Curriculum Vitae

(*November 2026*)

Ilias Kapoutsis
Professor of Management
School of Business
Department of Business Administration
Athens University of Economics and Business (AUEB)
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Personal Website | Google Scholar | LinkedIn

EMPLOYMENT IN HIGHER EDUCATION

2026 – present	Professor of Management Department of Business Administration, AUEB
2022 – 2026	Associate Professor of Management Department of Business Administration, AUEB
2017 – 2022	Assistant Professor of Management Department of Business Administration, AUEB
2010 – 2017	Adjunct Lecturer | Teaching Fellow, AUEB

HONORS AND DISTINCTIONS

AUEB Research Excellence Award [4 times]
(Award with research funding for publications in leading international journals)

2025-26: An actor-centric perspective on leader word-action misalignment: Leader locus of control, shame, and behavioural responses, *Journal of Occupational and Organizational Psychology*

2024-25: 'Distant but close': Leadership behaviours, psychological distance, employee coping and effectiveness in remote work contexts", *Journal of Occupational and Organizational Psychology*

2023-24: The contingent nature of the political skill-employee performance relationship*, Journal of Applied Psychology*

2022-23: Sometimes enough is enough: Nurses' nonlinear levels of passion and the influence of politics, *Human Relations*

2026: Co-winner, "Best Paper with Practical Implications for Management Award", Organizational Behavior Division, Academy of Management, for the paper "Being a Leader Is All About Growing Others: Leader-Follower Learning Imbalance and Leader Identity."

2026: **"**Best Conference Paper", Academy of Management Annual Meeting (paper selected among the top 10% of conference papers and included in the Academy of Management Best Paper Proceedings), for the paper "Being a Leader Is All About Growing Others: Leader-Follower Learning Imbalance and Leader Identity."

2024: "Top Viewed Article" (2024), Journal of Occupational and Organizational Psychology, for the article "Distant but Close: Leadership Behaviours, Psychological Distance, Employee Coping, and Effectiveness in Remote Work Contexts".

2018-20: "Top Cited Paper" (2018–2020), Wiley, for the article "Hard-Core Toughie: Donald Trump's Negotiations for the United States Presidency", published in Negotiation Journal.

Teaching Award, AUEB Executive MBA [3 times]
(Based on student evaluations)

2022-23: “Conflict Management and Negotiations”

2020-21: “Organizational Behavior and Human Resource Management”

2018-19: “Organizational Behavior and Human Resource Management”

Member of Scientific Committees

2022-26: Chair, Scientific Committee on Workforce Skills, Public Employment Service of Greece (DYPA), 2022-2026 (Government Gazette 630/YODD/21-07-22).

2025: Member of the Scientific Committee, 41st Colloquium of the European Group for Organizational Studies (EGOS), Athens, 3–5 July 2025.

2020-23: National Representative (elected), Country Representatives Council, European Academy of Management (EURAM)

2018: Chair of the Organizing Committee (Convenor), 4th Interdisciplinary Perspectives on Leadership Symposium, Theme: Leadership, Power and Politics, Corfu, May 16-18, 2019.

Member of Editorial Teams

2018–25: Editorial Team Member, Academy of Management Perspectives

2018: Guest Editor, European Management Journal, Special Issue: Politics in Organizations: Lessons, Challenges and Future Directions, 2018.

2017-25: Associate Editor, Frontiers in Psychology: Organizational Psychology.

EDUCATION

Athens University of Economics and Business (2009)
PhD in Business Administration
Main field: Management, Organizational Behavior

University of Manchester (2003)
Master in Business Information Technology

Athens University of Economics and Business (2002)
Bachelor's Degree in Business Administration

PUBLICATIONS IN PEER-REVIEWED JOURNALS

Grougiou, V., Hatzithomas, L., & Kapoutsis, I. (2026). The Social Amplification of Risk and Heuristics in Tourists' Traveling Intentions to Volatile Destinations, ***International Journal of Tourism Research***, 28(3), e70373. https://doi.org/10.1002/jtr.70373.

Marstand, A., van Knippenberg, D., Kapoutsis, I., Epitropaki, O., Ete, Z., & Dawson, J. (2025). An actor-centric perspective on leader word-action misalignment: Leader locus of control, shame, and behavioural responses. ***Journal of Occupational and Organizational Psychology,*** 98, e70030. DOI: 10.1111/joop.70030.

