

CURRICULUM VITAE

Personal Details

Name: Alexandros Papalexandris
Sex: Male
Marital Status: Single
Date of Birth: 1976
Nationality: Greek
Military service: Completed

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

Athens College, 1983 – 1994

High school

Publications

Peer Reviewed Academic Publications:

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.

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.

Peer Reviewed Academic Conferences:

1. Papalexandris, A. (2008) How do customer factors drive performance? Examining the customer-financial performance relation. *Academy of Management Conference*, Anaheim, August 8-13.
2. 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.
3. 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.
4. 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.
5. Katsikis, I.N., Goutzmani, 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.
6. Konstopoulos, 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.*
7. 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.
8. 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.
9. Katsikis I.N., Goutzamani, E. and Papalexandris, A. (2006) From Local to Global: The new corporate image of Greek Banks. *3o Student Conference of the Department of Management and Technology*, May 10.
10. 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.
11. 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.
12. 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.
13. 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.
14. 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.

Work Experience

ATHENS UNIVERSITY of ECONOMICS and BUSINESS

Lecturer, Department of Business Administration, April 2009 – Today

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

- **University of Cyprus:** Capacity planning of administrative staff based on the Balanced Scorecard methodology.
- **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.
- **Attica Bank:** Consulting services related to the development of a bonus system for bank employees.
- **Eurobank and Emporiki Bank:** Exploration of the strategic determinants of financial performance of the banking sector.
- **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
- **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.
- **Commercial Bank of Greece:** 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.

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. S.A.:** 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 S.A.:** Evaluation and Selection of an Enterprise Resource Planning (ERP) System to support the company's business operations.

Teaching Experience

Undergraduate Courses (Adjunct Lecturer):

1. Introduction to Financial and Business Management. Department of Business Administration (winter term 2007-2008, 2008-2009)
2. Financial and Business Management II. Department of Business Administration (spring term 2007-2008, 2008-2009)

Seminars:

1. Managerial Decision Making and Strategic Management for employees of OTE, Cosmote and Microsoft (OteAcademy, March 2009)
2. Human Resources Management, for employees of the Greek National Television (ERT) (February 2008)
3. Corporate Strategy and Planning, subsidized (by the ministry of labor) (December 2002)

4. Seminar for the employees of the Greek Post Office on job analysis, performance appraisal, and compensation / remuneration (October 2004)

Workshops: Coordination of a workshop for the top executives of the Greek Post Office (EATA), organized for the purpose of enhancing their team-building capabilities (February 2002)

Various Undergraduate Lectures: Lectures in the undergraduate courses “Decision Support Systems” and “Quality management” of the Athens University of Economics and Business.

Training / Qualifications

Indicative Seminars:

- **SAP Training**, FI (Financial), CO (Controlling) Module and ASAP Methodology (April 2002, 60 hours)
- **Deloitte & Touche Design Methodology**, Business Process Reengineering Methodology, (November 2001, 32 hours)
- **Consulting Excellence Course**, Management Solutions Deloitte & Touche (March 2001, 35 hours)
- **Human Resources Management**, Challenges and potential for Greek and European companies. One day seminar by the Athens University of Economics and Business (March 2001)
- **Knowledge Management**, Research Center of the Athens University of Economics and Business (June 2001, 20 hours).
- **ISO 9001**, Certification of the Management Science Laboratory of the Athens University of Economics and Business.

Computer Skills:

- **Microsoft Suite:** Windows, Excel, Word, PowerPoint, Visio, Project, Outlook
- **Programming:** EQS (program for Structural Equation Modelling) SPSS (statistical package), eViews (program for panel data), Endnote (Bibliography management) MATLAB including circuit simulations in Simulink, C Programming, Visual C++, Assembly: Motorola 6811, DSP56000
- **Decision Tools:** @Risk, Precision Tree, Excel Solver, Lindo
- **Simulation Tools:** PSPICE (Software for analysing electrical and electronic circuits), Casewise Corporate Modeler (Software for design and simulation of business processes)

Foreign Languages:

- Greek (Mother Tongue)
- English (Fluent) University of Cambridge Certificate of Proficiency in English
- French (Proficient) Certificat de langue Française (Bien), DELF A1,A3,A4
- Spanish (Basic knowledge) Three year training

Citations

1. 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.

