

CURRICULUM VITAE

Personal Details

Name:	Alexandros Papalexandris	Work Address:	12 Derigny str. 10434 Athens, Greece
Sex:	Male		
Home Address:	41 Makedonias str. 15237 Filothei, Athens, Greece	Work Telephone:	+30-210-8203471
Date of Birth:	1976	E-mail Address:	alexp@aueb.gr
Nationality:	Greek	Skype Name:	alexandros.papalexandris

Education

Athens University of Economics & Business, 2001 – 2007

Ph.D. in Business Administration

Ph.D. Thesis Title: "Exploring the Strategic Determinants of Financial Performance: The Case of the Greek Banking Sector".

Athens University of Economics & Business, 1999 – 2000

International MBA

Dissertation: "Implementing a BSC at the SWC of Siemens Hellas" Grade: Distinction
Grade: 82,5% (Distinction)

Imperial College of Science Technology & Medicine, 1995 - 1999

MEng Electrical & Electronic Engineering

Specialization: Communications και Analog Electronics

Dissertation: "Intermediate Frequency Bandpass Sampling" Grade: A
Grade 2:1 (B) (67.5%) Honors Degree

Hellenic American Educational Foundation (Athens College), 1983 – 1994

High school

Publications

Peer Reviewed Academic Publications:

1. Kapoutsis, I., Papalexandris, A., Treadway, D.C., Bentley, J. (in press). Measuring Political Will in Organizations: Theoretical Construct Development and Empirical Validation. *Journal of Management*.
(doi: [10.1177/0149206314566460](https://doi.org/10.1177/0149206314566460)) (AJG = 4*, IF = 6.862)
2. 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](https://doi.org/10.1080/09585192.2011.610345)) (AJG = 3, IF = 0.928)
3. Kostopoulos, K., Papalexandris, A., Papachroni, M. and Ioannou, G. (2011). Absorptive Capacity, Innovation, and Financial Performance. *Journal of Business Research*, 64(12), 1335–1343.
(doi: [10.1016/j.jbusres.2010.12.005](https://doi.org/10.1016/j.jbusres.2010.12.005)) (AJG = 3, IF = 1.306)
4. Kapoutsis, I., Papalexandris, A., Nikolopoulos, A., Hochwarter, W. A., & Ferris, G. R. (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](https://doi.org/10.1016/j.jvb.2010.09.009)) (AJG = 4, IF = 2.033)
5. Soderquist, K.E., Papalexandris, A., Ioannou, G. and Prastacos, G.P. (2010). From task based to competency-based: A typology and process supporting a critical HRM transition, *Personnel Review*, 39(3), 325-346.
(doi: [10.1108/00483481011030520](https://doi.org/10.1108/00483481011030520)) (AJG = 2, IF = 0.962)
6. Papalexandris, A., Ioannou, G., Prastacos, G.P. and Soderquist, K.E. (2005). An integrated methodology for putting the Balanced Scorecard into action. *European Management Journal*, 23(2), 214-227.
(doi: [10.1016/j.emj.2005.02.004](https://doi.org/10.1016/j.emj.2005.02.004)) (AJG = 2, IF = 0.817)
7. Papalexandris, A., Ioannou, G. and Prastacos, G.P. (2004). Implementing the Balanced Scorecard in Greece: a software firm's experience. *Long Range Planning*, 37(4), 347-362.
(doi: [10.1016/j.lrp.2004.05.002](https://doi.org/10.1016/j.lrp.2004.05.002)) (AJG = 3, IF = 2.111)

Peer Reviewed Academic Conferences:

1. Kapoutsis, I., Papalexandris, A., Lampaki, A. and 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. *International Congress of Applied Psychology (ICAP)*, Paris France, July 8-13.
2. Papalexandris, A., Kapoutsis, I. and Papadakis, V. (2013) Bringing Rational Routines in Political Settings: How Political Rationality Can Moderate the Politics Perceptions Relationship with Job Stress and Job Satisfaction. *European Academy of Management (EURAM) Conference*, Istanbul Turkey, June 26-29.
3. Kapoutsis, I., Papalexandris, A. and Nikolopoulos, A. (2013) Influence on the Extremes and the Moderating Role of Political Skill: A Multi-Level Study. *Eastern Academy of Management Conference*, Seville Spain, June 23-27.
4. Kapoutsis, I., Papalexandris, A. and Treadway, D. (2013) New Developments in the Research of Political Skill (PS): Individual, Team and Cultural Considerations: Political Will -

Multi-Dimensional Scale Development and Multi-Sample Validation. *European Association of Work and Organizational Psychology Conference (EAWOP)*, Munster Germany, May 22-25.