Lampaki, A., Kapoutsis, I., Hochwarter, W., Kenney, P., Hartline, M., & Deng, Y. (2025). Exploring the Nonlinear Impact of Emotional Work Demands and Work Passion on Job Satisfaction. ***Journal of Managerial Psychology***, 40(7), 859-873. DOI: 10.1108/JMP-01-2024-0017.

Marstand, A., Epitropaki, O. & Kapoutsis, I. (2025). 'Distant But Close': Leadership Behaviours, Psychological Distance, Employee Coping and Effectiveness in Remote Work Contexts. ***Journal of Occupational and Organizational Psychology***, 98, e12544. DOI: 10.1111/joop.12544.

Frieder, R., Ellen, P. & Kapoutsis, I. (2024). The Contingent Nature of the Political Skill – Employee Performance Relationship. ***Journal of Applied Psychology***, 109(7), 1132-1144. DOI: 10.1037/apl0001107 (Financial Times Top 50).

Hochwarter, W., Jordan, S., Kapoutsis, I., Franczak, J., Babalola, M., Khan, A., & Li, Y. (2023). Sometimes enough is enough: Nurses' nonlinear levels of passion and the influence of politics. ***Human Relations****, 76(8), 1168-1190*. DOI: 10.1177/00187267221088535

Kapoutsis, I. & Lampaki, A. (2022). Business in the Swamp: The Power Dynamics of Corporate Political Activity. ***Organizational Dynamics***, 51(1), 100838. DOI: 10.1016/j.orgdyn.2021.100838

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. DOI:10.1080/09585192.2019.1629983

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. DOI:10.1080/09585192.2016.1233447.

Kapoutsis, I. & Volkema, R., (2019). Hard-core toughie: Donald Trump's negotiations for the United States presidency. ***Negotiation Journal***, 35(1), 47-63. DOI:10.1111/nejo.12263

Kapoutsis, I. & Thanos, I. C. (2018). Politics in organizations: Lessons, challenges and future directions (*editorial*). ***European Management Journal***, 36(5), 589-592. DOI:10.1016/j.emj.2018.10.001

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. DOI:10.1177/0149206314566460 (Financial Times Top 50)

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. DOI:10.1108/MD-02-2017-0113

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

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. DOI:10.1002/job.2100

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. DOI:10.1590/1982-7849rac2016150072

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. DOI:10.1177/1052562915600202

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. DOI:10.1108/JCM-01-2015-1283

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. DOI:10.1007/s10726-012-9306-6

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. DOI:10.1111/ncmr.12002

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. DOI:10.1080/09585192.2011.610345

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. DOI:10.1016/j.jvb.2010.09.009

MONOGRAPHS AND CHAPTERS IN EDITED VOLUMES

Kapoutsis, I. (2025). LMX Differentiation, In S. Dhiman (Ed.), ***The Palgrave Encyclopedia of Leadership and Organizational Change***. Palgrave Macmillan, Cham.

Tsatsoulis, A., Kapoutsis, I., & Psoni, P. (Forthcoming, 2027). RoboHarvest Startup: Two-Phase Entrepreneurial Negotiation. In P. Kesting & R. Smolinski (Eds.), Simulations for Teaching Negotiation. Cheltenham, UK: Edward Elgar.

Kapoutsis, I., Lampaki, A., & Psoni, P. (Forthcoming, 2027). Will GlobalCert Acquire Albion? In P. Kesting & R. Smolinski (Eds.), Simulations for Teaching Negotiation. Cheltenham, UK: Edward Elgar.

Kapoutsis, I. (Forthcoming, 2027). Political Skill and Political Will in Organizations: A Dynamic Framework of Political Activation, In D. Treadway (Ed.), ***Understanding Political Skill***. Edward Elgar: London.

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.

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.

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.

PRESENTATIONS AT SCIENTIFIC CONFERENCES (PEER-REVIEWED PAPERS)

Tsatsoulis, A. & Kapoutsis, I. (2026). Negotiation Spillovers: Scale Development and Impact on Subjective Value. ***86th Annual Meeting of the Academy of Management***, Philadelphia: USA, July 31-August 4, 2026.

