

**Dr PANAGIOTA SAPOUNA**  
**Curriculum Vitae**

**I. PERSONAL DETAILS**

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<b>First Name:</b> Panagiota-Athanasia	<b>E-mail:</b> sapouna@aueb.gr
<b>Surname:</b> Sapouna	<b>Mobile:</b> 0030 6979595933
<b>Date of Birth:</b> 27/1/1985	<b>Office Number:</b> 0030 210 8203563
<b>Office Address:</b> 12 Kodrigktonos street, 11257, Athens Laboratory of Management, Strategy and Entrepreneurship, Department of Management Science and Technology, Athens University of Economics and Business	

**II. HIGHER EDUCATION**

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2014-2016	<b>Fellow of the Higher Education Academy, UK</b> Postgraduate Certificate in Learning and Teaching in Higher Education), Glasgow Caledonian University, UK
2009 - 2013	<b>PhD in International Business</b> Title: “International Mergers and Acquisitions (M&As): The Effects of Competitive Strategy and International Environment on Post-acquisition Performance” Athens University of Economics and Business
2006 - 2008	<b>Master in Business Administration - MBA</b> Athens University of Economics and Business
2002 - 2006	<b>BSc in Accounting &amp; Finance</b> Athens University of Economics and Business

**III. TEACHING EXPERIENCE**

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Mar. 2021 - today	<b>Adjunct Assistant Professor of the Athens University of Economics and Business</b> Department of Informatics undergraduate students «Business Management» course (Average Assessment score from students for the academic year 2020-2021: 4,79/5,00)
Feb. 2020 - today	<b>Visiting Faculty Member in international MBA full-time program</b> <b>Athens University of Economics and Business</b> Teaching postgraduate students «International Business» course

- Sept. 2018 - today  
**Visiting Faculty Member in international MBA part-time program**  
**Athens University of Economics and Business**  
 Teaching postgraduate students «International Business» course.  
 Supervising MSc Dissertations - Integrated Impact Projects
- Apr. 2016 - today  
**Visiting Faculty Member of the MSc in International Shipping, Finance and Management**  
**Athens University of Economics and Business**  
 Teaching postgraduate students «Strategic Business Decisions in Shipping» course (Average assessment scores from students: academic year 2015-2016: 9,43/10,00, academic year 2016-2017: 9,18/10,00, academic year 2018-2019: 9,71/10,00, academic year 2019-2020: 9,95/10,00, academic year 9,84/10,00)  
 Supervising MSc Dissertations
- Mar. 2020 – today  
**Visiting Faculty Member of the Athens University of Economics and Business in cooperation with the Korea Maritime and Ocean University (KMOU)**  
 Teaching Postgraduate visiting MBA students «Strategic Decisions for Greek Shipping Business» as part of the project “ Education of Post graduate students of the Korea Maritime and Ocean University.
- Mar. 2019 - today  
**Adjunct Lecturer**  
**Hellenic Open University**  
**Faculty of Social Sciences – BSc in Management and Business Administration**  
 Teaching Undergraduate using distance learning methodology “Management (DEO 40)”
- Oct. 2018 –Aug. 2020  
**Adjunct Lecturer**  
**Hellenic Open University**  
**Faculty of Social Sciences – Master in Business Administration (MBA) program**  
 Supervising MBA Dissertations using distance learning methodology
- Jan. 2019 - Aug. 2019  
**Adjunct Assistant Professor of the Athens University of Economics and Business**  
 Department of Management Science and Technology  
 Teaching undergraduate students «International Business» course (Average Assessment score from students 2018-2019: 5,00/5,00)
- Oct. 2016 - June 2018  
**Adjunct Lecturer**  
**Athens University of Economics and Business**  
 Department of Management Science and Technology  
 Teaching undergraduate students «International Business» course (Average Assessment score from students academic year 2016-2017: 5,00/5,00 and academic year 2017-2018: 5,00/5,00)

