

Curriculum Vitae

(July 2022)

Ilias Kapoutsis

Associate Professor of Management
Department of Business Administration
School of Business
Athens University of Economics and Business (AUEB)
76 Patission, 10434 Athens, Greece
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EDUCATION

Athens University of Economics and Business, Greece, 2009

Ph.D. in Business Administration

Major area: Management, Organizational Behavior, Minor area: Research Methods

University of Manchester, UK, 2003

Master in Business Information Technology

Athens University of Economics and Business, Greece, 2002

BSc in Business Administration

ACADEMIC APPOINTMENTS

Associate Professor of Management, Athens University of Economics and Business, Greece, 2022 – present

Assistant Professor of Management, Athens University of Economics and Business, Greece, 2017 – 2022

Elected Board Member of the European Academy of Management (2020-2023)

Adjunct Faculty

- Open University of Cyprus, Cyprus, 2018 – present
- Hellenic Open University, Cyprus, 2018 – present
- Athens University of Economics and Business, 2010 - 2017
- Cyprus International Institute of Management, Cyprus, 2013 - 2015
- Business College of Athens, Greece, 2010 - 2013

JOURNAL PUBLICATIONS

Jordan, S., Hochwarter, W., Kapoutsis, I., Franczak, J., Babalola, M., Khan, A., & Li, Y. (2022). Sometimes enough is enough: Nurses' nonlinear levels of passion and the influence of politics. *Human Relations*. Advance online publication, Doi: 10.1177/00187267221088535. (ABS 4, IF=6.1, Financial Times Top 50 journals list).

Kapoutsis, I. & Lampaki, A. (2022). Business in the Swamp: The Power Dynamics of Corporate Political Activity. *Organizational Dynamics*, 51(1), 100838 (ABS 3, IF=1.1)

Giannikis, S., Grougiou V., & Kapoutsis, I. (2021). The effects of entrepreneurial orientation on job stressors and the moderating role of high-performance work systems: Employee perspectives from two industries. *International Journal of Human Resource Management*, 34(12), 3033-3060. (ABS 3, IF=6.0)

- Kapoutsis, I., Papalexandris, A., Thanos, I. (2019). Hard, Soft, or Ambidextrous: Which Influence Style Promotes Managers' Task Performance and the Role of Political Skill. *International Journal of Human Resource Management*, 30, 618-647. (ABS 3, IF=6.0)
- Kapoutsis, I. & Volkema, R., (2019). Hard-core toughie: Donald Trump's negotiations for the United States presidency. *Negotiation Journal*, 35(1), 47-63. (ABS 2, IF=0.6)
- Kapoutsis, I. & Thanos, I. C. (2018). Politics in organizations: Lessons, challenges and future directions (editorial). *European Management Journal*, 36(5), 589-592. (ABS 2, IF=6.1)
- Kapoutsis, I., Papalexandris, A., Treadway, D.C., & Bentley, J. (2017). Measuring Political Will in Organizations: Theoretical Construct Development and Empirical Validation. *Journal of Management*, 43, 2252-2280. (ABS 4*, IF=13.5, Financial Times Top 50 journals list)
- Elbanna, S.*, Kapoutsis, I.*, Mellahi, K.* (2017). Creativity and propitiousness in strategic decision making: The role of positive politics and macro-economic uncertainty. *Management Decision*, 55, 2218-2236. *Equal contribution. (ABS 2, IF=5.6)
- Kapoutsis, I., Volkema, R., Lampaki, A. (2017). Mind the first step: The intrapersonal effects of affect on the decision to initiate negotiations under bargaining power asymmetry. *Frontiers in Psychology*, 8, 1313. doi: 10.3389/fpsyg.2017.01313. (IF=4.2)
- Epitropaki, O.*, Kapoutsis, I.*, Ellen III, P., Ferris, G., Drivas, K., & Ntotsi, A. (2016). Navigating uneven terrain: The roles of political skill and LMX differentiation in prediction of work relationship quality and work outcomes. *Journal of Organizational Behavior*, 37, 1078-1103. *Shared first authorship. (ABS 4, IF=10.1)
- Volkema, R., Kapoutsis, I., Bon A., & Almeida J. (2016). The influence of power and individualism-collectivism on negotiation initiation. *Journal of Contemporary Administration*, 20, 673-692.
- Volkema, R. & Kapoutsis, I. (2016). From restaurants to board rooms: How initiating negotiations teaches management principles and theory. *Journal of Management Education*, 40(1), 76-101. (ABS 2, IF=1.0)
- Grougiou, V., Moschis, G., & Kapoutsis, I. (2015). Compulsive buying: The role of earlier-in-life events and experiences. *Journal of Consumer Marketing*, 32(4), 278-289. (ABS 1)
- Kapoutsis, I., Volkema, R., & Nikolopoulos, A. (2013). Initiating negotiations: The role of bargaining power, machiavellianism, and risk propensity. *Group Decision and Negotiation*, 22(6), 1081-1101. (ABS 2, IF=2.9)
- Volkema, R., Kapoutsis, I., & Nikolopoulos, A. (2013). Initiation behavior in negotiations: The moderating role of motivation on the ability-intentionality relationship. *Negotiation and Conflict Management Research*, 6(1), 32-48. (IF=1.4)
- Kapoutsis, I., Papalexandris, A., Thanos, I., & Nikolopoulos, A. (2012). The role of political tactics on the organizational context - career success relationship. *International Journal of Human Resource Management*, 23(9), 1908-1929. (ABS 3, IF=6.0)
- Kapoutsis, I., Papalexandris, A., Nikolopoulos, A., Hochwarter, W., & Ferris, G. (2011). Politics perceptions as moderator of the political skill - job performance relationship: a two-study, cross-national, constructive replication. *Journal of Vocational Behavior*, 78(1), 123-135. (ABS 4, IF=12.1)