Marstand, A. & Kapoutsis, I. (2026). Being a Leader Is All About Growing Others: Leader-Follower Learning Imbalance and Leader Identity. ***86th Annual Meeting of the Academy of Management***, Philadelphia: USA, July 31-August 4, 2026. (Best Conference Paper; Co-winner of the "Best Paper with Practical Implications for Management Award", Organizational Behavior Division)

Marstand, A. & Kapoutsis, I. (2025). The Effects of Leader-Follower Power (Im)Balance and Leader Narcissism on Leader Identity. ***85th Annual Meeting of the Academy of Management***, Copenhagen: Denmark, July 25-29, 2025.

Tsatsoulis, A. & Kapoutsis, I. (2025). Managerially Driven Spillover Effects: A Systematic Scoping Review. ***85th Annual Meeting of the Academy of Management***, Copenhagen: Denmark, July 25-29, 2025.

Psoni, P. & Kapoutsis, I. (2025). Unlocking Potential: A Systematic Scoping Review of Shared Leadership in For-Profit Organizations. ***25th Conference of European Academy of Management Florence***, 22-25 June, 2025.

Tsatsoulis, A. & Kapoutsis, I. (2025). Knowledge Spillovers in Digital and Hybrid Teams: A Systematic Review and a Future Research Agenda. ***Learning and Managing in the Digital Era (LMDE) 2025***, Athens, 13-14 June 2025.

Kapoutsis, I., Lampaki, A., Epitropaki, O., Marstand, A., & Nieberle, K. (2025). AI Use as a Threat or Opportunity for Leader Identity and Daily Performance. ***8th Interdisciplinary Perspectives in Leadership Symposium***, Mykonos, Greece, May 7-10, 2025

Tsagklis, C., Thanos, I., Kapoutsis, I., Tsatsoulis, A., Vourloumis, S., & Lampaki, A. (2024). A Systematic Literature Review of Scales to Assess SMEs Resilience to Climate Change. ***2nd Global Conference on Business, Management and Marketing***, Dubai: United Arab Emirates, December 12-13, 2024.

Thanos, I., Mamakou, X., Kapoutsis, I., Lampaki, A. (2024) Green Business Practices in Greece: Regional Disparities, Drivers and Barriers. ***8th International Conference on Advanced Research in Management, Business and Finance***, Vienna, November 28-30, 2024.

Vourloumis, S., Thanos, I., Kapoutsis, I., Maragkogiannis, K. (2024). Firm Adaptation to Climate Change Disasters and Its Impact on Community Resilience. ***12th International Conference on Sustainable Development***, Rome, September, 11-12, 2024.

Lampaki, A., Kapoutsis, I., Kenney, P., Hartline, M., & Deng, Y. (2024). Exploring the Nonlinear Impact of Emotional Work Demands and Work Passion on Job Satisfaction. ***84th Annual Meeting of the Academy of Management***, Chicago: USA, August 9-13, 2024.

Kapoutsis, I., Lampaki, A., Hochwarter, W. (2024). Do More With Less: How Enactment Regulates the Work Impact of Quiet Quitters. ***84th Annual Meeting of the Academy of Management,*** Chicago: USA, August 9-13, 2024.

Marstand, A., Kapoutsis, I., & Ete, Z. (2024). Leader Behavioral Integrity and Emotions. ***84th Annual Meeting of the Academy of Management***, Chicago: USA, August 9-13, 2024.

Psoni, E. & Kapoutsis, I. (2024). How Political Skill and Unknowingness Shape Shared Leadership's Impact on Team Performance through Conflict. ***37th Annual Conference of the International Association for Conflict Management (IACM)***, Singapore, June 23-26, 2024.

Tsatsoulis, A., Thanos, I., Kapoutsis, I., Tsagklis, C., Vourloumis, S., & Lampaki, A. (2024). Climate resilience and adaptation strategies of Small and Medium Enterprises (SMEs): A literature review of previous findings. ***37th International Conference on Humanities, Education, and Social Sciences (ICHES)***, Prague, June 20-23, 2024.

Lampaki, A. & Kapoutsis, I. (2023). Tactics for Implementing Strategic Change: Development and Validation of a Multidimensional Measure. ***6th International Conference on Research in Business, Management, and Finance***, Barcelona: Spain, 22-24 September 2023.