Sept. 2017 – Jan. 2018	<p><b>Academic Personnel</b>  <b>Open University of Cyprus</b>  Teaching undergraduate students «Management» course</p>
Nov. 2014 – Aug. 2016	<p><b>Lecturer in Management</b>  <b>Programme Leader of the MSc in International Business Management</b>  Department of Business Management, Glasgow School for Business and Society, Glasgow Caledonian University  Teaching undergraduate students and post-graduate students “Global Strategy”, “International Business”, “Global Social Entrepreneurship” and “Research Methods” courses  Dissertation supervisor of postgraduate and undergraduate students</p>
Sept. 2013-Oct. 2014	<p><b>Early Career Fellow in Management</b>  Stirling Management School, University of Stirling,  Teaching undergraduate students and post-graduate students “Strategic Management” and “International Business” courses  Supervision of undergraduate dissertations</p>
Febr. 2009 – Jan. 2013	<p><b>Teaching Assistant</b>  <b>Athens University of Economics and Business</b>  Teaching postgraduate students «International Business» and «Business strategy» in 3 MBA programs:</p> <ul style="list-style-type: none"> <li>• MSc in Human Resource Management</li> <li>• International MBA for executives</li> <li>• Athens MBA</li> </ul>
Febr. 2009 – Jan. 2013	<p><b>Teaching Assistant</b>  <b>Athens University of Economics and Business</b>  Department of Management Science and Technology  Teaching undergraduate students, «Business Game» preparatory course</p>
July 2010 - September 2013	<p><b>Tutor in the Y.E.S. (Youth Entrepreneurship School) program</b>  <b>Athens University of Economics and Business</b></p>

#### **IV. JOURNAL PUBLICATIONS**

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- Deligianni I., Sapouna, P., Voudouris I. and Lioukas S. (2022). An effectual approach to innovation for new ventures: The role of entrepreneur’s prior start-up experience, **Journal of Small Business Management**, 60(1), 146-177.

- 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.
- Sapouna, P., Manolopoulos, D. and Dimitratos, P. (2016). Evidence into International Assignments of R&D Employees in Multinational Corporations, **Management International Review**, 56(5), 759-779.
- Manolopoulos, D., Dimitratos, P. and Sapouna, P. (2011). An Investigation into International Assignment Directions of R&D MNE Employees: Evidence from Greece. **The International Journal of Human Resource Management**, 22(5), 1093-1108.

## V. BOOK CHAPTERS

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- Sapouna, P., Dimitratos, P., Larimo, J. and Zuchella, A. (2017). Market Withdrawal, International Orientation and International marketing: Effects on SME International Performance. In Leonidou L.C., Katsikeas, C.S., Samiee, S. and Aykol, B. (Eds), *Advances in International Marketing: A Research Anthology*, Springer: New York. DOI10.1007/978-3-319-61385-7\_12
- Rafailidou M. and Sapouna P. (2013) “A Guide to practical implementation of a new enterprise” In Lioukas S. (ed.), *Innovating, Enterprising*, Athens: Athens University of Economics and Business

## VI. CONFERENCE PUBLICATIONS

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- Deligianni, I., Sapouna, P., Voudouris, I. and Liouka, I. (2022). “The impact of entrepreneur’s goal orientation on new ventures’ effectual behavior”, 2022 Effectuation Conference, Naples, Italy (to be held).
- Deligianni, I., Sapouna, P., and Voudouris, I. (2021). “A regulatory fit perspective on the effects of effectuation on new venture performance”, *17th Annual Conference of the Department of Management Science and Technology*, Athens, Greece.
- Deligianni, I., Sapouna, P., Voudouris I. and Lioukas S. (2019). “Revisiting the effects of effectuation on new venture performance: A regulatory fit perspective”, 2019 *Effectuation Annual International Conference*, ESCP Europe Berlin, Germany.
- Deligianni, I., Sapouna, P., Voudouris I. and Liouka I. (2019). “When do effectuation principles drive high new venture performance? The importance of regulatory fit” *International Symposium in Finance (ISF)*, Kissamos, Crete, Greece.

