

## **Klas Eric Söderquist**

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### **EDUCATIONAL BACKGROUND**

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- 1998: **Doctorate of Business Administration**, Henley Management College - Brunel University, United Kingdom. Title of Dissertation: Inside the Tier Model: Product Development Organisation and Strategies in Automotive Expert Supplier Firms.
- 1992: **Master of Science in Industrial Engineering**, Royal Institute of Technology (KTH), Stockholm, Sweden.

### **TRAINING SEMINARS**

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- 1993: Research Methods in Management, Henley Management College, UK.
- 1994: Business Consulting, Grenoble Ecole de Management, France.
- 2007: Training in the ISO 9000 Quality Management System.

### **PROFESSIONAL BACKGROUND**

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#### ***a) Teaching and Training Experience***

- 2008-: Associate Professor, Dept. of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses taught: Production and Operation Management, Innovation Management and Creativity, Total Quality Management (Graduate and Undergraduate Programs).
- 2004-2007: Assistant Professor, Dept. of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses taught: Production and Operation Management, Innovation Management and Creativity, Total Quality Management, Entrepreneurship, Knowledge Management (Graduate and Undergraduate Programs).
- 2000-2003: Visiting Associate Professor, Graduate Program in Decision Sciences, AUEB. Courses taught: Production and Operation Management, Innovation Management and Creativity, and Total Quality Management (Full Time and Executive students).
- 2000-: Senior Teaching Fellow, Grenoble Ecole de Management, France. Courses taught: Operation Strategy (MBA and Master in International Business).
- 1996-2000: Associate Professor of Operations and Quality Management, Grenoble Ecole de Management, France. Courses taught: Operations Strategy (MBA), Production and Operations Management, Quality Management and Introduction to Technology Management (undergraduate level).
- 1998 - 99: Guest Lecturer: Valence Business School, France. Executive Seminars in Operations and Quality Management.
- 1993 - 1995: Teaching and Research Assistant, Grenoble Ecole de Management, France. Courses taught: Operations and Quality Management (undergraduate level).

### ***b) Administrative Responsibilities***

- 2007-: Responsible for Academic Affairs of the MBA International, AUEB. Responsible for curriculum development and planning.
- 2002-: Head of the Innovation and Knowledge Management Center of the Management Sciences Laboratory, AUEB (more details below).
- 2002-: Responsible for the Entrepreneurship specialisation of the MBA International, AUEB. Responsible for curriculum development, faculty recruitment and specific activities related to the specialisation such as seminars and development of pedagogical resources.
- 2000-: Responsible of the Field Study Program of the MBA International, AUEB (over 200 projects realized since 2000). Responsible for corporate contacts, project definitions and project contracts. Supervisor of Field Study Projects in my areas of expertise.
- 1998-2000: Project Manager for international projects, Swedish Office of Science and Technology, Paris (details below).
- 1996-2000: Responsible for the course programs in Operation Management and Quality Management at the Grenoble Ecole de Management. Development of course programs, recruitment of lecturers and coordination of the course offerings in executive programs, graduate and undergraduate studies.

### ***c) Other Administrative Activities***

- 2005-: Member of the ERASMUS Committee Department of Management Science and Technology, AUEB.
- 2005-: Member of the Educational Portal Committee, Department of Management Science and Technology, AUEB.
- 2004-: Member of the steering committee for program quality and accreditation, MBA International, AUEB.
- 2002-: Member of the Program Steering Committee, MBA International AUEB.
- 1998-2000: Member of the Research Evaluation Committee at the Grenoble Ecole de Management. Evaluation of faculty research output, allocation of time and cost budget for research projects.
- 1996-1998: Member of the Steering Committee for ISO 9001 certification at the Grenoble Ecole de Management.

### ***d) Other Pedagogical Activities***

#### ***Supervision of Undergraduate and Graduate student projects and theses***

- Supervisor of Masters and Bachelor Dissertations (Grenoble Ecole de Management).
- Supervisor of training internships at the Undergraduate level, Dept. of Management Science and Technology, AUEB.
- Supervisor of Masters Theses Executive MBA, AUEB.
- Indicative Field Study Projects supervised within the MBA International, AUEB:
  - Alpha Bank, Analysis and recommendations for the implementation of Quality Management Systems, 2006.
  - Public Power Corporation, Feasibility study for improvement of Performance Management Systems, 2006.
  - Interamerican, Feasibility study for Balanced Scorecard implementation, 2006.

