

## Curriculum Vitae

**Dr Ioannis Thanos**

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Department of Business Administration  
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### A. ACADEMIC POSITIONS

- 7 January 2020-Today Current academic position: **Assistant Professor of Management, Athens University of Economics and Business, Greece.**
- 7 March 2016-31 December 2020: **Senior Lecturer in Strategic Management, PhD Director**, Department: Entrepreneurship and Strategy **Lancaster University Management School, Lancaster University, UK.**
- 1 September 2012-4 March 2016: **Lecturer in Management** (grade 8), **Adam Smith Business School, University of Glasgow, UK.**

### B. DISTINCTIONS

#### Teaching Distinctions

- **2016: Lancaster University Management Academic Staff Member of the Year.**
- **2017: Shortlisted for the Dean's award in the category Early Career Teacher of the Year.**
- Shortlisted for the **2014-2015 Best Teacher Award of the College of Social Sciences of the University of Glasgow** (<http://www.glasgowstudent.net/events/stas/2014-2015/>).
- Shortlisted for the **2013-2014 Best Teacher Award of the College of Social Sciences of the University of Glasgow** (<http://www.glasgowstudent.net/events/stas/2013-2014/>).

#### Research Distinctions

##### **Emerald 2015 outstanding paper award-Journal of Strategy and Management.**

- My co-authored paper «CEO Risk-Taking Propensity and the Quality of Strategic Decisions: Effects of Living on the Wild Side» was nominated for the **best conference paper και best conference paper for practice implications** of the **32<sup>nd</sup> Strategic Management Society conference (2012)**.
- My co-authored paper “The Effects of Strategic Decision Processes: A Broad Examination of Contextual Boundary Conditions” was nominated for the **best conference paper και best conference paper** of the **32<sup>rd</sup> Strategic Management Society Conference (2013)**.

- My co-authored article «Looking into the ‘black box’: unlocking the effect of integration on acquisition performance», has had the **most social media attention** according to the website of the European Management Journal (<https://www.journals.elsevier.com/european-management-journal/>).
- My co-authored article «Strategy Processes, Environmental Determinism and Performance in Internationalized SMEs» was selected together with another 14 articles among more than 300 submissions for the 2010 EIBA conference and was published in the **Progress in International Business Research**, vol. 6.

### **Other Important Distinctions**

- **Fellow Higher Education Academy, UK**
- **Track co-chair Egos conference, 2020**
- **2016-2017: Representative at large, strategy process group, Strategic Management Society.**
- **Track co-Chair:** European Academy of Management 2015, 2016, 2017 track: “Microfoundations of Strategy: Dynamic Capabilities, Knowledge, and Ambidexterity”
- **Track co-chair:** European Academy of Management 2016 track: “Management Research in the Arab Middle East - What 's Now and What 's Next?”.
- **Session Chair:** European International Business Academy Conference, 2013
- **Session chair and discussant:** European Academy of Management conferences 2015, 2016, 2017
- **Session Chair:** British Academy of Management conference 2011
- **Session chair:** Strategic Management Society 2016, 2017
- **Member of the Mergers and Acquisitions (M&A) Research Committee of the EuroMed Research Business Institute** (<http://emrbi.org/mergers-acquisitions-group/>)
- **International Collaborator Centre for Strategic Management, United Arab Emirates University** (September 2011-August 2013).
- **Founding member of the Strategic Management Academy of Scotland (SMAS)**

### **C. EDUCATION**

#### **University of Glasgow, 2013-2015**

Postgraduate Certificate in Academic Practice

#### **Athens University of Economics and Business, 2007 - 2011**

PhD in Management

Thesis Title: Intuition versus Rationality and Politics in Strategic Decision Making

#### **University of Warwick, 2005 – 2006**

Master of Science in Marketing and Strategy

Thesis Title: Comparison of the characteristics of Mergers and Acquisitions between periods 1997-1999 and 2000-2004 in Greece

#### **Athens University of Economics and Business, 2001 – 2005**

BSc in Business Administration

## **D. EDITORIAL POSITIONS**

- March 2016-Today: **Associate Editor European Management Journal.**
- July 2017-Today: **Editorial Board member Journal of Knowledge Management.**
- September 2016-Today: **Review Editor Frontiers in Psychology Research.**
- **Guest co-editor**, Politics in organizations: Positive and negative aspects of political behavior [Call for papers], **European Management Journal**, 2017. doi: <http://dx.doi.org/10.1016/j.emj.2016.04.003>
- **Guest co-editor**, [Call for papers], **Reshaping M&A Scholarship – Broadening the Boundaries of M&A Research, European Management Journal**, 2019. doi: <http://dx.doi.org/10.1016/j.emj.2016.04.003>