- Deligianni, I., Sapouna, P., Voudouris I. and Lioukas S. (2017). “An effectual approach to product innovation for new ventures: The role of the entrepreneur’s prior start-up experience”, *Research in Entrepreneurship and Small Business XXI (RENT) Annual International Conference*, Lund, Sweden.
- Giannadaki, A., Deligianni, I. and Sapouna, P. (2017). “The relationship between product diversification and international entry mode: The role of international experience”, *14<sup>th</sup> Annual Conference of the Department of Management Science and Technology*, Athens, Greece.
- Sapouna, P., Kyriazis, D., Dimitratos, P. and Lioukas, S. (2015). “The Role of Strategic Distance, Institutional Distance and Cultural Distance in International Mergers and Acquisitions”, *European Academy of Management Annual International Conference*, Warsaw, Poland.
- Sapouna, P., Manolopoulos, D. and Dimitratos, P. (2014). “Determinants of the International Mobility of R&D Professionals in Multinational Corporations”, *British Academy of Management Conference*, Belfast Waterfront, Northern Ireland.
- Sapouna, P., Kyriazis, D., Dimitratos, P. and Lioukas, S. (2014). “Effects of Strategic Distance and International Context on Post Acquisition Performance”, *Strategic Management Society Annual International Conference*, Madrid, Spain.
- Thanos, I.C., 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*, Bremen, Germany.
- Manolopoulos, D., Sapouna, P., Dimitratos P. and Sofikitis, E. (2012). “Global Staffing Practices for Knowledge Professionals: Key Drivers for the Selection of International Assignees”, *38<sup>th</sup> European International Business Academy Annual Conference*. Brighton, United Kingdom.
- Sapouna, P. and Manolopoulos, D. (2012). “The Adoption of Environmental Practices: A Survey Analysis from Subsidiaries’ Operations in Greece”, *9<sup>th</sup> Annual Conference of the Department of Management Science and Technology “Επιχειρώντας με Επίκεντρο τον Άνθρωπο”*, Athens, Greece.
- Sapouna, P., Sofikitis, E. and Manolopoulos, D. (2011). “Environmental Considerations of Subsidiaries' Corporate Strategy: the Impact of the Organizational Context”, *37<sup>th</sup> European International Business Academy Annual Conference*, Bucharest, Romania.
- Sapouna, P., Dimitratos, P. and Manolopoulos D. (2010). “Being an Expatriate: Influential Factors in MNC Subsidiaries”, *36<sup>th</sup> European International Business Academy Annual Conference*, Porto, Portugal.
- Sapouna, P. (2010). “Mergers and Acquisitions (M&As): The Effect of International Market Coverage and Competitive Strategy on Financial Performance”, *36<sup>th</sup> European International Business Academy Annual Conference (Doctoral Session)*, Porto, Portugal. **Επιλογή στις πρώτες 10 διδακτορικές προτάσεις (doctoral proposals) σε σύνολο 44 προτάσεων.**

- Dimitratos, P., Sapouna, P., Larimo, J., Lehmann, R. and Zuchella, A. (2010). “Market Withdrawal, International Orientation and Marketing Resources: Effects on SME International Performance”, *Academy of International Business Conference*, Rio de Janeiro, Brazil.
- Sapouna, P. (2010). “Mergers and Acquisitions (M&As): Geographical Perspectives”, *7<sup>th</sup> Annual Conference of the Department of Management Science and Technology “Youth Entrepreneurship and Digital Environment”*, Athens, Greece.
- Manolopoulos, D., Dimitratos, P. and Sapouna, P. (2009). “International Assignment Directions of R&D Employees in Multinational Enterprise Subsidiaries”, *35<sup>th</sup> European International Business Academy Annual Conference*, Valencia, Spain.
- Sapouna, P. (2009). “Multinational Enterprises (MNEs) Regional Orientation and the Myth Behind Global Players”, *6<sup>th</sup> Annual Conference of the Department of Management Science and Technology “Management Science and Technology in the Modern Business Environment”*, Athens, Greece.
- Dimitratos, P., Sapouna, P., Larimo, J., Lehmann, R. & Zuchella, A. (2009). “Market Withdrawal, International Marketing and International Orientation: Effects on SME international Performance”, *36<sup>th</sup> Academy of International Business Conference (UK & Ireland Chapter)*, Glasgow, United Kingdom.