Stoumpou, D. & Kapoutsis, I. (2023). Demystifying the Concept of Phronesis in Management and Leadership: A Systematic Scoping Review. ***83rd Annual Meeting of the Academy of Management***, Boston: USA, August 4-8, 2023.

Grougiou, V., Kapoutsis, I., & Hatzithomas, L. (2023). The Social Amplification of Risk and Heuristics in German tourists travelling to Israel. ***European Marketing Academy Annual Conference 2023***, Odense, Denmark, May 23-26, 2023.

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., Babalola, 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.

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. ***32nd 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., & Mellahi, 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)***, Houston, Texas, USA, 11-13 April 2013.

Kapoutsis, I., Papalexandris, A., & Treadway, D. (2012). Measuring political will: Theoretical construct development and empirical validation. ***72nd 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. ***71st 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. ***23rd 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. ***22nd 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.

OTHER PUBLICATIONS

Kapoutsis, I., & Thanos, I. (2026). Analytical thinking: The skill of separating the wheat from the chaff [in Greek]. HR Professional, issue 242, p. 8, July 2026.

Thanos, I., & Kapoutsis, I. (2026). Curiosity: The skill of the future [in Greek]. HR Professional, issue 241, p. 8, June 2026.

Kapoutsis, I. (2025). HR and negotiations: How to develop the right mindset and skill [in Greek]. In P. Gorezis (host, Associate Professor, Aristotle University of Thessaloniki), "HResearch" [audio podcast episode], 31.10.2025.

Kapoutsis, I. (2025). The art of negotiation and knowledge [in Greek]. In E. Stergiou (host), "PODCAST Economics & Business TALKS" [audio podcast episode], 28.8.2025. https://open.spotify.com/episode/3PSTNLEe2ZU3GuvnVczhkx

Thanos, I., & Kapoutsis, I. (2024). The future of work and skills in Greece 2024-2030 [in Greek]. Athens: Special Secretariat of Long-Term Planning, Hellenic Republic, pp. 1-109. https://foresight.gov.gr/wp-content/uploads/2025/02/Future-of-Skills.pdf

Epitropaki, O., Marstand, A., & Kapoutsis, I. (2024). Seven ways to be a successful remote-working manager, TheConversation, 18 December 2024. https://theconversation.com/seven-ways-to-be-a-successful-remote-working-manager-242374

Kapoutsis, I. (2024). Ethical leadership: Unnecessary luxury or necessary investment? Integrity as a key criterion in a leader's profile [in Greek]. AUEB News, 54, October 2024, p. 15. https://www.aueb.gr/el/opanews/ithiki-igesia-peritti-polyteleia-i-aparaititi-ependysi

Kapoutsis, I. (2024). Negotiation: Is it the art of compromise? [in Greek]. In A. Koumarinos (host), "TheSpeakers" [video podcast episode], 17 July 2024. https://open.spotify.com/episode/4pB7ONgEM9GFgve5BA2qH1

Kapoutsis, I., & Stoumpou, D. (2023). To speak up or to stay silent? [in Greek]. AUEB News, 48, July 2023, p. 20. https://www.aueb.gr/el/opanews/na-miliso-i-na-siopiso

TEACHING EXPERIENCE

For all the courses below I have been responsible for the full design of the course content, the development of original teaching material (including simulation exercises, case studies and experiential exercises) and the teaching of the course as sole instructor, except where co-teaching is indicated.

Undergraduate programs at AUEB

- Conflict Management & Negotiations, 2015-present
- Organizational Behavior & Leadership, 2020-present
- Negotiations and Conflict Management (Erasmus), 2026-present
- Human Resource Management, 2017-2025
- Business Economics, 2015-2020
- Special Topics in Conflict Management and Negotiations, 2010-2012

Graduate programs at AUEB

Executive MBA

- Conflict Management and Negotiations, 2021-2024 (1 Teaching Award)
- Organizational Behavior and Human Resource Management, 2018-2021 (2 Teaching Awards)

MBA (full-time)

- Conflict Management & Negotiations, 2014-2024 (sole instructor since 2018)
- Human Resource Management, 2019-2023
- Management and Leadership Skills, 2017-2019 (co-taught)
- Employment Relations, 2013-2015 (co-taught)

MBA (part-time)