## **E. JOURNAL PUBLICATIONS**

1. Samba, C., Tabesh, P., Thanos, I.C., Papadakis, V.M. (2020). Method in the Madness? A Meta-analysis on the Strategic Implications of Decision Comprehensiveness **Strategic Organization**, <https://doi.org/10.1177%2F1476127020904973>
2. Elbanna, S., Thanos, I.C., Jansen, R. (2020). A literature review on strategic decision-making context: A synthesis of previous mixed findings and an agenda for the way forward. **M@n@gement**.
3. Thanos, I.C., Papadakis, V.M., Angwin, D.N. (2020). Does changing contexts affect linkages throughout the Mergers and Acquisitions (M&A) process? A multiphasic investigation of motives, Pre and Post acquisition processes and Performance. **Strategic Change**, 29(2), 149-164
4. Kapoutsis I, Papalexandris A and Thanos I.C. (2019) Hard, soft or ambidextrous? Which influence style promotes managers' task performance and the role of political skill (2019). **International Journal of Human Resource Management**, 30(4):618-647.
5. Kapoutsis, I., and Thanos, I.C. (2018). Politics in organizations: Lessons, challenges and future directions. **European Management Journal**, 36(5): 589-592.
6. Kastanakis, M., Robinson, S., Tsalavoutas, Y., Fernando, M., Jonczyk, C., Stettner, U., Thanos, I.C., Aharonson, B., Potočník, K., Zhang, H., Erz, A., Wallpach, S., Diedrich, A., Leupold, C.R., Breen, L. (2019). Making a difference: Thoughts on management scholarship from the editorial team, **European Management Journal**, 37(3): 245-250, doi: <https://doi.org/10.1016/j.emj.2019.05.001>
7. Teerikangas, S., and Thanos, I.C. Looking into the 'black box': unlocking the effect of integration on acquisition performance (2018). **European Management Journal**, 36(3): 366-380.
8. Thanos, I.C., Dimitratos, P. and Sapouna, P. (2017). The implications of international entrepreneurial orientation, politicization and hostility upon SME international performance, **International Small Business Journal**, 35(4):495-514.

9. Petrou, A. P., and Thanos, I. C. (2014) The “grabbing hand” or the “helping hand” view of corruption: Evidence from bank foreign market entries. **Journal of World Business**, 49 (3). pp. 444-454.
10. Dimitratos, P., Plakoyiannaki, E., Thanos, I.C., and Förbom, Y.K. (2014) The overlooked distinction of multinational enterprise subsidiary learning: its managerial and entrepreneurial learning modes. **International Business Review**, 23 (1). pp. 102-114.
11. Elbanna, S., Thanos, I. C., and Colak, M. (2014, equal contribution) An exploratory study of the determinants of the quality of strategic decision implementation in Turkish industrial firms. **Journal of General Management**, 40(2), pp.27-46.
12. Elbanna, S., Thanos, I. C., and Papadakis, V. (2014) Understanding how the contextual variables influence political behaviour in strategic decision-making. **Journal of Strategy and Management**, 7 (3). pp. 226-250. **Emerald 2015 outstanding paper award Journal of Strategy and Management**.
13. Kapoutsis, I., Papalexandris, A., Thanos, I.C., and Nikolopoulos, A.G. (2012) The role of political tactics on the organizational context–career success relationship. **International Journal of Human Resource Management**, 23 (9). pp. 1908-1929.
14. Papadakis, V.M., and Thanos, I.C. (2010) Measuring the performance of acquisitions: an empirical investigation using multiple criteria. **British Journal of Management**, 21 (4). pp. 859-873.

## **F. PUBLICATIONS IN EDITED BOOK AND VOLUMES**

15. Thanos, I.C., and Papadakis, V. (2012) The Use of Accounting-Based Measures in Measuring M&A Performance: A Review of Five Decades of Research. In: **Advances in Mergers and Acquisitions**, vol. 10, pp. 103-120.
16. Dimitratos, P., Thanos, I.C., Petrou, A., and Papadakis, V.M. (2011) The effects of formalisation, hierarchical decentralisation and lateral communication: strategic decision-making processes on SME international performance. In: *Entrepreneurship in the Global Firm*. Series: **Progress in International Business Research** vol. (6), pp. 51-75. ISBN 9781780521145
17. Thanos, I.C., and Papadakis, V. (2012) Unbundling acquisition performance: How do they perform and how can this be measured? In: Faulkner, D., Teerikangas, S. and Joseph, R.J. (eds.) **Handbook of Mergers and Acquisitions**. Oxford University Press. ISBN 9780199601462
18. Papadakis, V., Thanos, I.C., and Barwise, P. (2010) Research on strategic decisions: taking stock and looking ahead. In: Nutt, P.C. and Wilson, D.C. (eds.) **Handbook of Decision Making**. John Wiley, Chichester, UK, pp. 31-70. ISBN 9781405161350

19. Thanos, I.C., and Papadakis, V. (2010) Mergers and acquisitions in Greece: an empirical investigation. In: **Handbook of BRFP Research**. Published by the Athens University of Economics and Business.