## **VII. BOOK REVIEWER**

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- Reviewer for the new global edition of the book of Griffin, R.W. and Pustay M.W., (2018). *International Business: A managerial Perspective*, 8th Edition, Pearson Education, UK.
- Reviewer for the new global edition of the book of Cavusgil, S.T., Knight, G. and Riesenberger, J., (2017). *International Business: The New Realities*, 4th Global Edition, Pearson Education, UK.

## **VIII. EXTERNAL EXAMINER**

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April 2022 - today

### **External Examiner for Glasgow Caledonian University**

Examples of courses: International Business, Strategic Management, Business Management, Leading Organisations in a Changing Global Context, Managing Sustainable Business Excellence, Management of Innovation and Creativity

Jan. 2016 – Oct. 2021

**External Examiner for the Staffordshire University, UK** – (i.e., Partners: ESERP Business School, Barcelona; ESERP Business School, Madrid; MBS College of Crete, Greece; RIINVEST College, Kosovo, CDUT, Chengdu)

Examples of courses: International Business, Global Strategic Management, Strategic Management in Organisations, Business Management, European Integration and Enlargement, Enterprising, Designing and Managing Effective Organisations

## **IX. INVITED PRESENTATIONS**

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**December 2014:** Community for Internationalisation and Enterprise Research (CIER) workshops, Adam Smith Business School, University of Glasgow, UK

**November 2014:** Strategic Management Academy of Scotland research workshop, UK

## **X. RESEARCH INTERESTS**

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International Business (e.g. International Strategies and Policies, International Environment, Internationalisation of SMEs), Strategic Management (e.g. Mergers and Acquisitions (M&As), Competitive Strategies)

## **XI. OTHER WORKING AND RESEARCH EXPERIENCE - PARTICIPATION IN RESEARCH PROJECTS FUNDED BY PUBLIC AND PRIVATE BODIES**

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Oct. 2016 – today

**Executive Auditor for the Independent Body of Public Revenues**

Greek Ministry of Economics and Finance

June 2021- July 2021

**Research Assistant for the Master’s Program in Business Administration “Athens MBA”**

Preparation of the Dissertation Handbook

**Feb. 2009- Nov. 2013**

**Research Assistant in the Laboratory of Management, Strategy and Entrepreneurship of the Athens University of Economics and Business (see below for details)**

June 2012 – July 2013

Research Assistant in the project “The Most Productive Companies in Greece for the years 2009, 2010 and 2011” **funded by Achieve Global-Consulting Group (a Greek private consulting company)**