5. Mell, J., Jansen, J., Kostopoulos, K. and Papalexandris, A. (2013) Leading Exploratory Innovation: The Roles of Learning Orientation and Formalization. *Conference of the Society for Industrial and Organizational Psychology*, Houston Texas, April 11-13.
6. Jansen, J., Kostopoulos, K.C., Mihalache, O.R. and Papalexandris, A. (2012) How Do Psychological Factors Affect Team Ambidexterity? A Cross-Level Examination of Organizational Contextual Influences. *Academy of Management Conference*, Boston Massachusetts, August 3-7.
7. Kapoutsis, I., Papalexandris, A. and Treadway, D. (2012) Measuring Political Will: Theoretical Construct Development and Empirical Validation. *Academy of Management Conference*, Boston Massachusetts, August 3-7.
8. Kostopoulos, K., Jansen J. and Papalexandris, A. (2012) Team Absorptive Capacity and Innovation Outcomes: The Role of Team Social Integration. *Academy of Management Conference*, Boston Massachusetts, August 3-7.
9. Kapoutsis, I., Papalexandris, A., Thanos, I. and Nikolopoulos, A. (2011) The Effect of Political Tactics on the Organizational Context - Subjective Career Success Relationship. *Academy of Management Conference*, San Antonio: Texas, August 12-16.
10. Kapoutsis, I., Papalexandris, A. and Nikolopoulos, A. (2010) Influence Tactic Ambidexterity for Achieving Performance: The Moderating Role of Political Skill. *Academy of Management Conference*, Montréal – Canada, August 6-10.
11. Kapoutsis, I and Papalexandris, A. (2009) Achieving job performance by combining hard and soft influence tactics: The moderating role of political skills. *British Academy of Management*, Brighton, September 15-17.
12. Papalexandris, A. (2008) How do customer factors drive performance? Examining the customer-financial performance relation. *Academy of Management Conference*, Anaheim, August 8-13.
13. Kostopoulos, K. C., Papalexandris, A. and Prastacos, G. P. (2008) The effects of organizational unit ACAP on innovation and Performance. *Academy of Management Conference*, Anaheim, August 8-13.
14. Papalexandris, A., Vakola, M. and Prastacos, G.P. (2007) Workplace Olympics: Inspiring Great Performance through Fundamental Values-in-Use. Symposium for the Academy of Management Conference, Philadelphia, August 3-8.
15. Kostopoulos, K. C., Brachos, D., Papalexandris, A., Philippidou, S. and Prastacos, G. P. (2007) Organizational Unit ACAP: Social Context and Performance Outcomes. In George T. Solomon (Ed.), *Proceedings of the Sixty-Sixth Annual Meeting of the Academy of Management (CD)*, ISSN 1543-8643.
16. Katsikis, I.N., Goutzamani, E. and Papalexandris, A. (2007) Corporate Identity and Image Homogeneity: A Semiotics Analysis of Hellenic Banks. Twenty-third European Group of Organization Studies (EGOS) Conference, Vienna: Austria, July 5-7.
17. Kostopoulos, K, Brachos, D. and Papalexandris, A. (2007) Absorptive Capacity at the Organizational Unit Level: The Role of Trust and Vision. *3rd National Conference of the Hellenic Society for Systemic Studies, Piraeus, May 26-28*.
18. Papalexandris, A., Kyrgidou, L, Soderquist, K.E., Ioannou, G and Prastacos, G.P. (2006) Implementing a Competency Framework at the Maritime Sector. *Academy of Management Conference*, Atlanta. August 11-16.
19. Kyrgidou, L., Papalexandris, A., Soderquist, K.E., Ioannou, G. and Prastacos, G. P. (2006) Putting Competencies into Action in Greek shipping: Implementing a competency typology as a unique source of competitive advantage. Eighteenth IEEE International Engineering Management Conference (IEMC), Salvador: Brazil, September 17–20.