### **G. CONFERENCE PAPERS**

20. Urs, U., Thanos, IC., Angwin D. (2020). Are mergers the tools for future sustainability of the charity sector in the UK?, **35<sup>th</sup> European Group for Organization Studies conference**, Hamburg, Germany 2-4 July 2020.
21. Elbanna, S., Thanos, I.C. and Abdel-Maksoud, A. (2019). Effects of participation and flexibility on organizational innovation: An empirical investigation in the Middle East context. **19<sup>th</sup> European Academy of Management conference**, July 5-7, Lisbon, Portugal, 2019.
22. Vourloumis, S., Thanos., I.C., and Papadakis, V.M. (2019). Being Bold or Playing it Safe? Understanding How Firms Respond to Inconsistent Performance Feedback Signals. **Strategic Management Society, Special conference**, June 13-15, Frankfurt, Germany.
23. Mark, T., Angwin, D., Thanos, I.C. (2019). Mapping the speed variations of the post-merger change management process through critical incident methodology. **19<sup>th</sup> European Academy of Management conference**, July 5-7, Lisbon, Portugal, 2019.
24. Mark, T., Angwin, D., Thanos, I.C. (2018). Expecting unexpected events: identifying kairic moments in post-merger integration in M&As. **34<sup>th</sup> European Group for Organization Studies conference**, July 5-7, Tallinn, Estonia, 2018.
25. Mark, T., Angwin, D., Thanos, I.C. (2018). Is this a good time? The roles of chronos and kairos in the speed(s) of post-merger integration, **18<sup>th</sup> European Academy of Management conference**, June, 20-22, Reykjavik, Iceland.
26. Angwin, D., Urs, U., Thanos, IC., Appadu, N (2017). Not all Acquirers are the same- and that matter, **Special Strategic Management Society Conference**, 14-16 December, Costa Rika.
27. Angwin, D., Sasaki, I., Mikhalkina, T., Friesl, M., Thanos, I.C., Fahy, K. (2017). Strategy Practice Teaching Is Dead: Long Live Strategy Practice Teaching. **37<sup>th</sup> Strategic Management Society (SMS) Conference**, 28-31 October 2017, Houston, USA.
28. Elbanna, S., Thanos, I. C., & Abdel-Maksoud, A. (2016). Participation, flexible strategic planning and organizational innovation: An empirical investigation of main and mediating mechanisms. **36<sup>th</sup> Strategic Management Society (SMS) Conference**, 17-20 September 2016, Berlin, Germany.
29. Kapoutsis I, Papalexandris A and Thanos I.C. (2016). The relationship of influence tactic ambidexterity and managers' performance and the boundary role of political skill. **16<sup>th</sup> European Academy of Management Conference**, 1-4 June 2016.
30. Thanos, I.C., and Papadakis, V.M. (2015), The interplay between Rationality and Intuition in Strategic Decision Processes. **35<sup>th</sup> Strategic Management Society Conference**, 3-6 Oct 2015, Denver, USA.
31. Thanos, I.C., Prashantham, S., Petrou, A., and Dimitratos, P. (2014) The Effects of Strategic Decision Making Processes on Internationalization Speed. **Strategic Management Society Special Conference: Micro-Foundations for Strategic**

Management Research: Embracing Individuals, 13-15 June 2014, Copenhagen, Denmark.