- Human Resource Management, 2017-2022
- Conflict Management & Negotiations, 2013-2017 (co-taught)

MBA International

- Topaz Management Simulation Game (International MBA), 2011-2021

MSc in International Negotiations

- Business Negotiations, 2019-2021

MSc in Services Management (part-time)

- Services Management, 2013-2017 (co-taught)

MSc in Human Resource Management (part-time)

- Organizational Psychology and Behavior, 2017-2019 (co-taught)

MSc in Management Information Systems

- Fundamentals of Business Organization, 2011-2017

Doctoral programs at AUEB

Department of Business Administration

- Research Methods (9 hours), 2015-2023

Department of Marketing and Communication

- Multilevel analysis using Mplus, 2nd cycle of the laboratory research seminars, 2019 (6-hour seminar)

Graduate programs outside AUEB

University of Piraeus, Executive MBA

- Designing Negotiation Strategies, 2019-present

University of Piraeus, MBA (full-time)

- Conflict Management & Negotiations, 2019-2022

Open University of Cyprus, MBA

- Leadership and Decision Making, 2019-2022 (module coordinator, 2020-2021)

MSc in Industrial Management and Technology

- Contract Management, 2017-2019 (co-taught)

University of Limassol, Cyprus International Institute of Management, Cyprus

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

Undergraduate programs outside AUEB

Hellenic Open University

- Management of Businesses and Organizations, 2021-2022

Programs of the Center for Continuing Education and Lifelong Learning

Athens University of Economics and Business

- Teaching of the course "Conflict Management and Negotiations", Certificate in Business Administration for Pharmacists, 2015-present

- Program design, scientific direction and teaching of modules, “Developing Management and Leadership Skills”, 2019-present
- Program design, scientific direction and teaching of modules, “Crisis Management”, 2020-present
- Teaching of modules, “Conflict Management and Negotiations”, 2012-2019
- Teaching of the module “Conflict Management and Negotiations”, Certificate in Social Entrepreneurship, 2016-2018

National and Kapodistrian University of Athens

- Teaching of modules, Certificate in Negotiations and Conflict Management, 2023-present

DEVELOPMENT OF LIFELONG LEARNING PROGRAMS

Athens University of Economics and Business [8 years, ~1,000 participants]

- Certificate in Crisis Management. 11-week asynchronous distance-learning program, 2020-present
- Certificate in Management and Leadership Skills. 11-week asynchronous distance-learning program, 2020-present
- Certificate in Management and Leadership Skills. 84-hour in-person (experiential) program, 2019-present
- Mini Medical eMBA. 8-week asynchronous distance-learning program, developed with GAP for the training of 600 physicians, 2015-2016

National and Kapodistrian University of Athens

- Design and delivery of the program and teaching of modules, Certificate in Negotiations and Conflict Management (160 hours), 2023-present

TEACHING MATERIALS AND NEGOTIATION SIMULATIONS

I write original negotiation simulations for my courses, for executive programs and for the Athens Negotiations Tournament (ANT), where each case is tested in competition by student teams and assessed by judges from academia and industry. The cases are written in Greek unless noted otherwise.

Published simulations (Edward Elgar, forthcoming)

- Will GlobalCert Acquire Albion? (in English, with A. Lampaki and P. Psoni) | Developed from the ANT 2025 Grand Final case | Acquisition negotiation under pressure from the government, employees and investors, playable by teams from 1:1 to 3:3, with subjective value assessment.
- RoboHarvest Startup (in English, with A. Tsatsoulis and P. Psoni) | ANT 2026, Round 2 | Two-phase negotiation, a venture investment deal (valuation, governance rights, liquidation preferences) followed by an open discussion of a strategic partnership.