Jan. 2012 – Apr. 2012	Research Assistant in the project: “Identification of the obstacles in the commercialization of innovation in Greece and the development of policy recommendations”, <b>funded by the Foundation for Economic and Industrial Research, Greece</b>
Nov. 2011 – Aug. 2012	Research Assistant in the project: “Development of a management business game (this simulation exercise is used in the undergraduate programme of the Athens University of Economics and Business)” <b>funded by the Ministry for Development, Competitiveness, Infrastructure, Transport and Networks</b> (programme for development National Strategic Reference Framework – NSRF 2007-2013)
Sept. 2011 – Jan. 2012	Research Assistant in the Foreign Direct Investment (FDI) report on “EU Multinationals in Latin America and the Caribbean Investments, Strategies and Perspectives” <b>funded by the Unit of Investment and Corporate Strategies – Economic Commission for Latin America and the Caribbean (ECLAC)</b>
Aug. 2011 – Febr. 2012	Research Assistant in the project: “Guide to practical implementation of a new enterprise” <b>funded by the Ministry for Development, Competitiveness, Infrastructure, Transport and Networks</b> (programme for development National Strategic Reference Framework – NSRF 2007-2013)
June 2011 - July 2011	Research Assistant in the project on “Stakeholders’ perceptions about the sustainability reports (CSR)” <b>funded by the non-for-profit organization QualityNet Foundation</b> (initiative BRAVO 2011- Sustainability Dialogue)
Sep. 2009 – Feb. 2011	Member of the project team developing the EFG’s “Entrepreneurship” educational website <b>funded by EFG Eurobank (a major Greek bank)</b>
May 2010 – June 2010	Member of the project team for the preparation of the Company’s Business Plan & Application Brochure <b>funded by OIKOSTEEL Ltd – Construction Company (a Greek private company)</b>
Oct. 2009 – Dec. 2009:	Member of the project team for the preparation of the investment plan for constructing a Wind Park funded by <b>THEMELI SA – Wind Parks Construction Company (a Greek private company)</b>



### **XIII. OTHER RESEARCH AND TEACHING RELATED ACTIVITIES**

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- Mentor for the First FPower Hackathon “Empowering Female Leaders of Greece”, June 2017, Microsoft Hellas, Athens, Greece.
- Reviewer in European Management Journal
- Reviewer in International Journal of Human Resource Management
- Reviewer in the International Journal of Innovation Science.
- Track chair in the European Academy of Management Conference 2015
- Reviewer in the annual British Academy of Management (BAM) conferences: 2014 - to date
- Reviewer in the annual Strategic Management Society (SMS) conferences: 2014 - to date
- Reviewer in the annual European International Business Academy (EIBA) conferences: 2010 - to date
- Reviewer of book chapters for the edited book “Resources, Efficiency & Globalization”, P. Dimitratos & M. V. Jones (eds). Houndmills, Basingstoke, U.K.: Palgrave MacMillan, 2010.
- Reviewer in the Academy of International Business (AIB) 2011 to date
- Participation in the 1<sup>st</sup> MediSim Challenge 2011 Business Game: coach of the winning team
- Participation in the Cross cultural Management in the Mediterranean Area Project “Mediterranean Cross Cultural Management at Stake”, 26-27 November, 2010, Nice, France
- Member of the Organizing Committee of the International Conference “For the increase and dissemination of financial management knowledge”, European Management Association, 25 – 28 June, 2008
- Participation in the business game e-strat challenge 2007, awarded by entering in the top 20 world class teams

### **XIV. PROFESSIONAL MEMBERSHIPS**

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**Laboratory of Strategy and Entrepreneurship , AUEB (2009-onwards)**

**Strategic Management Society (2015-onwards)**

**M&A Research Committee of EuroMed Research Business Institute (2014-onwards)**

**Strategic Management Academy of Scotland (2013- onwards)**

**European International Business Academy (2010 – onwards)**

**Economic Chamber of Greece (2006 – onwards)**

## XV. ADDITIONAL SKILLS

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<b>Computer skills</b>	Computer Knowledge State Certification (CKSC) Windows, MS Office, Access
<b>Statistical packages</b>	(e.g. SPSS, STATA, E-Views)
<b>Languages</b>	<i>English:</i> excellent reading and writing skills <ul style="list-style-type: none"><li><input type="checkbox"/> Certificate of Proficiency in English (University of Cambridge)</li><li><input type="checkbox"/> Certificate of Proficiency in English (The University of Michigan)</li></ul> <i>French:</i> good reading and writing skills <ul style="list-style-type: none"><li>• Diplôme D' Études En Langue Française (Delf) 1er Degré</li></ul> <i>Greek:</i> native language