Piraeus Bank, Analysis of a sample of branch offices in view of implementing the EFQM excellence framework, 2005.

Vodafone, Knowledge Management support processes and systems for engineering staff, 2005.

Citibank, Feasibility study for debit cards, 2004.

DEPA, Feasibility study and economic model for natural gas pipeline extension, 2004.

Ministry of Labour and Social Affairs, Proposal for the operational improvement of the Greek Implementation Authority of European Social Fund, 2003.

Deloitte & Touche, Recognition of supply chain management opportunities in the Greek market, 2002.

ELVAL, Production productivity and cost analysis, 2002.

Toyota, Development of a quality system for collecting and analysing Monthly Service Indicators (MSI) from the sales network, 2002.

Deloitte & Touche, Knowledge Management implementation to support Greek companies, 2001.

Philips Medical Systems, Strategic plan for new commercial infrastructure, 2001.

Deloitte & Touche, Developing an integrated Balanced Scorecard solution for the banking sector, 2000.

IBM, Market analysis for e-learning service offerings, 2000.

Siemens, Developing a Balanced Scorecard for a software development operation, 2000.

#### Case Studies

- *La Gestion par Activités*, implementation of Activity Based Costing.
- *Silicon*, optimisation of cost, quality, and lead-time in the production of integrated circuits.
- *Automates SA*, inventory management and production scheduling in an MRP environment.
- *FAGE SA*, Quality Management and Crisis Management

#### Business Games

At the Grenoble Ecole de Management

- "Marketing Game": IT supported team simulation of marketing mix and marketing program strategies.
- "PigmaLyon": IT supported team simulation of financial planning and budgeting.
- "InnTech": IT supported team simulation of innovation strategy, product development market introduction of new products.
- "Réactic": Supply chain and inventory management simulation game.

At Athens University of Economics and Business

- "The Beer Game": Supply chain and inventory management simulation game.
- "The Egg Game". Creativity and team work.

## ***e) Research Activities***

### *Supervision of Doctoral Students*

Department of Management Science and Technology, AUEB

#### *Defended:*

- Sofia Philippidou: "Towards a Holistic Theoretical Framework for the Unfolding of Planned Change", 2006.
- Dimitrios Brachos: "Determinants of Knowledge Sharing Effectiveness and its Links to Firm Performance", 2006.
- Lida Kyrgidou: "Strategic Entrepreneurship and Firm Growth: The Role of Resources, Dynamic Capabilities and Public Support Schemes", 2007.

#### *Ongoing:*

- Ioannis Katsikis: "Regional Innovation Dynamics from a Coevolutionary Perspective", 2004-.
- Katerina Fameli: "Change in Organizations: Investigating the Factors that Determine How Change Unfolds", 2006-.

#### *Member of Scientific Advisory Group:*

- Korina Diamanti: "Benchmarking".

#### *Member of Examination Board:*

- Georgia Skinzi, Maria Mavri, Alexandros Papalexandris.

Henley Management College

#### *Defended:*

- Gary Cross: "Investigation into aspects of technical and social change, due to new working methods, that impact on workflow within manufacturing operation environments", 2002. Second Supervisor. First Supervisor: Professor D. Birchall.

### *Refereeing*

- *IEEE Transactions on Engineering Management*,
- *Long Range Planning*,
- *R&D Management*,
- *Asia Pacific Management Review*,
- *Knowledge and Process Management Journal*,
- *International Journal of Entrepreneurship and Innovation Management*,
- *International Journal of Automotive Technology and Management*,
- *Gestion 2000*,
- The Academy of Management Annual Meetings 2006, 2007,
- The IAMOT conferences (International Association for the Management of Technology).

### Member of Scientific Organizations

- Academy of Management, Organizational Development and Change Division.
- PDMA, The Product Development and Management Association.
- GERPISA, Permanent Group for the Study of the Automobile Industry and its Employees, University of Evry-Val d'Essonne - CNRS, France.