20. Katsikis I.N., Goutzamani, E. and Papalexandris, A. (2006) From Local to Global: The new corporate image of Greek Banks. *30 Student Conference of the Department of Management and Technology*, May 10.
21. Prastacos, G.P., Vozikis, G. S., Soderquist, K.E., Vakola, M and Papalexandris, A. (2005) Olympic Games 2004: When the old values met the new. Eastern Academy of Management, Cape Town, South Africa.
22. Soderquist, K. E., Ioannou, G., Kyrgidou, L. and Papalexandris, A. (2005) What do competencies look like? Developing and applying a typology of job-related competencies. International Conference of the Department of Business Administration of the Aegean University in Chios: Greece, October 13-15.
23. Konstantopoulos, N., Papalexandris, A., Kostopoulos, K. C., Philippidou, S. S. and Brachos, D. A. (2005) Concerns and implications of performance appraisal: Examining the determining factors of employee satisfaction. 17th National Conference of the Greek Association of Operations Research (EEEE), Patra: Greece, June 16-18.
24. Ioannou, G., Papalexandris, A., Prastacos, G.P. and Soderquist, E. (2002) Implementing a Balanced Scorecard at a Software Development Company. IEEE International Engineering Management Conference (IEMC), Cambridge, UK, Proceedings, 2, 743-748.
25. Papalexandris, A. and Konstantopoulos N. (2002) Performance appraisal as a tool of shaping behavior and conduct in the public sector". 15th National Conference of the Greek Association of Operations Research (EEEE), Tripoli: Greece. October/November 31-2.

Publications in Edited Books:

1. Papalexandris, A. (2013). Revisiting the Service Profit Chain for the Banking Sector. In G. I. Doukidis (Ed.), *Doctoral Studies in Management Science and Technology* (Vol. II). Athens, Greece: AUEB Publications.

Other Publications:

1. Papalexandris, A (2011) Greek Bailout Will Hit Universities, Research Europe, 4 August, 7.
2. Dorrington, P. and Papalexandris, A (2011), The Impact of Customer-Focused Strategies on Financial Performance. A white paper by the Athens University of Economics and Business and SAS Institute, 25 June.

Work Experience

ATHENS UNIVERSITY of ECONOMICS and BUSINESS

Assistant Professor, Department of Business Administration, May 2015 - Today

Lecturer, Department of Business Administration, December 2010 – May 2015

Laboratory of Business Strategy, April 2009 – Today & Management Science

Laboratory, February 2001 – Today

Involved in projects concerning performance measurement and appraisal. Research based on performance measurement using state of the art methods and tools. Indicative projects:

- **GIZ and Greek Task Force:** Initiating the implementation of critical reforms in the local authorities (municipalities) using performance management techniques. (Principal Investigator, 2014).
- **Gan Direct Insurance Cyprus:** Creation of a performance management system based on the Balanced Scorecard. (Quality Assurance Expert, 2013-2014).
- **Stopanska Banka Skopje (subsidiary of the National Bank of Greece):** Development of a performance management system that uses quantitative indicators (KPIs). (Principal Investigator, 2012-2013).
- **Institute for Small Businesses (IME GSEBEE):** Study on the innovation potential of small businesses. (Team Member, 2012-2013).
- **Groupama Insurance Company:** Design and communication of the organizational strategy. (Principal investigator, 2013).
- **Aspropyrgos Municipality:** Establishment of a performance management system based on the Balanced Scorecard. (Project Manager 2012-2014)
- **Institute of geology and mineral exploration (IGME):** Strategic and business plan for IGME for the period 2012-2016. (Principal Investigator, 2012).
- **Research Grant “ARISTEIA” (Research Excellence) from the GSRT:** Strengthening human capital for the promotion of research and innovation. Researcher (2012-2015).
- **SAS Institute:** A study on the impact of customer focused strategies on financial performance in the Greek banking sector. (Team Manager, 2011).
- **National Bank of Greece (NBG):** Development of a business simulation tool for the training of bank junior managers. (Project manager, 2010-2011).
- **ELKEDE (Centre of technology and design):** Development of the company strategic and business plan for the years 2011-2013. (Team Member, 2010)
- **Athens Urban Transport Organisation (OASA):** Design and development of a performance management system and a gross cost contract between the Athens Urban Transport Organization and the public transport operators (Team Manager, 2009-2011).
- **Lavipharm (pharmaceutical company):** Development of a Balanced Scorecard for the IT division of Lavipharm. The project was presented at the CIO Forum of the Hellenic Management Association. (Project manager, 2010).
- **University of Cyprus:** Capacity planning of administrative staff based on the Balanced Scorecard methodology. (Project Manager, 2008-2009).

