaire : création d'un réseau national (Study of socio-environmental, cultural, and structural factors which impact on French speakers in minority situation : the creation of a national network). Funded by The **Canadian Institute of Health Research**, 2006: \$732,775. Co-applicant

President's Fund: Value Creation for Sustainable Competitiveness in globally oriented Small and Medium-Sized Enterprises: Empirical Evidence from Canadian Agricultural Equipment Manufacturers \$2800. I am the Principal applicant. Objective: furthering knowledge of managerial practices that may enhance wealth creation in Canadian small and medium-sized enterprises (SMEs) in the context of the global market.

RESEARCH INTERESTS:

Business Competitive Strategies. International Entrepreneurship and Small and Medium-sized Management. Culture and Organization. Globalization and Management Challenges. Research Methods.

RESEARCH SERVICE:

Editor for Small and medium-sized and Entrepreneur Review (SMEE Rview)
Academic Reviewer for several journals and learned associations such as Academy of Management, The Administrative Sciences Association of Canada, *Journal of International Entrepreneurship*, *Journal of Small Business and Entrepreneurship*, *Revue de l'Université de Moncton*, *International Management*, Pearson Education Canada, Nelson Publisher. SSHRC grants

TEACHING:**A. University of Regina (Regina (Saskatchewan, Canada): 2001-**

Strategic Management
International Business

B. Providence College (Otterburne, Mainitoba, Canada)**1999 Fall-2001:**

Strategic Management and Policy,
Entrepreneurship and Small Business,
Managerial Decision Making,
Organizational Behaviour,
Introduction to Management and Organizational Theory,
Human Resource Management,
Management of Not-for-profit Organizations,
Business-Government Relations,
Ethics in the Marketplace, Information Systems,
Fundamentals of marketing,
Information Systems.

C. Laval University (Quebec City Qc, Canada)**1993 Spring-1998 Fall:**

Strategic Organizational Management,
Organizational Behaviour,
Management Process,
Business Research Methods
International Marketing

D. National University of Zaire (Congo)**1983-1990: Department of Administration and Cultural Animation (National Institute of Arts, Kinshasa, Congo)**

Management of cultural organisations,
Organizational Theory,
Public Relations,
Accounting,
Statistics.

1978-1983: Department of management of cooperatives (Post Secondary Institute of Rural Development, Bukavu, Congo)

Organizational Theory,
Accounting,
Statistics,
Social Law.

1975-1978: Lycée Wima High School (Bukavu, Congo)**UNIVERSITY SERVICE:****A. University of Regina**

- 2007-** Member of the Executive Council
2003- 2005 Member of Dean Advisory Committee,
2001- 2008 Faculty representative to Department of Sociology (2001), Faculty of Social Work (2002-2004), and Faculty of Education (2004- ..),
2002-2003 Member of the Faculty committee of Studies and Admissions,
2001: Presented a faculty seminar on learning.

B. Professional Associations

- 2006-2007:** President of the Canadian Council for Small Business and Entrepreneurship
 Member of the Board of Directors of the International Council for Small Businesses
2007-2008: Member of the Board of Directors of the Canadian Council for Small Businesses and Entrepreneurship
2003- 2005: Vice-President Communications at the Canadian Council for Small Business and Entrepreneurship.

C. Providence College

- 1999-2001:** Coordinator of the Business Administration program.

D. National University of Zaire/Congo (National Institute of Arts)

- 1987-1990:** Chair (Chef de Section), Department of Administration and Cultural Animation.
1984-1987: Board of Directors Secretary.

OTHER PUBLIC SERVICE

- 2006-:** President, ADERC, a non-profit organization for the development of rural communities.
2002-.... Treasurer at the Bethany Gospel Chapel of Regina.
1997-1999: President of ACETCO, a small company delivering export services to small and medium-sized enterprises in Quebec, Canada.
1990-1995: Public Relation Representative for "Solidarité Humaine", a charity organization in Congo.
1986-1990: Member of the joint "National University of Zaire-Kyoto University of Japan" research group on the African peasant economy.
1984-1990: President and co-founder of MACINA, a cooperative for faculty and staff at National Institute of Arts, Congo.

PROFESSIONAL MEMBERSHIP:

- 2001-.....** Strategic Management Society (SMS).
 Academy of Management (AOM).
1999-2001 Christian Business Faculty Association (CBFA).

- 1996-.....** Canadian Council for Small Business and Entrepreneurship (CCSBE).
International Council for Small Business (ICSB).
- 1996-1998:** Qualitative Research Association (ARQ).
- 1993-.....** Administrative Sciences Association of Canada (ASAC).

Jean-Marie Nkongolo-Bakenda
June 29, 2010