### Various Research and Scientific Activities

- 2007: External Evaluator for two DBA Theses– Doctor of Business Administration, Grenoble Ecole de Management, France. Theses subjects: "Definition and Analysis for High Productivity and Performance of Cross-Functional Teams in a Technical Development Environment" and "Intellectual Capital Disclosure Practices of U.S. High Technology Companies and Their Relationship to Performance, Value and Size Metrics".
- 2006: Rapporteur for Innovation Issues in the Workshop "Governance in Science and Technology" organized by the International Centre for Black Sea Studies (ICBSS) and the Organization of the Black Sea Economic Cooperation (BSEC), Athens 7-8/12.
- 2006: Session Chair "The Impact of Internal Factors and Regional Context of Firm Performance" at the conference "Entrepreneurship, Knowledge, Learning and the Evolution of Industrial and Territorial Clusters and Regions", Dynamics of Institutions and Markets in Europe - DIME 2007, National Technical University of Athens 30/11 – 01/12.
- 2004-: Member of the Editorial Board *International Journal of Knowledge and Learning*, *International Journal of Strategic Change*, and *Revue Management Technologique*.
- 2002-: As head of the Innovation and Knowledge Management Center, definition, development and supervision of research projects, supervision of five doctoral students. Editor of the Periodical newsletter "InnKnow FORUM".
- 2001-2004: Editor *Les Cahiers du Management Technologique*, edited by the Grenoble Ecole de Management.
- 2000-: Research Fellow at the Management Sciences Laboratory, AUEB. Responsible for Research Projects in the areas of Knowledge Management, Innovation Management and Change Management.
- 1998-: Supervisor of Doctorate of Business Administration Research, appointment by the Committee for Quality and Standards in Teaching and Learning of Brunel University.

### **f) Funded Projects and Studies**

- 2006-2008: "Analyzing and Evaluating the Impact on Innovation of Publicly-Funded R&D Programs" (Research Fellow), European Union Program - FP6 ENTR/04/96. Partners: Intrasoftware International SA, Luxemburg, ZEW, Germany, Joanneum Research, Austria, BETA, France, WISEGUYS, U.K., MERIT, Netherlands. In view of the preparation of the 7th Framework Programme for competitiveness and innovation, this project aims at investigating and proposing a methodology for the firm-level evaluation of research projects is particularly relevant. In Europe, a strong science base is not matched by a sufficiently high innovation performance, notably in terms of commercial exploitation of the research results at the firm level of analysis. Total project budget: 2.15 million Euros.
- 2007-2008: "MATRI – Methodology for the Anticipation of Industrial Transformation", European Union Project DG Employment, Social affairs and Equal Opportunities. Partners: Grenoble Ecole de Management, INP Grenoble, STMicroelectronics, Cap Gemini, Politecnico Di Torino, Fondazione ISTUD, Fraunhofer Institute, Henley Management College, AEPI, CEC, CFE-CGC.

Internal Evaluator of the project deliverables on mission of the Grenoble Ecole de Management, France.