Original simulations for the Athens Negotiations Tournament

- City & Guilds “Social Impact for Jobs” Fund (in English) | World ANT 2026, Grand Final (Hydra) | Two teams pitch to a panel of fund trustees in two stages. The case was reviewed by City & Guilds and PeopleCert.
- MATRIX vs Piraeus Bank | ANT 2026, Grand Final | Negotiation with an executive committee over the sale of a bank-owned insurance brokerage, based on a real transaction.
- Gigabit Fiber Project (with A. Tsatsoulis) | ANT 2026, Round 4 | Coalition negotiation among three telecom operators over a fiber network rollout.
- The Shelf War, L’Oréal vs Marché Group (with P. Psoni) | ANT 2026, Round 1 | Annual trade-terms negotiation between a supplier and a retailer, written with the permission of L’Oréal Hellas.
- Wisdom Wealth (with A. Tsatsoulis) | ANT 2025, individual round | Angel investment negotiation for equity in a fintech start-up.
- All or Nothing? (with A. Tsatsoulis) | ANT 2025 | Start-up founders negotiate equity and pay with their departing CIO.
- Dialectica, AI Consulting (with P. Psoni) | ANT 2025 and World ANT 2026 (in English) | Five-issue contract negotiation for expert-network services, developed with Dialectica.
- PeopleCert, AXELOS Acquisition (with P. Psoni) | ANT 2025, Grand Final | Finalists negotiate an acquisition with a committee of PeopleCert executives, developed with PeopleCert.
- Antetokounmpo vs Bucks | ANT 2024 | Negotiation of a “supermax” contract, with a deal calculator and an assessment of the relationship.
- Phrónēsis (with C. Tsagklis) | ANT 2023 | A company and a team of professors negotiate an executive education program.
- Taxi | ANT 2022, semi-final | Three-party coalition formation and division of a joint surplus.
- Mythical Conferences (with D. Stoumpou and C. Tsagklis) | ANT 2021, preliminary round | Six-party negotiation over a conference venue.
- Alcazar de Madrid | ANT 2021, preliminary round | Contract renewal of a star player in women’s football.
- Athens BioTech | ANT 2020, Grand Final and ANT 2022, semi-final | A vaccine developer negotiates supply terms with the government.
- Athens by Night | ANT 2020, finals | Repeated three-round negotiation between a travel agency and a telecom company during the pandemic.
- Andrés Paval (with G. Trialonis and C. Tsagklis) | ANT 2020, preliminary round | Appearance terms for a top tennis player at an ATP 250 tournament in Athens.
- Greek PlayGround Plastics (with C. Tsagklis) | ANT 2020, preliminary round | Six-issue distribution agreement.
- Mobile 300 | ANT 2019 | Three-issue procurement negotiation.
- Radiojam Startup | ANT 2019 | A start-up and an investor negotiate a term sheet. RoboHarvest grew out of this case.
- WISE EDU | ANT 2019 | A pharmaceutical company buys a distance-learning program from a university.
- My Pharmacy | ANT 2019 and ANT 2023 | Seven-issue commercial lease between a pharmacy chain and a property company.

Simulations for executive education

- theMachines vs AluminumPro | National Bank of Greece, Corporate & Investment Banking and Business Banking seminars, 2024–2025 | Two-party exercise on repairing trust after a broken commitment.
- The Skills Gap Project | National Bank of Greece, Corporate & Investment Banking seminar, 2024 | Multi-party coalition negotiation for a ministry grant.
- Fit4Life Exclusive | National Bank of Greece, Premium Banking seminars, 2025–2026 | Client-retention negotiation, with a teaching note.

SUPERVISION OF DOCTORAL DISSERTATIONS AND GRADUATE THESES

Doctoral dissertations as principal supervisor [7 years]

- Dimitra Stoumpou, "A multi-study investigation of the antecedents and outcomes of phronetic leadership". PhD awarded, November 2026. Funded by the Hellenic Foundation for Research and Innovation (H.F.R.I.).
- Apostolos Tsatsoulis, "Spillover effects in entrepreneurial negotiations". Thesis defended, April 2026. Funded by H.F.R.I.
- Paraskevi Psoni, "A multi-level investigation of the dark side of shared leadership and how to prevent it". In progress. Funded by H.F.R.I.

Supervision of master's dissertations

- Principal supervisor of 52 master's students. I have also examined the dissertations of many more master's students as a member of evaluation committees.

Supervision of graduate field studies

- 2 Field Study Projects in the AUEB MBA International program, with Vodafone and Bread Factory.

