

THEODORE PERIDIS

Schulich School of Business, York University
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EDUCATION

Ph.D. *New York University, Leonard N. Stern School of Business.*

Strategic Management, 1990.

Thesis: "Industry Structure and Strategic Latitude"; selected as one of the five Best Dissertations in Strategy by the Academy of Management, Business Policy and Strategy division in 1991.

M.Phil. *New York University, Graduate School of Business Administration.*

Management/Business Administration, 1986.

M.A. *University of Kent at Canterbury, England.* Management Science, 1981.

B.Sc. *University of Athens, Greece.* Economics, 1979.

ACADEMIC POSITIONS

2012-2013 Visiting Professor of Strategic Management and International Business, IMD.

1993 to date Associate Professor of Strategic Management, Schulich School of Business.

1998 to 2012: Chair, Policy and Strategic Management Area

1999 to 2011: Director, York Consulting Group

1991 to 2011: Director, Strategy Field Studies

1992 to date: Director, Global Leadership Program

1993 to 2010: Director, Aboriginal Economic Development Program

1987-1993 Assistant Professor of Policy, Faculty of Administrative Studies, York University.

1986-1987 Instructor, College of Business Administration, New York University.

Corporate Employment:

1981-1983 Strategic Planning Manager: Deros S.A., Athens, Greece. Designed and coordinated the retail and distribution company's expansion activities.

1975-1980 Purchasing Manager: Deros S.A. Increasing responsibilities for international relations, imports, exports, and representations.

PUBLICATIONS

Books

Peridis, T. (with G. Dess, T. Lumpkin, A. Eisner, and D. Weitzner), **Strategic Management: Creating Competitive Advantages**, Fourth Edition, McGraw-Hill-Ryerson, Toronto, 2015.

Peridis, T. (with G. Dess, T. Lumpkin, and A. Eisner), **Strategic Management: Creating Competitive Advantages**, Third Edition, McGraw-Hill-Ryerson, Toronto, 2012.

Peridis, T. (with G. Dess, and T. Lumpkin), **Strategic Management: Creating Competitive Advantages**, Second Edition, McGraw-Hill-Ryerson, Toronto, 2009.

Peridis, T. (with G. Dess, and T. Lumpkin), **Strategic Management: Creating Competitive Advantages**, McGraw-Hill-Ryerson, Toronto, 2006.

Peridis, T. 1999 (editor), **Managing in a Global Economy: Transformation and Integration**; Proceedings of the Eastern Academy of Management-International, Vol. VIII, Toronto, Canada and Prague, Czech Republic.

Chapters in Books

Peridis, T. “Porter’s Diamond and Competitive Advantage” in E. Kessler, (ed), **Encyclopedia of Management**, Sage Publications, (March, 2013).

Peridis, T. “Cultural Mythology and Leadership in Greece” in E. Kessler and D. Wong (eds.), **Cultural Mythology and Global Leadership**, Edward Elgar Publishing, London, 2010, pp. 163-189.

Articles

Peridis, T. (with Dilip Mirchandani), 2015; “Toward an Integrated Theory of Sustainability”, **Journal of Business and Economics**, (January 2015).

Peridis, T. (with D. Cumming, and E. Fischer), 2014; “Publicly funded Business Advisory Services and Entrepreneurial Internationalization”, **International Small Business Journal**

Peridis, T. (with M. Wade), 2013; “Rewarding good behaviour: does your company have the right incentive schemes?”, CEO Forum Group, March 8;2. An earlier version of this article was published in **Tomorrow’s Challenges**, February, 4:4; a modified version “Belohnung für richtiges Verhalten”, was published in German at **Alpha**, June, 1;3.

Peridis, T. (with D. Weitzner), 2012; “Corporate Governance as Part of the Strategic Process; Rethinking the Role of the Board”, **Journal of Business Ethics**, Vol 102, 33-42.

Peridis, T, 2009; "Linking Theory and Practice" **Organization Management Journal**, Vol 6, 105, 10.1057.

Peridis, T, 2008; "The Power of Lean Thinking", in **Thinking Lean: Improving Performance, Customer Satisfaction and the Bottom Line**, Ministry of Small Business and Entrepreneurship, Queen's Printer, Toronto, Ontario.