- 2006-2007: "IST Evaluation and Monitoring" (Scientific Responsible for AUEB), European Union Project - FP 6. Partners: Joanneum Research, Austria, PREST, UK, IDTAE, France ZEW, Germany, and Advansis, Finland. The project aims at developing a methodology that will lead to a simple, coherent and effective evaluation strategy of IST R&D proposals in view of re-formulating evaluation procedures and criteria for FP7. The evaluation methodology comprises priority setting and impact appraisal *ex ante*, monitoring of progress during project execution, and evaluation of results *ex post*. Total project budget: 195.000 Euros.
- 2004-2006: "Development of Innovative HRM Approaches in the Maritime Sector" (Research Fellow), sponsored by the General Secretariat of Research and Technology, in partnership with Avin Oil Trader SA. This project aims at designing an innovative skills and competences management system applied in the shipping operations of Avin Oil Trader, and at developing of suggestions concerning the way such a system will be strategically utilized as a knowledge and career management tool. Total project budget: 804.400 Euros.
- 2004-2006: "Change Management and Entrepreneurial Change" (Research Fellow), sponsored by the General Secretariat of Research and Technology. The project aims at identifying those new organizational forms that enable new and young ventures to succeed and develop in rapidly changing and discontinuous business contexts. Total project budget: 630.000 Euros.
- 2004-2006: "RESPOT – Research Potential in the Black Sea Countries"(Research Fellow), European Union Project. Partners: Joanneum Research Austria, the Turkish Academy of Science, the National Academy of Ukraine, and ICBSS - the International Center of Black Sea Studies. I provide expertise in this project that aims at mapping the research potential and R&D system in 12 countries, and explore more effective ways for the exploitation of research results through collaboration among the countries in the region and with the EU. Total project budget: 480.000 Euros.
- 2002-2005: "MEDFORIST – Euro-Mediterranean Network for Developing Learning Resources" (Research Fellow), European Union Project (EUMEDIS, second strand). Partners: Grenoble Ecole de Management, Helsinki University of Technology, Sheffield Business School, AUEB – Management Sciences Laboratory, and 12 Universities and Higher Educational Institutions in Mediterranean countries. Expert evaluator of project deliverables concerning the transfer of teaching material about Information and Communication Technologies to the Mediterranean countries (outside the EU and new member states). 624 contributions evaluated in 52 deliverables. Total project budget: 2.8 million Euros.
- 1998-1999: European Union Expert in the TACIS Program: Support to Higher Education in Economics to Moldavia. Presentation of state-of-the-art training contents, material and methods in the subject of Production and Operations Management. Comparison to Moldavian practice, needs analysis, proposition of pedagogical approaches and subject bibliography.
- 1998: Expert in United Nations Seminars about strategic business alliances to policy-makers and executives in the United Arab Emirates and Qatar.
- 1997-1998: "Best Practices of Industrial Innovation", (Research Fellow) European Union Project, CEC DG III. Development of training material including an 80 page booklet on innovation management in SMEs. Seminars based on the material were conducted in France, Germany, Italy, Spain and Sweden.
- 1994-1995: European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland (Research Fellow). Development and evaluation of IT supported training material about team dynamics and best teamwork practices for improved innovation and quality performance. Project conducted in collaboration with Henley Management College, UK.

### **g) Consulting Experience**

- 2003-2005: Commercial Bank of Greece. Technical expert in two projects "Development of a Knowledge Sharing Network" and "Competency-Based Performance Management – Balanced Scorecard".
- 2002-2004: Commercial Bank of Greece. Technical expert in a project entitled "Competence Management in the Banking Sector".
- 1998-2000: Swedish Office of Science and Technology, Swedish Embassy, Paris, France.
- Project Manager for international benchmarking projects in the fields of Product Development Management, Knowledge Management and Sustainable Development.
  - Responsible for Technological and Economic Scanning in the fields of Industrial Management, Work Organisation and Environment, Manufacturing Technology, and Materials Technology.
  - Co-author of several expert reports for the Swedish Ministry of Industry in the areas of Knowledge Management, Competence Development, Work Organization, and Labour Policy.
- 1996: Raymond S.A.R.L. (Group of 1200 employees, Automotive Fastening Systems). Assessment of the product development process in close collaboration with the CEO.
- 1995: Dauphinoise Thomson (100 employees, Automotive Temperature Regulation Systems, belonging to Group Adwest). Assessment of the product development process.
- 1995: Conseil Général de Rhône-Alpes (Regional Development Office, Rhône-Alpes, France). Project "SARA", analysis of the automotive component industry in the Rhône-Alpes region. Member of research team analysing the development of more than 800 SME suppliers in the region and propositions of development strategies.
- 1993: Eurotungsten Metal Powders (SME 120 employees). Development of an activity based costing system in close collaboration with the CEO.