LEADERSHIP AND SERVICE TO THE ACADEMIC COMMUNITY

Guest Editor

- European Management Journal, 2018

Associate Editor

- Frontiers in Psychology: Organizational Psychology, 2017-2025

Editorial Team Member

- Academy of Management Perspectives, 2018-2025
- Frontiers in Psychology: Organizational Psychology, 2017

Ad-hoc reviewer for scientific journals (selection)

- Academy of Management Perspectives
- Journal of Occupational and Organizational Psychology
- Human Relations
- Journal of Management Studies
- British Journal of Management
- 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

Scientific bodies

- Member of the Scientific Committee, 41st Colloquium of the European Group for Organizational Studies (EGOS), Athens, July 3-5, 2025.
- Chair of the 11-member Scientific Committee on Workforce Skills, Public Employment Service of Greece (DYPA), 2022-2026.
- Board member, European Academy of Management (elected Country Representative for Greece, 2020-2023).
- Chair of the Organizing Committee (Convenor), 4th Interdisciplinary Perspectives on Leadership Symposium, Theme: Leadership, Power and Politics, Corfu, May 16-18, 2019.

At the Athens University of Economics and Business (AUEB)

- Scientific Director, *Certificate in Management and Leadership Skills* (e-learning), 2020-present. More than 200 professionals certified.
- Design and scientific direction, *Certificate in Crisis Management* (e-learning), 2020-present. More than 200 professionals certified.
- Creator and Scientific Director, *Certificate in Management and Leadership Skills* (in person/live streaming), 2019-2021. More than 50 professionals certified.
- Founder, organizer and Scientific Director of the *Athens Negotiations Tournament* (two-day national student negotiation competition, ant.aueb.gr), 2018-present.
- Deputy Scientific Director, *Certificate in Negotiations* (in person & e-learning), 2012-2019.
- Coordinator, *Volunteering Program Committee (AUEB Volunteers)*, 2020-2022.

PARTICIPATION IN FUNDED RESEARCH PROJECTS

AS PRINCIPAL INVESTIGATOR / PROJECT LEADER

Scientific lead of the project "Study of Methodology, Methodological Objectives and Tools, and Planning of the Scientific and Research Activities of the Research and Analysis Unit", within the operation "Observatory of Competitiveness and Entrepreneurship of the Attica Region". New Metropolitan Attica S.A., Development Agency of Local Government, 2024-2025.

Project leader, "Business plan for the development and operation of a Digital Transformation Center to accelerate the digital upgrading of the Attica Region and its municipalities and to promote digital innovation and its diffusion in the economy and society". New Metropolitan Attica S.A., Development Agency of Local Government, 2022-2023.

Scientific lead of the project "Study of the National Strategy for Active Labor Market Policies for the new Programming Period 2021-2027". Ministry of Labor and Social Affairs, 2022.

Principal investigator of the research project "Spillover Effects in Business Negotiations", Hellenic Foundation for Research and Innovation (H.F.R.I.), 2024-2026.

Principal investigator of the research project "Shared Leadership: Antecedents, Outcomes and Interventions", H.F.R.I., 2023-2025.

Principal investigator of the research project "A Multi-Study Examination of the Antecedents and Outcomes of Phronetic Leadership", H.F.R.I., 2022-2024.

Scientific lead of the project "Study of the current state of employment in Greece for the new Programming Period 2021-2027". Ministry of Labor and Social Affairs, 2022.

Principal investigator of the two-year research project *"Improving negotiation performance through social, information processing and stress-coping skills"*. AUEB Research Support Program for Excellence and Extroversion, Action I, 2020-2022.

Scientific lead of the project "Original scientific publications by AUEB professors and lecturers", 2019-2020.

AS RESEARCH TEAM MEMBER

Research team member, project "Research and assessment of the resilience of small and medium-sized enterprises to climate change and its impacts, and identification of strategies and practices for its long-term strengthening (CLIMARESME)". Green Fund, 2023-2025.

Research team member, project "Survey, data validation and analysis services on the future of work (future of jobs report) and the skills of the future (future of skills) in Greece". Special Secretariat of Long-Term Planning, 2023-2024.

Research team member, project "Study on the specification of priorities for entrepreneurship and extroversion". New Metropolitan Attica S.A., Development Agency of Local Government, 2022.

Postdoctoral researcher, project "ARISTEIA: *The impact of the organizational context on human capital development and motivation"*. Funded by the Ministry of Development, 2012-2015.

Postdoctoral researcher, project "Research Excellence and Extroversion at AUEB, Action II". *Understanding and Managing the Process of Initiating Negotiations: The Role of Power, Personality and Stereotypes*. Funded by the AUEB Research Center, 2013-2014.