32. Elbanna, S., Thanos, I.C., and Colak, M. (2013) Determinants of the quality of strategic decision implementation: an empirical investigation. **Strategic Management Society Special Conference: Strategy in Complex Settings**, 20-22 Jun 2013, Glasgow, UK.
33. Teerikangas, S., and Thanos, I.C. (2013) Looking into the 'black box': unlocking the effect of integration on acquisition performance. **73<sup>rd</sup> Academy of Management Conference**, 9-13 Aug 2013, Lake Buena Vista, FL, USA.
34. Thanos, I., Dimitratos, P., and Sapouna, P. (2013) The Moderating Effects of Environmental Hostility and Political Behavior on the Relationship Between International Entrepreneurial Orientation and Foreign Performance. **39<sup>th</sup> European International Business Academy** conference, Bremen, Germany, 12-14 December.
35. Miller, C., Thanos, I.C., and Papadakis, V. (2012) CEO Risk-Taking Propensity and the Quality of Strategic Decisions: Effects of Living on the Wild Side. **32<sup>nd</sup> Strategic Management Society (SMS) Conference**, 6-9 Oct 2012, Prague.
36. Kapoutsis, I., Papalexandris, A., Thanos, I.C., and Nikolopoulos, A. (2011) The effect of political tactics on the organizational context - subjective career success relationship. **71<sup>st</sup> Academy of Management conference**, 12-16 Aug 2011, San Antonio, Texas, USA.
37. Thanos, I.C., and Dimitratos, P. (2011) International entrepreneurial orientation and performance: a configuration approach. **71<sup>st</sup> Academy of Management conference**, 12-16 Aug 2011, San Antonio, Texas, USA.
38. Thanos, I.C., Miller, C., and Papadakis, V.M. (2011) Decision comprehensiveness and the outcomes of firms: a quantitative synthesis of several decades of research. **31<sup>st</sup> Strategic Management Society Conference**, 6-9 Nov 2011, Miami, Florida, USA.
39. Thanos, I.C., and Papadakis, V.M. (2011) The influence of multiple layers of context on decision comprehensiveness and the moderating role of CEO characteristics. **25<sup>th</sup> British Academy of Management Conference** 2011, 13-15 Sept 2011, Aston University, Birmingham, UK.
40. Dimitratos, P., Petrou, A., Papadakis, V., and Thanos, I.C. (2010) An Empirical Investigation of the Effects of Strategy Making Processes on the Performance of Internationalized SMEs. **36<sup>th</sup> European International Business Academy Conference**, Porto, Portugal.
41. Elbanna, S., Thanos, I.C., and Papadakis, V. (2010) Politicization in Strategic Decision Making: Evidence from Different Settings. **70<sup>th</sup> Academy of Management conference**, 6th-10th August, 2010, Montreal, Canada.
42. Thanos, I.C. (2010) The Role of Intuition in Strategic Decision Making. **70<sup>th</sup> Academy of Management conference**, 6th-10th August, 2010, Montreal, Canada., 6th-10th August, 13<sup>th</sup> cognition in the rough workshop.
43. Thanos, I.C., Papadakis, V., and Miller, C. (2010) The Effects of Strategic Decision Processes: A Broad Examination of Contextual Boundary Conditions. **30<sup>th</sup> Strategic Management Society Conference**, 12th-15th September, 2010, Rome, Italy.

44. Thanos, I.C., and Papadakis, V. (2009) The Role of 'Broader Context' in Shaping the Rationality of Strategic Decision Making. **69<sup>th</sup> Academy of Management conference**, 7th-11th August, 2009, Chicago, Illinois.
45. Kapoutsis, I., and Thanos, I.C. (2008) An Empirical Investigation of the Political Tactics Employed by Greek Managers. **5<sup>th</sup> Athens University of Economics and Business conference**, DMST, 8 May 2008, Athens, Greece (in Greek).
46. Kapoutsis, I., and Thanos, I.C. (2008) Subjective Career Success: the Role of Individual, Structural and Behavioral Determinants. **22<sup>nd</sup> British Academy of Management Conference 2008 (BAM 2008)**, 10th-11th September, 2008, Harrogate, England.
47. Papadakis, V., and Thanos, I.C. (2008) Contrasting M&As in Boom and Bust Periods: An Empirical Investigation of Processes and Outcomes. **68<sup>th</sup> Academy of Management conference 2008**, 8th-13th August, 2008, Anaheim, California.
48. Thanos, I.C., and Papadakis, V. (2008) How Much do Process and Context Matter in the Performance of Mergers and Acquisitions? An Empirical Investigation. **8<sup>th</sup> European Academy of Management Conference (EURAM 2008)**, 14-17 May 2008, Ljubljana, Slovenia.
49. Papadakis, V., and Thanos, I.C. (2007) Assessing the success of mergers and acquisitions: an empirical investigation. **4<sup>th</sup> Conference Athens University of Economics and Business**, DMST, 17 May 2007, Athens, Greece (in Greek).