### **BLIND-REFEREED PUBLICATIONS**

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1. "Managing ERP System Evaluation and Selection in SMEs", with M. Argyropoulou, G. Ioannou and J. Motwani, *International Journal of Procurement Management*, 1(4): 430-452, 2008.
2. "Meeting the Challenge of Technology-Driven Change within an Institutional Context: The Greek Case", with S. Philippidou, M. Karageorgiou, C. Tarantilis and G.P. Prastacos, *Public Administration*, 86(2): 429-442, 2008.
3. "Knowledge Effectiveness, Social Context and Innovation", with D. Brachos, K. Kostopoulos and G.P. Prastacos, *Journal of Knowledge Management*, 11(5): 31-44, 2007.
4. "Competency Management in Support of Organizational Change", with M. Vakola and G.P. Prastacos, *International Journal of Manpower*, 28(3/4): 260 – 275, 2007.
5. "Organising Knowledge Management and Dissemination in New Product Development: Lessons from 12 Global Corporations", *Long Range Planning*, 39(5): 497-523, 2006.
6. "The CULTURE Model as a Mediation Framework Between Managerial Cognitions and Actions: How Communities of Practice Can Drive Strategic Change", with D. Brachos and S Philippidou, *International Journal of Information Technology and Management*, 4(3): 217 – 230, 2005.
7. "An Integrated Methodology for Putting the Balanced Scorecard into Action", with A. Papalexandris, G. Ioannou and G.P. Prastacos, *European Management Journal*, 23(2): 214-227, 2005.
8. "Towards New Public management in Greek Public Organizations: Leadership vs. Management and the Path to Implementation", *Public Organization Review: A Global Journal*, 4(4): 317-337, 2004.
9. "Performance Measurement in R&D and New Product Development: Setting the Scene", with A. Godener, *International Journal of Business Performance Management*, 6(2): 107 – 132, 2004.

10. "Use and Impact of Performance Measurement Results in R&D and New Product Development: An Exploratory Study, with A. Godener, *R&D Management*, 34(2): 191-219, 2004.
11. "Technological Management: A Tentative Research Agenda", with J.J. Chanaron and D. Jolly, *International Journal of Technology Management*, vol. 23, no. 6, 2002, pp. 618-629.
12. "An Integrated Framework for Managing Change in the New Competitive Landscape", with G.P. Prastacos, I. Spanos and L. van Wassenhove, *European Management Journal*, vol. 20, no. 1, 2002, pp. 55-71.
13. "Automotive components suppliers facing the learning challenge", with Jean-Jacques Chanaron (CNRS) and David Birchall (Henley Management College), *International Journal of Automotive Technology and Management*, vol. 1, no. 2-3, 2001, pp. 252-268.
14. "Lean supply and price-based global sourcing - the interconnection", with Rajesh Nellore (Fiat Auto) and J.J. Chanaron, *European Journal of Purchasing and Supply Management*, vol. 7, no. 2, 2001, pp. 101-110.
15. "Strategic Outsourcing through Specifications", with R. Nellore, *Omega - The International Journal of Management Science*, vol. 28, no. 5, 2000, pp. 525-540.
16. "Information Systems in Fast Cycle Development: Identifying User Needs in Integrated Automotive Component Development", with R. Nellore, *R&D Management*, vol. 30, no. 3, 2000, pp. 199-211.
17. "Portfolio Approaches to Procurement: Analysing the Missing Link to Specifications", with R. Nellore, *Long Range Planning*, vol. 33, no. 2, 2000, pp. 245-267.
18. "Specifications, Do We Really Understand What They Mean?", with R. Nellore, G. Siddall and J. Motwani (Grand Valley State University, Michigan), *Business Horizons*, Nov-Dec 1999, pp. 63-69.
19. "Quality Issues in Lean Production Implementation", with J. Motwani, *Total Quality Management*, vol. 10, no 8, 1999, pp. 1107-1122.
20. "Managing Innovation in French Small and Medium-Sized Enterprises", with J. Motwani, T. Dandridge and J. Jiang, *Journal of Small Business Management*, vol. 37, no. 2, 1999, pp. 106-114.
21. "A Specification Model for Product Development", with R. Nellore and K-Å. Eriksson (Saab Automobile), *European Management Journal*, vol. 17, no. 1, 1999, pp. 50-63.
22. "Organizational Learning in Automotive Production Systems", with D. Rigault, *Les Cahiers du Management Technologique*, vol. 9, no. 1, pp. 55-72, 1999\*.
23. "Black-Box Engineering: Redefining the Role of Product Specifications", with C. Karlsson (The Stockholm School of Economics) and R. Nellore, *Journal of Product Innovation Management*, vol. 15, no. 6, 1998, pp. 534-549.
24. "Managing Innovation in French Small and Medium-Sized Companies: An Empirical Study", with J. Motwani, *Benchmarking for Quality Management and Technology*, vol. 4, no. 4, pp. 259-272, 1997.
25. "Information Technology: A Critical Element for Business Process Reengineering", with Jaideep Motwani, *Les Cahiers du Management Technologique*, no. 19, pp. 47-59, 1997\*.
26. "Reflective Production: An Alternative Production Model?", *Les Cahiers du Management Technologique*, no. 18, 28-40, 1996\*.
27. "Car Component Suppliers Face New Design Demands", *Logistics Technology International*, pp. 56-59, 1996.
28. "Managing Innovation in SMEs: A Comparison of Three Regions in France, Great Britain and Portugal", with D. Birchall and J-J. Chanaron, *International Journal of Technology Management*, vol. 12, no. 3, pp. 291-305, 1996.

