

CURRICULUM VITAE

SPYROS K. LIOUKAS

Spyros Lioukas is Professor of Business Strategy at the Athens University of Economics and Business. He is currently teaching courses for young executives in the “International MBA”, the “Athens MBA”, and in the MSc in “Human Resources”, as well as in undergraduate classes.

In the University, he directs the research unit “Laboratory of Strategy and Entrepreneurship”, where he is currently responsible for projects in the areas of: national competitiveness assessment, developing entrepreneurship education, business transformation and leadership in SMEs.

Professor Lioukas has published many papers in leading academic journals and his research has received international recognition. His current research interests are in business strategy, business transformation, reputation and responsibility, entrepreneurship, governance and regulation, quality in public management.

As Ambassador of Greece to the OECD for five years (1996-2001) he has gained a broad experience in many areas of public policy. He also has been national representative in the European Commission on technology and innovation and acted as advisor to OKE (the Economic and Social Committee). He has also served as member in several committees for industrial policy, entrepreneurship, large infrastructure projects, public budgeting etc. He has also been advisor to the Public Power Corporation (electric utility) for many years.

Professor Lioukas has extensive experience as management consultant and advisor both in private and public sector organizations. He has directed several consulting and research projects on competitiveness, enterprise policies, investment appraisal, reorganization. He is involved in small enterprise start ups in solar energy and consulting, and serves as independent non executive director in the Board of a listed company.

Formerly he was in the teaching faculty of the London Business School. He is a graduate of the National Technical University of Athens, and received a PhD from the London Business School.

PAPERS IN ACADEMIC JOURNALS

1. "The Relationship between Entrepreneurship and International Performance: the Importance of Domestic Environment" (S. Lioukas et al), *INTERNATIONAL BUSINESS REVIEW*, Vol. 13, 1004, pp.19-41.
2. "Strategy and Industry Effects on Profitability: Evidence from Greece" (S. Lioukas et al), *STRATEGIC MANAGEMENT JOURNAL*, Vol.25, 2004, pp.139-165.
3. "Radical Product Innovation in SMEs: The Dominance of Entrepreneurial Orientation"(S.Lioukas et al), *CREATIVITY AND INNOVATION MANAGEMENT*, Vol.12, no 2, 2003, pp.94-108.
4. 'An Examination into the Causal Logic of Rent Generation: Contrasting Porter's Competitive Strategy Framework and the Resource-based Perspective'' (J.Spanos and S. Lioukas) *STRATEGIC MANAGEMENT JOURNAL* 2001,Vol. 22,pp.907-934.
5. 'Hidden Champions : Lessons from Small, Little Known Firms in Greece'' (S.Lioukas et al) *EUROPEAN MANAGEMENT JOURNAL*, Vol. 18, No 16 December 2000
6. "Strategic Decision Making: The Role of Management and Context", *STRATEGIC MANAGEMENT JOURNAL*, Vol. 19, 1998, pp. 115-147.
7. "Planning and Performance in State-Owned Enterprises", *EUROPEAN JOURNAL OF OPERATIONAL RESEARCH*, Vol. 87, 1995, pp. 624-640.
8. «Participation in the Management of Public Enterprises: Experience from Greek Utilities» (D. Papoulias and S. Lioukas), *ANNALS OF PUBLIC AND COOPERATIVE ECONOMICS*, Vol. 66, No 3, 1995, pp. 275-298.
9. "Managerial Autonomy of State-Owned Enterprises" (S. Lioukas et. al.), *ORGANISATION SCIENCE*, Vol. 4, No 4, Nov. 1993.
10. "Evaluating Alternative Scenarios for High-Speed Rail Investments in Greece" (S. Lioukas, et. al), *TRANSPORTATION*, 1993.
11. "Identifying competencies for the Design of Systems Supporting Managerial Planning" (S. Lioukas, et. al.), *ERGONOMICS*, 1992.
12. "The Impact of Nationalization on Planning in Esso Greece" (N. Labroukos and S. Lioukas), *LONG RANGE PLANNING*, Vol. 2, 1989, pp. 98-105.
13. "Investment Planning and Arm's Length Control in a Nationalized Industry" (S. Lioukas), *MANAGEMENT SCIENCE*, Vol. 31, No 8, August 1985, pp. 940-958.
14. "Thresholds and Transitivity in Probabilistic Consumer Choice" (S. Lioukas), *MANAGEMENT SCIENCE*, Vol. 15, No 5, Oct. 1983, pp. 665-659.