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

Postdoctoral researcher, project "Social Entrepreneurship: Case Study Development". *Case Study Development of Diaplous Social Co-operatives*. Funded by the AUEB Entrepreneurship and Innovation Unit, 2011-2012.

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

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

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

ADMINISTRATIVE ROLES AT AUEB

Director, Management Laboratory (mLAB), Department of Business Administration (2026-present)

Founder and Scientific Director, Athens Negotiations Tournament, national student negotiation competition (2018-present)

Director of the Doctoral Program, Department of Business Administration (2023-2025)

Erasmus Academic Coordinator (2020-2023)

Coordinator, Volunteering Program Committee (AUEB Volunteers) (2020-2022)

Member, Evaluation Committee for Contract Teaching Staff (2022-2025)

Full Member, Committee on DOATAP Matters, recognition of foreign degrees (2020-2024)

EXECUTIVE EDUCATION AND APPLIED WORK

Executive education. Design and delivery of programs for senior and middle managers in negotiation, leadership, conflict and crisis management, and influence. Each program is built around the organization's goals, industry and skill gaps, and uses original negotiation simulations and diagnostic tools for skills assessment. Participants receive an individual skills report, and the organization receives an analysis of strengths and development priorities. The programs are delivered to banks, multinational companies, industrial groups, professional services firms and public organizations.

Negotiation advisory. Support for organizations in preparing and setting strategy for high-stakes negotiations, such as procurement, commercial agreements, contract renegotiation and the management of non-performing loan portfolios.

Applied projects for companies and public bodies. Organizational diagnostics, workforce skills strategy, leadership development, survey design, and evaluation and policy studies on employment, skills, competitiveness and digital transformation.

Indicative organizations. PwC, National Bank of Greece, Bank of Greece, Hellenic Ministry of National Defence, Public Employment Service of Greece (DYPA), SESAE, Amgen, HEDNO, Aluminium of Greece, EFA Group, Theon Group, Dimand, IKEA, Bioiatriki Group, Psichogios Publications, Express Publishing, Active, Bayer Crop Science, Interamerican, Eurolife, Groupama, Schur Flexibles, Chrotex, Pharmaserve-Lilly, GAP-Eviol, Lloyd's Register, Red Bull.

INVITED PRESENTATIONS

The cost of not negotiating. Keynote at the annual executive event of Corporate & Investment Banking, National Bank of Greece. Athens, 4.4.2026.

Industry 4.0 readiness and best practices in digital transformation. Athens Summit 2021 for Industry 4.0, 17-18.03.2021.

The impact of teleworking on employee productivity and well-being and recommendations. Webinar hosted by MEP Stelios Kympouropoulos with the participation of the European Commissioner for Jobs and Social Rights, Nicolas Schmit, on Future of Work: Pandemic Lessons Learnt, 26.1.2021.

Digital leadership: How to succeed in a new digital economy. Hellenic Association of Human Resource Management Executives, 18.11.2020.

Crisis management and preparing for the day after. Presentation to senior executives of the metallurgy business of Mytilineos Group. Athens, 27.5.2020.

Negotiation skill as a driver of business success. Military Office of the President of the Hellenic Republic & Hellenic Negotiators Association. Athens, 22.01.2020.

Community conversation: The impact of Donald Trump's Presidency on teaching negotiation. 32nd Annual Conference of the International Association for Conflict Management (IACM), Dublin, Ireland, 7-10 July 2019. Panel organizers: Ebner, N., Kapoutsis, I., Lewicki, R., Manwaring, M., & Schneider, A. (2019).

The contribution of political skill to employee selection and performance. 9th Human Resource Management Conference. Athens, 14.6.2018.

Negotiations in start-ups. ACEin, AUEB, 13.9.2017.

Negotiation strategies for start-ups. Enter GrowGo (Corallia & Eurobank), 5th cycle, 27.06.2017.

Negotiations for Energy Companies and Utilities. Energy Commodities Conference. Athens, 12-13.5.2017.

Advanced Statistical Techniques: Structural Equation Modeling. United Arab Emirates University. Al Ain, United Arab Emirates, 25.12.2012.

Leaders' willingness to use power. Faculty seminar series, ALBA Graduate Business School, Athens, 26.6.2012.