\* Publications in *Les Cahiers du Management Technologique* before my own editorship.

## BOOKS AND BOOK CHAPTERS

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29. Kyrgidou, L. & Soderquist, K.E., "Sustainable Entrepreneurial Advantage: Conceptualizing the Process of Strategic Entrepreneurship", in Zghal, R. (ed.), *L'Entrepreneuriat: Théories, Acteurs, Pratiques*, Ed. Sanabilmed, Tunisia, 2007, pp. 41-70.
30. "OTEnet - The Role of Leadership in the Implementation of Radical Change" (in Greek) with M. Vakola and G.P. Prastacos, in Vakola, M. *Managing Change – Practical Applications*, Athens: I. Sideris Eds, Greek Business Case Studies, 2005, pp. 41-60.
31. "Specifications, Do We Really Understand What They Mean?" with R. Nellore, G. Siddall and J. Motwani, previously published in *Business Horizons*. In Cortada, J.W. et Woods, J.A. (eds), *The Quality Yearbook*, 2001 Edition, McGraw-Hill, pp. 451-462.
32. *BPI - Best Practices in Industrial Innovation Management*, Booklet written for the European Union, DG III, in collaboration with the TIME Centre of the Grenoble Ecole de Management, 2001.
33. "Frankrike vaknar upp – Knowledge Management fyller viktigt behov", in Widlöf, E; (Ed.), *Knowledge Management: Kunskapsarkivering eller kunskapsaktivering* (in Swedish), Swedish Office of Science and Technology Yearbook, 1999, pp. 48-59.