15. "Investment Behaviour in a Nationalized Industry" (S. Lioukas), *APPLIED ECONOMICS*, Vol. 15, No 5, Oct. 1983, pp. 665-679.
16. "Incremental Evaluation of Risky Choices" (S. Lioukas and P. Moore), *JOURNAL OF THE OPERATIONAL RESEARCH SOCIETY*, Vol. 34, No 5, 1983, pp. 413-418.
17. "Peak-Load Pricing Under Periodic and Stochastic Supply" (S. Lioukas), *EUROPEAN ECONOMIC REVIEW*, Vol. 20, 1983, pp.13-21.
18. "Size and Administrative Intensity in Organisational Divisions" (S. Lioukas and D. Xerokostas), *MANAGEMENT SCIENCE*, Vol.24, No8, August 1982,pp.854-868.
19. "Travel Mode Choice and the Value of Time in Greece" (S. Lioukas), *JOURNAL OF TRANSPORT ECONOMICS AND POLICY*, Vol. 16, No 2, May 1982, pp.161-180.
20. "Areas of Local discretion in a Centrally-Planned State Enterprise" (S. Lioukas and D. Chambers), *JOURNAL OF THE OPERATIONAL RESEARCH SOCIETY*, Vol. 33, March 1982, pp. 413-418.
21. "The Cyclical Behaviour of Capital Retirement" (S. Lioukas), *APPLIED ECONOMICS*, Vol. 14, February 1982, pp. 73-79.
22. "The Boundary Between Planning and Incremental Budgeting" (S. Lioukas and D. Chambers), *MANAGEMENT SCIENCE*, Vol. 27, No 12, December 1981, pp. 1421-1434.
23. "The Order-Delivery Lag in Electricity Investment" (S. Lioukas), *APPLIED ECONOMICS*, Vol. 13, March 1981, pp. 35-49.
24. "Factors Affecting Capital Retirement" (S. Lioukas), *JOURNAL OF INDUSTRIAL ECONOMICS*, Vol.28, March 1980, pp. 241-254.
25. «Productivity Indices and Personnel Comparative Assessment in a Multidivisional Corporation» (D. Xerokostas and S. Lioukas), *OPERATIONAL RESEARCH QUARTERLY*, Vol. 28, No. 21, 1977, pp. 251-265.

OTHER PUBLICATIONS

Professor Lioukas has published many other articles in books, policy-orientated journals and economic and management press. The following three papers are indicative of the type of work:

1. «National Competitiveness Indicators and the Cost to the Economy from Lack of Competitiveness», (S. Makridakis and S. Lioukas), General Secretariat for Competitiveness, Ministry of Development, 1995.
2. «International Expansion in Developed or Less Developed Countries? Evidence from Small Firms in South-East Europe» (P. Dimitratos and S. Lioukas), in «*Research on International Entrepreneurship*», Dana L.P. (ed.) ,Edward Elgar, New York, 2002.
3. «Do Early Perceptions of Strategic Decisions influence Strategic Processes?» (S. Lioukas and V. Papadakis), *Best Paper Award by the Academy of Management*,

- USA, in «*Best Paper Proceedings*», Business Policy & Strategy Division, Academy of Management, Cincinnati, 1996, pp. 46-50.
4. «Privatisation in Greece» (S. Lioukas), in the book «*Privatisation : A Global Perspective*», V.V. Ramanadham (ed.), London : Routledge, 1993.
 5. «The Effectiveness of Public Enterprises in Greece» (S. Lioukas and D. Papoulias), in the book «*Public Enterprise at Crossroad*», J. Heath (ed.), London: Routledge, 1990.

RESEARCH PROJECTS (selected)

1. “Entrepreneurship Program in the AUEB”(Institutional Director), EPEAEK, 2003-2005.
2. “Directing Change and Business Transformation”(Director), GSRT, 2004-2005
3. “Design, Quality, Environment”, INTERREG, 2004-2006.
4. “Internationalization Strategies of Greek Enterprises”(Director), EPET II, GSRT, 1998-2000.
5. “Innovation Management Techniques”(Director), project PROSEGISIS, DG XIII, 1997-1999.
6. “Management Patterns and Styles” (Director), EPET II, GSRT, 1995-1998.
7. “Investment Behaviour and Technology Choice”(Director),GSRT, 1995-1998.
8. “Strategic Decision Making Processes”(Director), PENED,GSRT, 1996-1998.