Peridis, T. (with D. Tranfield), 2004; "Linking Theory and Practice" **Organization Management Journal**, Vol 1. No. 1: 3-4.

P. Phan and T. Peridis, 2000; "Knowledge creation in strategic alliances: Another look at organizational learning", **Asia Pacific Journal of Management**, Vol. 17, No 2: 34-59.

Peridis, T. 1999; "Breaking up is hard to do: The success and failure of strategic alliances", **Association**, Vol. 16, No4:18-21.

Peridis, T., 1996; "Strategic alliances in the quest for global competitiveness", **The Economic and Technology Development Journal of Canada**, Vol. 6: No 2: 25-31.

Peridis, T., 1992; "Strategic alliances for smaller firms", in A.M. Rugman and A. Verbeke (eds.), **Research in Global Strategic Management**, JAI Press Inc., Greenwich, Conn., Vol. 3:129-142.

Peridis, T., 1992; "Small hi-tech businesses grow global", **Business Quarterly**, Vol. 56, No. 4:42-48.

Peridis, T. and S. Newell, 1992; "Collective strategies for improving environmental performance: A case study of the biotechnology industry", **Business Strategy and the Environment**, Vol. 1, No. 3: 35-43.

Work in Progress - Papers Under Review

Peridis, T., (with C. Bouquet, J. Pulcrano, and M. Wade), "**Escaping Blindspots: Profiting from ALIEN Thinking**"; book, workbook, tool kit, cases, and a series of seminars on innovative perspectives in new management thinking; targeted for publication in the Summer of 2015.

Peridis, T. (with D. Weitzner), "What boards can do to help create shared-value", under review, **MIT Sloan Management Review**.

Peridis, T. (with M. Wade), "Agility, Resilience and Outlook: The three facets of corporate success", target journal, **MIT Sloan Management Review**.

Peridis, T. "Evolution and revolution of routines, practices and capabilities in organizations" target journal, **Organization Science**.

Peridis, T., (with C. Oliver, and P.H. Phan) "Strategic alliance effectiveness: A sociocultural perspective", target journal, **Academy of Management Review**.

Proceedings

Peridis, T. (with D. Cumming, E. Fischer and R. Reuber), 2011, "Advisory Services and the International Orientation of Canadian Entrepreneurs", in **Managing in a Global Economy**, Proceedings of the Eastern Academy of Management-International: Bangalore, India, Vol XIV: 136-150.

Peridis, T. 2005, "Cultural Mythology and Leadership in Greece", in **Business and Societal Transformation**, Proceedings of the Eastern Academy of Management-International: Cape Town, South Africa, Vol XII: 209-219.

Peridis, T.(with D. Weitzner), 2004, "Manipulating Communication to Affect the Effectiveness of International Strategic Alliances", in S. Gopalakrishnan (ed.), **Organizational Wisdom**, Proceedings of the Eastern Academy of Management: Providence, RI, Vol. 41: 134-169.

Peridis, T., (with E. Kessler), 2003. "International e-R&D: A conceptual model and a research agenda" in S. Saha (ed.) **Nations, Regions, and Globalism: Tensions and Opportunities**, Proceedings of the Eastern Academy of Management-International, Porto, Portugal, Vol X: 185-210.

Peridis, T., 1997. "Cultural differences, communication, and the success of strategic alliances", in D. Kent (ed.) **Europe Towards the 21st Century: Convergence and Divergence**, Proceedings of the Eastern Academy of Management-International, Dublin, Ireland, Vol. VII: 364-368.

Peridis, T. (with D. Pomerlau), 1997. "Cultural effects on joint venture performance", in M. Crocitto and B.L. Betters-Reed (eds.), **Weaving Partnerships and Communities: Visions, Voices, Ventures**, Proceedings of the Eastern Academy of Management, New Brunswick, NJ, Vol. 34: 132-136.

Peridis, T., 1995. "Industry structure as an antecedent of strategic variety", in M. Mangaliso and D. Palmer (eds.) **Managing in a Global Economy**, Proceedings of the Eastern Academy of Management-International, NTU, Singapore, Vol. VI: 136-141.