## PRESENTATIONS AND PUBLICATIONS IN CONFERENCE PROCEEDINGS

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34. "The Role of Competence Exploration and Competence Exploitation on Strategic Entrepreneurship", with L. Kyrgidou, M. Hughes, & G. P. Prastacos, *Academy of Management Annual Meeting: The Questions We Ask*, Anaheim, California, 8-13/08 2008.
35. Katsikis I. and Soderquist K.E., (2008), The Co-evolution of the Sector and the Region: Computer Services in Attica, Greece, *DIME Conference on Network dynamics and the performance of local innovation systems*, Karlsruhe, Germany, 22-24 May, 2008.
36. "Towards a Process Model of Strategic Entrepreneurship", with L. Kyrgidou, M. Hughes, & G. P. Prastacos, *Academy of Management Annual Meeting*, Philadelphia 03-08/08 2007.
37. "Can Knowledge Transfer Be Effective in Organizational Units? Organizational Context and Innovation", with D. Brachos and G.P. Prastacos, *2006 Academy of Management Meeting*, 11-16 July 2006, Atlanta, USA.
38. "Implementing a Competency Framework in the Maritime Sector", with A. Papalexandris, G. Ioannou and L. Kyrgidou, *2006 Academy of Management Meeting*, 11-16 July 2006, Atlanta, USA.
39. "Innovation Hot Spots: The Case of the Computer Services Sector in the Region of Attica, Greece" with I. Katsikis & G.P. Prastacos, *46th Congress of the European Regional Science Association (ERSA)*, 30 Aug. – 3 Sept., 2006, Volos, Greece.
40. "What do Competencies Look Like? Developing and Applying a Typology of Job-Related Competencies", with G. Ioannou, L. Kyrgidou and A. Papalexandris, *Managing Global Trends and Challenges in a Turbulent Economy – An International Conference*, The University of the Aegean, Hios, Greece, October 13-15, 2005.
41. "A Structured Methodology For ERP System Evaluation And Selection" with M. Argyropoulou, G. Ioannou & G.P. Prastacos, *Proceedings of the Networking and Electronic Commerce Research Conference (NAEC 2005)* Lake Garda, Italy, October 6-9, pp. 31-52, 2005.
42. "Towards a Holistic Theoretical Framework for the Unfolding of Planned Change" with S. Philippidou and G.P. Prastacos, *Academy of Management 2005 Annual Meeting*, Honolulu, Hawaii, 5-10 August, 2005.
43. "Olympic Games 2004: When the Old Values Met the New", with A. Papalexandris, G.P. Prastacos, M. Vakola, G. Vozikis, *11<sup>th</sup> Meeting of the Eastern Academy of Management*, Cape Town, South Africa, 26-30 June, 2005.
44. "COMP<sup>E</sup>TE: The Development of an Integrated, Forward-Looking Approach to Competency Management for the Banking Sector", with M. Vakola, N. Papalexandris and G. Prastacos,

- CRANET International conference: *Human Resource Management in a Knowledge Based Economy*, Ljubljana, 2-4 June, 2004.
45. "From Managerial Cognitions to Managerial Actions: A "Community of Practice" Approach", with S. Philippidou and D. Brachos, Proceedings of the *Fourth European Academy of Management Conference (EURAM)*, St. Andrews, 5-8 May 2004.
  46. "Knowledge Sharing Networks' (KSNs) Critical Success Factors: A Comprehensive Study of Knowledge Work", with D Brachos and G.P. Prastacos, Presented at the *4th European Conference on Knowledge Management*, Oxford University, 18-19 September 2003.
  47. "Digital Divide and the Future of the Information Society", with D. Brachos and K. Kostopoulos, Proceedings of the *IFIP International Conference: Information Systems Perspectives and Challenges in the Context of Globalization*, AUEB, 15-17 June 2003.
  48. "The Transformation of Public Management and the Effects on Leadership vs. Management: A Greek Example", Presented at the *American Society for Public Administration (ASPA) Conference "The Power of Public Service"*, Washington DC, 15-18 March 2003.
  49. "Understanding Organizational Capabilities: An Architectural Perspective", with G.P. Prastacos and I. Spanos, *22nd Annual International Conference of the Strategic Management Society*, Paris, France, 22-25 September, 2002.
  50. "Exploring The Organization – Environment Link: Change as Coevolution", with G.P. Prastacos and S. Philippidou, *Second European Academy of Management Conference*, Stockholm School of Entrepreneurship, Sweden, 9-11 May, 2002.
  51. "Knowledge Transfer in NPD Projects: Lessons from 12 Global Corporations", with G.P. Prastacos, CD-ROM proceedings, *Third European Conference on Organizational Knowledge, Learning and Capabilities OKLC*, Greece, 5-6 April, 2002.
  52. "What is the Actual Use of Performance Measurement in R&D and New Product Development?", with Armelle Godener, Proceedings of *The 8th International Product Development Conference*, Twente University, Enschede, Netherlands, 11-12 June, pp. 333-347, 2001.
  53. "Technological Management: A Tentative Research Agenda", with D. Jolly (Grenoble Ecole de Management) and J.J. Chanaron, *CD-rom proceedings, Founding Conference of the European Academy of Management*, IESE Business School, University of Navarra, Spain, 19-21 April, 2001.
  54. "Systems Suppliers: Myths and Realities", with R. Nellore and C. Karlson, *IEEE EMS International Engineering Management Conference*, Puerto-Rico, 3-5 May, pp. 1-35, 1999.
  55. "Visions: Do we Really Understand their Effects and Consequences?", with Christer Karlsson and Rajesh Nellore, *Second EUROMA Conference on Supply Management*, Dublin, June 15-17, pp. 249-245, 1998.
  56. "The Intellectual Work of Product Development", with Rajesh Nellore and Jaideep Motwani, *Eighth International Forum on Technology Management*, November 2-6, 1998.
  57. "Learning Situations in Product Development Work: Understanding the Basic Mechanisms for Building Core Capabilities", Proceedings of *The 4th International Product Development Conference*, Stockholm School of Economics, 26-27 may 1997, pp. 747-766.
  58. "Car Component Design: New Demands Facing Medium Sized Expert Suppliers", Proceedings of *The 3rd International Product Development Conference*, INSEAD, 15-16 April 1996, pp. 651-664.
  59. "Communication Activities in European Firms: The Case of France", with Serge Dimitriadis (AUEB), *International Conference on Communication Activities in European Firms*, University of Venice, December 1, 1995, pp. 154-168.
  60. "Research Partnership Between Business and Business Schools in France: From Traditional to Innovative Practices", with Jean-Jacques Chanaron, *First EDAMBA Euroconference*, Rotterdam, April 28-29, 1994, pp. 1-11.