BOOK CHAPTERS / MONOGRAPHS

Hochwarter, W.A., Kapoutsis, I., Jordan, S.L., Khan, A.K. and Babalola, M. (2020). Dyads of Politics and the Politics of Dyads: Implications for Leader Development. In M.R. Buckley, A.R. Wheeler, J.E. Baur, and J.R.B. Halbesleben, J.R.B. (Eds.), *Research in Personnel and Human Resources Management* (pp. 103-143), Vol. 38, Emerald Publishing Limited. [\(ABS 1\)](#)

Kapoutsis, I., (2016). Playing the political game at work: The roles of political will, political prudence, and political skill. In E. Vigoda-Gadot & D. Amos (Eds.), *Handbook of organizational politics: Looking back and into the future* (pp. 40-58), Cheltenham, UK: Edward Elgar.

CONFERENCE PROCEEDINGS

Grougiou, V., Kapoutsis, I., Moschis, G., & Mathur, A. (2014). The impact of early life experiences on young adults' compulsive buying tendencies. In J. Cotte, S. Wood, and MN. Duluth (Eds.), *NA - Advances in Consumer Research* (pp. 496-496), Association for Consumer Research. [\(ABS 2\)](#)

CONFERENCE PRESENTATIONS

Kapoutsis, I., Lampaki, A., Stoumpou, D., Markaki, C., & Kaniouras, A. (2022). Mea Culpa: The role of leaders' self-criticism in construing positive political contexts that encourage followers' creativity and voice behaviour. *5th Interdisciplinary Perspectives in Leadership Symposium*, Mykonos, Greece, May 5-7, 2022.

Kapoutsis, I., Li, Y., Hochwarter, W., Bababola, M. & Hahn, A.K. (2021). Sometimes Enough is Enough: Nurses' Nonlinear Levels of Passion and the Influence of Politics. *81st Annual Meeting of the Academy of Management*, Virtual, July 29 – August 4, 2021.

Maher, L., Kapoutsis, I., Yang, J., Brooks, D., & Ferris, G. (2021). Political Will Hunting: Antecedents and Outcomes of Political Will. *81st Annual Meeting of the Academy of Management*, Virtual, July 29 – August 4, 2021.

Grougiou, V. & Kapoutsis, I. (2021). Antecedents and Outcomes of Inter-Customer Social Support in Service Encounters. *31st European Conference on Operational Research*. Athens, Greece, July 11-14 2021. Accepted for presentation.

Stoumpou, D. & Kapoutsis, I. (2021). The role of leaders' self-criticism in followers' psychological safety and creativity (in Greek). *17th Annual DMST Student Conference (virtual)*. 18 May 2021.

Lampaki, A., Kapoutsis, I., Papadakis, V., & Papalexandris, A. (2021). The elusive quest for successful implementation of strategic initiatives: Evidence from a qualitative study. *17th Annual DMST Student Conference (virtual)*. 18 May 2021.

Stoumpou, D., & Kapoutsis, I. (2020). Linking personal experience to voice behavior: A moderated mediation model including political will and perceived power. *5th Israel Organizational Behavior Conference*, Tel-Aviv, Israel, 5-7 January 2020.