- **Hellenic Organization of Small and Medium Sized Enterprises and Handicraft S.A. (EOMMEX):** Research concerning SME entrepreneurship in Greece and comparison with that of other EU countries. (Team Member, 2007-2008).
- **Attica Bank:** Consulting services related to the development of a bonus system for bank employees. (Team Member, 2007).
- **Eurobank and Emporiki Bank:** Exploration of the strategic determinants of financial performance of the banking sector. Project manager, 2005-2007).
- **AVIN Oil Trader:** Development of a competency framework that would aid in understanding, developing and appraising the competencies of the company's employees. The project was partially sponsored by the Greek research center. (Team Member, 2005-2007).
- **Bank of Cyprus:** Development of a Balanced Scorecard for the IT division of the Bank of Cyprus. The project was partially sponsored by the Cypriot research center. (Team Member, 2005-2006).
- **Commercial Bank of Greece (Emporiki Bank):** Reengineering the Bank's performance appraisal tools and processes; meshing competencies with the Balanced Scorecard in order to create a holistic performance appraisal system for the Bank's employees. (Team Member, 2004-2005).

DELOITTE & TOUCHE CONSULTING, IT Group

Senior Consultant, November 2000 – November 2003

Involved mainly in projects concerning the selection and implementation of Enterprise Resource Planning (ERP) and Performance Management Systems, specializing in the Banking Sector. Indicative Projects:

- **Silver & Baryte Ores Mining Co.:** SAP Implementation Project, Feasibility Study and Group Template Creation for Greece and Germany.
- **Aegean Baltic Bank:** Software Evaluation and Selection; Procurement support.
- **Greek Post Savings Bank:** Gap analysis, risk assessment and procurement support
- **Konti Steel Hellas (Usinor Group):** Organizational study and staffing review.
- **INTERSYS:** Evaluation and Selection of an Enterprise Resource Planning (ERP) System to support the company's business operations.

Teaching Experience

Undergraduate Courses (Lecturer):

1. **Introduction to Financial and Business Management.** Department of Business Administration, Athens University of Economics and Business (2007 – today)
2. **Performance Management (Financial and Business Management II).** Department of Business Administration, Athens University of Economics and Business (2008 – today)
3. **Decision Making.** Department of Business Administration, Athens University of Economics and Business (2011 – today)
4. **Student Placements.** Department of Business Administration, Athens University of Economics and Business (2011 – today)

Graduate Courses:

1. **Introduction to Management.** MA in Heritage Management. University of Kent and Athens University of Economics and Business (2011 – today)
2. **Business Strategy.** MA in Heritage Management. University of Kent and Athens University of Economics and Business (2012 – today)
3. **Performance Management.** Master in Human Resource Management. Athens University of Economics and Business (2010 – today)
4. **Strategy and International HRM.** Master in Human Resource Management. Athens University of Economics and Business (2014 – today)
5. **Business Strategy.** Master in Business Administration (MBA) International. Athens University of Economics and Business (2011 – today)
6. **Strategic Change Management.** Master in Business Administration (MBA) International. Athens University of Economics and Business (2012 – today)