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**OTHER PUBLICATIONS**

61. "Universities Open to the World: With the Contribution from Visiting Faculty", *Kathimerini*, 09/03/2008 (in Greek).
62. "Competition through Innovation: What is Open Innovation?" *Kerdos* 16/04/2008 (in Greek).
63. "The Environmental Dimension of Entrepreneurship", with I. Katsikis and L. Kyrgidou, *Kerdos* 04/06/2008 (in Greek).
64. "A Strategic Forward Looking Approach to Competency Modelling", with Gregory P. Prastacos and Maria Vakola, *Business Leadership Review*, April, 2005.
65. "Frankrike tar steget in i en ny ekonomi" (France enters the New Economy, *in Swedish*), *Fokus på Arbetet*, Swedish Council for Workplace Research, no. 4, 2000, p. 22.
66. "Stress på jobbet även i Frankrike" (Work Place Stress Also in France, *in Swedish*), *Du & Jobbet*, no. 8, 1999, p. 66.

## ACADEMIC CITATIONS

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Available upon request.

## AWARDS

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- The title "Highly Commended Paper" of the Emerald Literati Network Awards for Excellence 2008 was awarded to the paper Brachos, D., Kostopoulos, K. Soderquist, K.E. & Prastacos, G.P. "Knowledge Effectiveness, Social Context and Innovation" *Journal of Knowledge Management*, 11(5): 31-44, 2007.
- Supervisor of award winning PhD Thesis by Dr Dimitris Brachos. The PhD dissertation entitled "Knowledge Sharing within Organizational Units: The Role of Knowledge Sharing Context, Process and Knowledge Sharing Effectiveness in Unit Performance. An Empirical Study" received the 2008 "Highly Commended Award for Doctoral Research" in the area of Knowledge Management by Emerald and EFMD.
- Award for Excellent Contribution to the MBA International Program, AUEB, 2004-2005.
- Supervisor of 1<sup>st</sup> Price Award Winning Field Study Project 2004, MBA International Program, AUEB.
- Award for High Teaching Performance 2002-2003, Department of Management Science and Technology, AUEB.
- Award for Teaching Excellence 2002, Graduate Program in Decision Sciences, AUEB.
- Award for Teaching Excellence 2000, Graduate Program in Decision Sciences, AUEB.
- Elected Teacher of the Year 1999, Grenoble Ecole de Management.

## LANGUAGES

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- Swedish: Mother tongue.
- English: Fluent. Doctoral research conducted in English and doctoral dissertation from Brunel University, UK.
- French: Fluent. Eight years working experience, Certificat Supérieure de Langue Française, Université Paris IV Sorbonne.
- Greek: Fluent. Working in Greece since 2000. D-level Certificate of Greek Language (highest level) (Δ επίπεδο ελληνομάθειας).
- German: Good working knowledge, Sprachdiplom Stufe 4 (level 4 of 5) University of Vienna, Austria.