Kapoutsis, I., Lampaki, A., & Volkema, R. (2019). Motives for negotiation initiation: Understanding and managing the motives to initiate negotiations. *32th Annual Conference of the International Association for Conflict Management (IACM)*, Dublin, Ireland, 7-10 July 2019.

Kapoutsis, I., Lampaki, A., & Volkema, R. (2019). The initiation of negotiations: Understanding and managing five sources of motivation. *19th Conference of European Academy of Management (EURAM)*, Lisbon, Portugal, 26-28 June 2019.

- Lampaki A., Kapoutsis, I., & Papadakis V. (2018). Tactics for successfully implementing strategic decisions: A moderated mediation model. **38th Annual Conference of the Strategic Management Society**, Paris, France, 22-25 September 2018.
- Ellen III, P., Frieder, R., Kapoutsis, I., & Hochwarter, W. (2017). Employee performance as a multiplicative function of political motivation, ability, and context. **77th Annual Meeting of the Academy of Management**, Atlanta, USA, 4-8 August 2017.
- Volkema, R. & Kapoutsis, I. (2017). The art of the deal: A case analysis of Donald Trump's negotiations for the U.S. Presidency. **30th Annual Conference of the International Association for Conflict Management**, Berlin, Germany, 9-13 July 2017.
- Shaughnessy, B.*, & Kapoutsis, I.* (2016). Negotiator political skill: A two-study exploration into subjective value. **29th Annual Conference of the International Association for Conflict Management**, New York, USA, 26-29 June 2016. *Shared first authorship.
- Kapoutsis, I., Papalexandris, A., & Thanos, I. (2016). The relationship of influence tactic ambidexterity and managers' performance and the boundary role of political skill. **16th Conference of the European Academy of Management (EURAM)**, Paris, France, 1-4 June 2016.
- Kapoutsis, I., Elbanna, S., & Melahi, K. (2014). Positive politics and strategic decision making outcomes: The moderating role of context. **74th Annual Meeting of the Academy of Management**, Philadelphia, USA, 1-5 August 2014.
- Epitropaki, O., Kapoutsis, I., Ferris, G., Drivas, K., & Ntotsi, A. (2014). Navigating on uneven terrain: political skill, LMX differentiation and employee outcomes. **74th Annual Meeting of the Academy of Management**, Philadelphia, USA 1-5 August 2014.
- Kapoutsis, I., Papalexandris, A., Lampaki, A., & Papadakis, V. (2014). Unravelling the mediating role of relationship conflict on politics perceptions - job outcomes relationships in low and high levels of political skill: results of a moderated mediation approach. **28th International Congress of Applied Psychology (ICAP)**, Paris, France, 8-13 July 2014.
- Kapoutsis, I., Volkema, R., & Nikolopoulos, A. (2013). The role of affect and bargaining power on negotiation initiation. **27th Annual Conference of the International Association for Conflict Management (IACM)**, 4-7 July 2013.
- Papalexandris, A., Kapoutsis, I., & Papadakis, V. (2013). Bringing rational routines in political settings: how political rationality can moderate the politics perceptions relationship with job stress and job satisfaction. **14th Conference of European Academy of Management (EURAM)**, Istanbul, Turkey, 26-29 June 2013.
- Kapoutsis, I., Papalexandris, A., & Nikolopoulos, A. (2013). Influence on the extremes and the moderating role of political skill: A multi-level study. **15th Eastern Academy of Management (EAM) Conference**, Seville, Spain, 23-27 June 2013.
- Kapoutsis, I., Papalexandris, A., & Treadway, D. (2013). Political will: Multi-dimensional scale development and multi-sample validation. **16th Congress of the European Association of Work and Organizational Psychology (EAWOP)**, Münster, Germany, 22-25 May 2013.
- Epitropaki, O., Kapoutsis, I., & Drivas, K. (2013). Political skill, LMX, LMX Differentiation and employee outcomes. **28th Annual Conference of the Society for Industrial and Organizational Psychology (SIOP)**, Huston, Texas, USA, 11-13 April 2013.