Awards and Citations

1. **Awarded a Research Grant by the Athens University of Economics and Business.** A program aimed at supporting new faculty that display the possibility of performing high impact research (2014-2015).
2. **Awarded the Research Grant “ARISTEIA” (Research Excellence).** A program to support highly talented researchers, working in Greece, who have compiled an outstanding record in their respective fields and have the potential to advance the frontiers of scientific knowledge and scholarship. Co- Financed by the European Union and the Greek State. Total budget of the research grant 200'000.00 EUR. Researcher (2012-2015).
3. **Excellence in Teaching Award.** For the course business strategy (2011) of the MBA International Program of the Athens University of Economics and Business.
4. **Journal Paper:** Kapoutsis, I., Papalexandris, A., Nikolopoulos, A., Hochwarter, W. A. and Ferris, G. R. (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.
 - a) **Publish or Perish.** 8 citations (Accessed May 2013)
5. **Journal Paper:** Kostopoulos, K., Papalexandris A., Papachroni, M. and Ioannou, G. (2011) Absorptive Capacity, Innovation, and Financial Performance. *Journal of Business Research*, 64(12), 1335–1343.
 - a) **Publish or Perish.** 27 citations (Accessed May 2013)
 - b) **Science Direct TOP25 Hottest Articles.** For the year 2011, the 9th most downloaded paper of the journal.
6. **Journal Paper:** Soderquist, K.E., Papalexandris, A., Ioannou, G. and Prastacos, G. 2010. From task-based to competency-based a typology and process supporting a critical HRM transition. *Personnel Review*, 39(3): 325-346.
 - a) **Publish or Perish.** 10 citations (Accessed May 2013)
 - b) **Emerald Management First.** In the most popular articles list of the journal (2010)
7. **Journal Paper:** Papalexandris, A., Ioannou, G. Prastacos, G.P. and Soderquist, K.E. (2005) An integrated methodology for putting the Balanced Scorecard into action. *European Management Journal*, 23(2), 214-227.
 - a) **Publish or Perish.** 88 citations (Accessed May 2013)
 - b) **Science Direct TOP25 Hottest Articles.** For 1 year (4 quarters) the most downloaded article of the journal and for 3 years in the 25 most downloaded articles of the journal.
8. **Journal Paper:** Papalexandris, A., Ioannou, G. and Prastacos, G.P. (2004) Implementing the Balanced Scorecard in Greece: A software firm's experience. *Long Range Planning*, 37(4), 347-362.
 - a) **Publish or Perish.** 76 citations (Accessed May 2013)
 - b) **Science Direct TOP25 Hottest Articles.** For 1 year (4 quarters) in the 25 most downloaded articles of the journal.
9. **Conference Paper:** Kostopoulos, K. C., Brachos, D., Papalexandris, A., Philippidou, S. and Prastacos, G. P. (2007) Organizational unit ACAP: Social context and performance outcomes. In George T. Solomon (Ed.), *Proceedings of the Sixty-Sixth Annual Meeting of the Academy of Management* (CD), ISSN 1543-8643.”
 - a) **Best Paper Proceedings.** Academy of Management Conference 2007, Philadelphia.

10. **Conference Poster:** Mell, J., Jansen, J., Kostopoulos, K. and Papalexandris, A. (2013) Leading Exploratory Innovation: The Roles of Learning Orientation and Formalization. *Conference of the Society for Industrial and Organizational Psychology*, Houston Texas, April 11-13.
 - a. **Selected for the interactive poster section.** The paper has been selected among all other papers to be one of four posters included in an interactive poster session entitled: "Not Just Another Brick in the Wall: Fostering Disruptive Innovation".
11. **Performance Scholarship.** Athens University of Economics and Business for the MSc in Decision Sciences (International MBA)
12. **Honorary Distinction for High Levels of Achievement.** Athens University of Economics and Business 2000
13. **Honorary Distinction for the Field Study Project "Implementing a Balanced Scorecard for the Software Center of Siemens Hellas".** Dissertation performed for the i-MBA.

Certifications and Memberships

- **Certified by the National Accreditation Centre for Continuing Vocational Training (EKEPIS)**
- **Associate of the City & Guilds Association**
- **Member of the Academy of Management (AOM)**
- **Member of the Engineers Chamber of Greece (TEE)**
- **Member of the Economic Chamber of Greece (OEE)**
- **Member of the Greek organizational research community (EEEE)**
- **Member of the Laboratory of Business Strategy** of the Athens University of Economics and Business (www.lbs.aueb.gr)
- **Member of the Management Science Laboratory** of the Athens University of Economics and Business (www.msl.aueb.gr)
- **Member of the Imperial College Alumni Association**
- **Member of the Athens College Alumni Association (SAKA)**
- **Member of the i-MBA Alumni Association**