## **H. OTHER PUBLICATIONS**

50. Angwin, D., Thanos IC., Chaieb, M. (2019). A Successful Exit: The Acquisition of TopNet by Tunisie Telecom, The case centre, CASE-Reference no. 319-0158-1
51. Papadakis, V. and Thanos, IC (2009). M&As in Greece, Scientific Marketing, (pp.97-100) in Greek

## **I. RESEARCH GRANTS**

### **2012-2015**

#### **Research excellence**

Title: The impact of the organizational context on human capital development and motivation.

Ρόλος: International research collaborator

Funded by: Greek Ministry of Development

Principal investigator: Professor Vassilis Papadakis

#### **NRF Research Grant - Grant Number 'RSA-1108-00788**

Title: Strategic Planning Practices in the UAE Public Sector.

Ρόλος: International research collaborator

Funded by: United Arab Emirates University

Principal investigator: Professor Said Elbanna

### **3209-FBE-31B014**

Title: The internationalization of UAE small and medium-sized enterprises”

Role: International research collaborator

Funded by: United Arab Emirates University and NRF

Principal investigator: Professor Said Elbanna

### **Third Basic research Funding programme, Athens University of Economics and Business (IEBE3)**

Title: The interplay of Rationality and Intuition and their effects on strategic decision quality

Role: Researcher

Funded by: Athens University of Economics and Business

Principal investigator: Professor Vassilis Papadakis

### **Second Basic research Funding programme, Athens University of Economics and Business (IEBE2)**

Title: The Influence of the Broader Context on Process of Making and Implementing Strategic Decisions: An empirical Investigation

Role: Researcher

Funded by: Athens University of Economics and Business

Principal investigator: Professor Vassilis Papadakis

### **First Basic research Funding programme, Athens University of Economics and Business (IEBE1)**

Title: Mergers and Acquisitions in Greece. An Empirical Investigation

Role: Researcher

Funded by: Athens University of Economics and Business

Principal investigator: Professor Vassilis Papadakis

## **J. CITATIONS**

My publications have been cited **631** times according to Google Scholar (12/04/2020) in top journals such as: Journal of Management Studies, Journal of International Business Studies, British Journal of Management, Journal of World Business, Human Resource Management, International Business Review, Management International Review, International Journal of Human Resource Management, Journal of Business Research, Corporate Governance: an International Review, International Journal of Management Reviews, etc.

## **K. REVIEWING ACTIVITIES**

**Ad hoc reviewer for academic journals, conferences and books.**

Academic Journals

- Journal of Management
- Journal of Management Studies
- Journal of Organizational Behaviour



- British Journal of Management
- Journal of World Business
- R&D Management
- International Business Review
- European Management Review
- European Management Journal
- International Marketing Review
- Journal of Business Research
- Applied Psychology
- international Journal of Human Resource Management
- Advances in Accounting
- Research in International Business and Finance
- Business Strategy Series
- Journal of Product and Brand Management
- African Journal of Business Management

#### Academic conference

- Academy of Management Conference
- Strategic Management Society Conference
- European International Business Academy Conference
- European Academy of Management Conference
- EGOS Conferences
- British Academy of Management Conference
- CK Prahalad Strategic Management Society Special Conference

#### **Books**

- Palgrave editions, 3 books: Strategy, Strategic Management and Strategists, Global Strategic Management, Corporate Strategy

#### **L. INVITED TALKS**

I have presented my work after invitation to the following universities:

- September 2019: Szechenyi University, Hungary
- February 2017: Athens University of Economics and Business, International MBA (course Business Strategy, lecture in Corporate Strategy).
- May 2017: University of Sheffield, UK.
- May 2017: Cyprus University of Technology
- March 2016: Athens University of Economics and Business, Department of Business Administration.
- November 2014: University of Aston, UK

- March 2014: University of Stirling, Stirling Management School research seminars, UK.
- June 2014: CIER research workshops, University of Glasgow, UK.
- October 2010: Athens University of Economics and Business, Department of Business Administration.

## **M. RESEARCH INTERESTS**

My research interest focus on the following areas:

- **Process of making and implementing strategic decisions:** how process of making and implementing decisions (e.g., rationality, intuition, politics, etc.) impacts decision and firm outcomes (decision effectiveness, decision quality, firm performance).
- **Managing Mergers and Acquisitions (M&As):** pre, post M&A process, M&A performance, determinants of M&A performance.
- **Internationalization processes of SMEs:** internationalization stages, internationalization processes, internationalization outcomes.
- **CEOs, Top Management teams, Boards: relationship between their demographic, psychological characteristics and decision and firm outcomes.**

## **N. PROFESSIONAL AFFILIATIONS**

- Academy of Management
- Strategic Management Society
- European International Business Academy
- European Academy of Management
- British Academy of Management