- Kapoutsis, I., Papalexandris, A., & Treadway, D. (2012). Measuring political will: Theoretical construct development and empirical validation. **72th Annual Meeting of the Academy of Management**, Boston - Massachusetts, 3-7 August 2012.
- Kapoutsis, I., Papalexandris, A., Thanos, I., & Nikolopoulos, A. (2011). The effect of political tactics on the organizational context - subjective career success relationship. **71th Annual Meeting of the Academy of Management**, San Antonio - Texas, USA, 12-16 August 2011.
- Volkema, R., Kapoutsis, I., & Nikolopoulos, A. (2011). Initiation behavior in negotiations: The moderating role of motivation on the ability-intentionality relationship. **24th Annual Conference of the International Association for Conflict Management**, Istanbul, Turkey, 3-6 July 2011.
- Kapoutsis, I., Papalexandris, A., & Nikolopoulos, A. (2010). Influence tactic ambidexterity for achieving performance: the moderating role of political skill. **70th Annual Meeting of the Academy of Management**, Montreal - Canada, 6-10 August 2010.
- Kapoutsis, I. & Papalexandris, A. (2009). Achieving job performance by combining hard and soft influence tactics-the moderating role of political skills. **23th British Academy of Management (BAM) Conference**, Brighton, UK, 15-17 September 2009.
- Kapoutsis, I. & Thanos, I. (2008). Subjective career success: The role of individual, structural and behavioural determinants. **22th British Academy of Management (BAM) Conference**, Harrogate – UK, 9-11 September 2008.
- Kapoutsis I., Nikolopoulos, A. (2008). Political decision making: Development of an integrative framework. **24th European Group for Organisational Studies (EGOS) Colloquium**, Amsterdam - the Netherlands, 10-12 July 2008.
- Kapoutsis, I., & Thanos, I. (2008). Political tactics of Greek managers: An empirical investigation (in greek). **5th Annual DMST Student Conference**. Athens, 8 May 2008.
- Kapoutsis I., Theodoulidis, B., & Saraee, M. (2004). SVM Categorizer: A generic categorization tool using support vector machines. **International Conference on Artificial Intelligence 2004**: 1109-1112, Las Vegas - Nevada, 13-16 July 2004.

TEACHING

Athens University of Economics and Business

Undergraduate courses

- Conflict Management and Negotiations, 2013-present
- Human Resource Management, 2017-present
- Organizational Behavior and Leadership, 2020-present
- Business Studies, 2010-2020
- Topics in Conflict Management and Negotiations, 2010-2012

Postgraduate courses

- Conflict Management and Negotiating Skills (Executive MBA), 2021-present
- Conflict Management and Negotiations (MBA), 2013-present
- Human Resource Management (MBA), 2017-present
- Organizational Behavior and Human Resource Management (Executive MBA), 2019-2022
- Management Simulation (International MBA), 2011-2021
- Business Negotiations (MSc in International Negotiations, 2019-2021)

- Managing and Leadership Skills (MBA), 2017-2019
- Organizational Psychology and Behavior (Leadership; MSc in HRM), 2017-2019
- Services Management (MSc in Services Management), 2012-2017
- Management Essentials (MSc in Management Information Systems), 2011-2017
- Research Methods (PhD Seminars), 2015-2017

Education and Lifelong Learning Center

- Leadership; Negotiation intelligence; Teambuilding and cooperation (Certificate in Management and Leadership Skills), 2019-present
- Leadership in Crisis, Developing crisis management plans (Certificate in Crisis Management), 2020-present
- Conflict management and Negotiations (Certificate in Negotiations: live and e-learning), 2012-2019
- Negotiations (Management for Pharmacists), 2014-present
- Negotiations (Certificate in Social Entrepreneurship), 2016-2018

Executive training in negotiations in large corporations. Indicative clients: Amgen, IKEA, Eurolife ERB, Groupama, Lloyd's Register, Red Bull, GAP, Pharmaserve-Lilly, Schur Flexibles, Aluminum of Greece, Chrotex, Bank of Greece, National Bank of Greece, Attica Bank, Active, METRO Supermarkets, Greek Ministry of National Defense, Onassis Scholars Association.

University of Piraeus, Greece

- Developing Negotiation Strategies (Executive MBA), 2018 - present
- Conflict Management and Negotiations (MBA), 2019-2021
- Contract Management (Negotiations; MSc in Supply Chain and Logistics Management), 2017-2019

Open University of Cyprus, Cyprus

- Leadership and Decision Making, MBA, 2018-present (module coordinator in 2019)

Cyprus International Institute of Management, Cyprus

- Negotiation skills (MBA; MSc in HRM), 2013-2016

STUDENT RESEARCH SUPERVISION

I currently supervise three doctoral students.

- Minopoulou, Christina: "A multi-level examination of the role of Political Ideology in the workplace". 2021-present
- Stoumpou, Dimitra: "A multi-study investigation of the antecedents and outcomes of phronetic leadership". 2019-present
- Psoni, Paraskevi: "A multi-level investigation of the dark side of shared leadership and how to prevent it". 2021-present

I have supervised the research (dissertation) of a total of 50 graduate students and have evaluated the research of several other graduate students.