Citations:

- 1) Chen, M.Y., Huang, M.J., Cheng, Y.C. (2009) Measuring knowledge management performance using a competitive perspective: An empirical study, *Expert Systems with Applications*, 36(4), 8449-8459
- 2) Wouters, M. (2009). A developmental approach to performance measures-Results from a longitudinal case study. *European Management Journal*, 27(1): 64-78.
- 3) Ouadahi, J. (2008) A qualitative analysis of factors associated with user acceptance and rejection of a new workplace information system in the public sector: A conceptual model, *Canadian Journal of Administrative Sciences*, 25 (3) 201-213.
- 4) Huang, L. (2008). Strategic orientation and performance measurement model in Taiwan's travel agencies. *Service Industries Journal*, 28(10): 1357-1383.
- 5) Matilla, M. M. and Chalmers, R. (2007). Methodology for the implantation of the enterprises' performance measurement system. *Informacion Tecnologica* 18(1), 119-126.
- 6) Halachmi, A. (2005). Performance measurement is only one way of managing performance. *International Journal of Productivity and Performance Management* 54(7), 502-516.
- 7) Vukomanović, M., Radujković, M., Dunović, I.B. (2008) Performance management models in construction companies. *Gradjevinar*, 60 (9) pp. 771-778.
- 8) Wu, D.D., Olson, D.L. (2008) Enterprise risk management: Coping with model risk. *Proceedings of International Conference on Risk Management and Engineering Management*, 1-13.
- 9) Liu, J., Peng, Y., Zhang, T. (2008) The application of Bayesian network in the performance evaluation and decision-making system, *Proceedings of 2008 IEEE International Conference on Networking, Sensing and Control, ICNSC*, art. no. 4525206, pp. 180-183.
- 10) Seo, I. W., Lee, D. H., & Park, I. S. (2008). The empirical study about constructing and application of performance measurement system based on an integrated DEA approach. Paper presented at the Proceedings - 3rd International Conference on Convergence and Hybrid Information Technology, ICCIT 2008, Busan.
- 11) Melo, S. and Ribeiro, J. A. (2007). The two-way relationship between the Balanced Scorecard and Management Control Systems in organisations: the 'Quinta da Avelada' case study. *30th Annual Congress of the European Accounting Association*, Lisbon.
- 12) Chen, Y. C. and Chang, K. L. (2006). Applying fuzzy multi-criteria decision method to evaluate key capabilities of Taiwan motion picture companies. *Proceedings of the 9th Joint Conference on Information Sciences, JCIS 2006*, Taiwan, ROC.
- 13) Gürbüz, F.G. (2005). A study on the success factors of a strategic tool in Turkish industrial organizations. *Proceedings of Business Administration Conference*, pp. 1379-1399
- 14) Carassus C. and D. Carassus (2006). Apports et principes d'un tableau de bord prospectif de type Balanced Scorecard pour un cabinet d'expertise comptable de petite taille. *Proceedings of 27ème Congrès de l' AFC Compatibilité, Contrôle, Audit et Institutions*, Tunis.
- 15) *Master's Programme: Leadership and Management in International Context*, Baltic Business School University of Kalmar.
- 16) *Teaching Notes: Henri, J.-F. (2006). Comptabilité de management avancée.*, University of Laval, Canada.
- 17) *GlobalStart Project: José María Gómez-Gras, Jesús Tadeo Pastor-Ciurana, Domingo Galiana-Lapera, Ignacio Mira-Solves and Antonio José Verdú-Jover (2005). Guidelines to develop a balanced scorecard in entrepreneurial universities, Deliverable 3.2, GlobalStart Project (IPS-2001-41038), Universidad Miguel Hernández de Elche.*

2. 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.

Citations:

- 1) Kourtit, K., Nijkamp, P., & de Waal, A. A. (2009). Strategic performance management and creative industry. *International Journal of Foresight and Innovation Policy*, 5(1-3): 65-82.
- 2) Sandhu, R., Baxter, J. and Emsley, D. (2008). Initiating the Localisation of a Balanced Scorecard in a Singaporean Firm. *Singapore Management Review* 30(1), 25-41.
- 3) Gumb, B. (2007). What is shown, what is hidden: Compulsory disclosure as a spectacle. *Critical Perspectives on Accounting* 18(7), 807-828.
- 4) Ashton, R. H. (2007). Value-Creation Models for Value-Based Management: Review, Analysis, and Research Directions. In "Advances in Management Accounting" (J. Y. Lee and M. J. Epstein, eds.), Vol. 16, pp. 1-62. JAI.
- 5) Qudrat-Ullah, H., Chow, C. and Goh, M. (2007). Towards a dynamic balanced scorecard approach: the case of Changi General Hospital in Singapore. *International Journal of Enterprise Network Management* 1(3), 230 - 237.
- 6) David, F.R. (2006). *Strategic Management Concepts*, Eleventh Edition, Prentice Hall, p.357.
- 7) Fernandes, K. J., Raja, V. and Whalley, A. (2006). Lessons from implementing the balanced scorecard in a small and medium size manufacturing organization. *Technovation* 26(5-6), 623-634.
- 8) Johanson, U., Skoog, M., Backlund, A. and Almqvist, R. (2006). Balancing dilemmas of the balanced scorecard. *Accounting, Auditing & Accountability Journal* 19(6), 842-857.
- 9) Schaffer, U., Matlachowsky, P. (2008). Warum die balanced scorecard nur selten als strategisches managementsystem genutzt wird: Eine fallstudienbasierte analyse der entwicklung von balanced scorecards in Deutschen unternehmen. *Zeitschrift fur Planung und Unternehmenssteuerung*, 19(2), 207-232.
- 10) Lee, B. R., Lee, S. H., & Leem, C. S. (2008). A competitive-perspective evaluation framework of software firms Paper presented at the Proceedings - 4th International Conference on Networked Computing and Advanced Information Management, NCM 2008, 2, art. no. 4624110, 13-20.
- 11) Vilarinho, P. M. and Carinhas, A. (2005). Designing the balance scorecard for a R&D unit at the university of Aveiro. *35th International Conference on Computers and Industrial Engineering*, Istanbul, Turkey, 2043-2048.
- 12) Chen, Y. C. and Chang, K. L. (2006). Applying fuzzy multi-criteria decision method to evaluate key capabilities of Taiwan motion picture companies. *Proceedings of the 9th Joint Conference on Information Sciences*, JCIS 2006, Taiwan, ROC,
- 13) Melo, S. and Ribeiro, J. A. (2007). The two-way relationship between the Balanced Scorecard and Management Control Systems in organisations: the 'Quinta da Avelada' case study. *30th Annual Congress of the European Accounting Association*, Lisbon.
- 14) Tuan, H. W., Liu, C. Y. and Chen, C. M. (2006). Using ABC model for software process improvement: A balanced perspective. *Proceedings of the Annual Hawaii International Conference on System Sciences*, Hawaii, USA, pp. 229-239.
- 15) *Electronic paper*: Chen, Y.-C. and K.-L. Chang (2006). Applying fuzzy multi-criteria decision method to evaluate key capabilities of Taiwan motion picture companies. www.atlantis-press.com/php/download_paper?id=164.
- 16) *Electronic paper*: Sawane, T. (2006). New Directions in Balanced Scorecard Research. www.sawane.com/bsc/sawane2005.pdf
- 17) *GlobalStart Project*: José María Gómez-Gras, Jesús Tadeo Pastor-Ciurana, Domingo Galiana-Lapera, Ignacio Mira-Solves and Antonio José Verdú-Jover (2005). Guidelines to develop a balanced scorecard in entrepreneurial universities, Deliverable 3.2, GlobalStart Project (IPS-2001-41038), Universidad Miguel Hernández de Elche.
- 18) *PhD Thesis*: José Luís Masson Guerra-Jordi Truno Gual (2006). La cuarta generación balanced scorecard: Revisión crítica de la literatura conceptual y empírica. Ph.D. Thesis, UNIVERSITAT AUTÒNOMA DE BARCELONA, Spain.

Awards & Qualifications

- **GMAT** (Graduate Management Admission Test), Grade 640, June 1999
- **General Certificates of Education (GCE), A Levels:**
 - Pure Mathematics A
 - Applied Mathematics A
 - Physics A
- **Performance Scholarship** by the Athens University of Economics and Business for the MSc in Decision Sciences (International MBA)
- **Honorary Distinction for High Levels of Achievement** by the Athens University of Economics and Business 2000
- **Honorary Distinction for the Field Study Project** "Implementing a Balanced Scorecard for the Software Center of Siemens Hellas" Dissertation performed for the International MBA.
- **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 Imperial College Alumni Association**
- **Member of the i-MBA Alumni Association**
- **Reviewer for the Long Range Planning (LRP) Journal**