SERVICE

Special Issue Editor

- European Management Journal, 2018

Associate Editor

- Frontiers in Psychology: Organizational Psychology, 2017-present

Editorial Board Membership

- Academy of Management Perspectives, 2018-present
- Frontiers in Psychology: Organizational Psychology, 2017

Ad-hoc reviewing [selected]

- Journal of Management Studies
- British Journal of Management
- Human Relations
- Journal of Occupational and Organizational Psychology
- Academy of Management Perspectives
- International Journal of Human Resource Management
- European Management Review
- European Management Journal
- Leadership and Organization Development Journal
- Organization Management Journal
- Negotiation and Conflict Management Research

International service

- Convenor, 4th Interdisciplinary Perspectives on Leadership Symposium, Theme: Leadership, Power and Politics, Corfu, May 16-18, 2019.
- Regular participant in the Academy of Management, European Academy of Management, and International Association for Conflict Management as reviewer, track chair, and discussant.

Athens University of Economics and Business (AUEB)

- Academic coordinator of AUEB Volunteers
- Founder and scientific director of the Athens Negotiations Tournament, 2018-present (2-day national student competition)
- Founder and academic director of the Certificate in Management and Leadership Skills, 2019-present (executive education program; 84 hours)
- Founder and academic director of the Certificate in Crisis Management, 2020-present (online executive education program)
- Co-founder and deputy scientific director of the Certificate in Negotiations (live: 200 hours & e-learning)
- Member of the Laboratory of Business Strategy

PARTICIPATION IN FUNDED RESEARCH PROJECTS

Principal Investigator in the project “Developing the Greek employment strategy 2021-2027”. Greek Ministry of Labour, Social Insurance and Social Solidarity, 2022.

Principal Investigator in the project «*Analysis of the current employment situation in Greece, 2021-2027*». Greek Ministry of Labour, Social Insurance and Social Solidarity, 2021-2022.

Senior researcher in the project “*Specializing entrepreneurship and outward-looking priorities for in the Attica Region*”, Nea Metropolitiki Attica SA – Regional Development Organization of Attica.

Principal Investigator in the project 'Improving negotiation performance through social, information processing and stress-coping skills- Action I', 2019-present. Funded by AUEB Research Center.

Principal Investigator in the project ‘Novel academic publications of AUEB professors and lecturers, 2019-2020. Funded by AUEB Research Center.

Post-doctoral researcher in the project “ARISTEIA - Research Excellence”, 2012-2015. *The impact of the organizational context on human capital development and motivation*. Funded by the Greek Ministry of Development.

Post-doctoral researcher in the project “Research Excellence - Postdoctoral Fund”, 2013-2014. *Understanding and Managing the Process of Initiating Negotiations: The Role of Power, Personality and Stereotypes*. Funded by the Athens University of Economics and Business / AUEB research center.

International collaborator in the NRF Research Grant 'RSA-1108-00788', 2012-2013. *Strategic Planning Practices in the UAE Public Sector*. Grant Number 'RSA-1108-00788'.

Post-doctoral researcher in the project “Social Entrepreneurship: Case Study Development”, 2011-2012. *Case Study Development of Diaplous Social Co-operatives*. Funded by the Innovation and Entrepreneurship Unit (AUEB).

Doctoral researcher in the project PENED03, 2006-2009. *Political goals and effectiveness of Greek enterprises*. Funded by the Greek Ministry of Development.

Research assistant in the project “Pythagoras II”, 2005-2008. *European company statute and implementation strategies in Greece*. Funded by the Greek Ministry of Education.

Research assistant in the project “Heraclitus I”, 2005-2008. *Sources of ineffectiveness in the financial departments*. Funded by the Greek Ministry of Development.

INDUSTRY EXPERIENCE

Intell Finance SA, Athens, Greece, 2010-2012

Chief Executive Officer (CEO)

Intell Finance SA, Athens, Greece, 2006-2010

Senior manager

Responsible for business development, design and implementation of business plans and large investment projects, contract negotiations

INVITED PRESENTATIONS [SELECTED]

- Stetson University, USA, 2019
- SEV-Hellenic Federation of Enterprises, Greece, 2017
- University of United Arab Emirates University, UAE, 2013
- ALBA Graduate Business School, Greece, 2012

LANGUAGE SKILLS

- Fluent: Greek, English
- Good: French, Italian