Peridis, T. (with J. Dermer), 1994. "Strategic alliances in co-operative organizations", in L.A. Mainiero and D.D. Palmer (eds.), **Managing for our Future**. Proceedings of the Eastern Academy of Management, Albany, NY, Vol. 31:131-135.

Peridis, T., 1994. "Structure and conduct: is there room for diversity?", in L.R. Jauch and R.N. Osborn (eds.) **The Best in Management Worldwide: Linking Management Scholarship**. Proceedings of the International Federation of Scholarly Associations of Management, Dallas, TX, Vol. 3:130-132.

T. Peridis, (with P. Phan) 1994. "Trust creation and the proto-alliance in industry networks", in L.R. Jauch and R.N. Osborn (eds.) **The Best in Management Worldwide: Linking Management Scholarship**. Proceedings of the International Federation of Scholarly Associations of Management, Dallas, TX, Vol. 3:83-85.

Peridis, T., 1994. "Universities and corporations: co-habitation, co-existence or collaboration?", in L.R. Jauch and R.N. Osborn (eds.), **The Best in Management Worldwide: Linking Management**

Scholarship. Proceedings of the International Federation of Scholarly Associations of Management, Dallas, TX. Vol. 3:163-165.

Peridis, T., 1993. "Strategic alliance formation between large and small organizations", in E. Kaplan and R. Pieper (eds.), **Managing in a Global Economy**, Proceedings of the Eastern Academy of Management-International, Paul Lobe Institut, Berlin, Vol. V:158-161.

Peridis, T., 1992. "Sources of environmental heterogeneity", Proceedings of the ASAC Conference, Quebec City, Vole 12:11-20; received the **Honourable Mention Award of Excellence** from ASAC Organizational Theory Group.

Peridis, T. (with S. Newell), 1991. "Small firms going international: the case of biotechnology companies", in J. McGuire and J. Yanouzas (eds.), **Managing in a Global Economy**, Proceedings of the Eastern Academy of Management-International, CERAM, Nice, France, Vol. IV: 97-101.

Peridis, T., 1991, "Forming strategic alliances: the smaller firms' perspective", in P. Lorange and J. Roos (eds.), **Strategic Processes Research**, HBi, Oslo, Norway, Vol. 1, A2:1-29.

Monographs and other Publications

Peridis, T., and M. Wade, 2012. "Rewarding good behavior", *Financial Chronicle*; Dec, B1.

Peridis, T., "Advice from the experts" series of short columns on start ups and entrepreneurial firms' strategic challenges, **The Toronto Star, Business Edition**, (multiple editions, 2009 – 2014).

Peridis, T, and E. Fischer, 2008, **Economic and Social Impact of Innovation Centres**, Ontario, Canada.

Dermer, J. and T. Peridis, 1993. **The Role of Strategic Alliances in Co-operative Organizations**, CCA, Ottawa, Canada.

Peridis, T., 1991. "Strategic Alliances for Small Firms: Advantages and Pitfalls", *The Enterprise Forum*, No. 2.

Peridis, T., 1986. Business Strategy Digests on Strategy Content and Methods, for the 1985/1986 Yearbook of **The Handbook of Business Strategy**, William D. Guth (ed.); Boston, MA: Warren, Gorham and Lamont.

Cases

Peridis, T., 2014. **Competitive Actions and Reactions to the Turbulence in the Publishing Industry**. IMD.

Peridis, T., 2013. **Hudson Beaver Creek Inc.'s MQS-Certified Farmed Salmon**, IMD.

Peridis, T., (with C. Bouquet), 2013. **Turmoil and Revolution in the Music Industry**, IMD.

Peridis, T., 2004. **Mokanda and the Sale of Verifax in Africa**, SSB, York University.

Peridis, T., (with J. Dermer and S. Keith), 2002. **The Dome Brewing Company**, SSB, York University.

Peridis, T. (with P. Phan and T. Wesson), 1995. **WK Information Systems**, SSB, York University.

Peridis, T., 1994. **Atac Steel Limited**, SSB, York University.

Peridis, T., (with P. Phan and T. Wesson), 1994. **Dalton Chemical Laboratories**, SSB, York University.

Conference Presentations

Peridis, T. and D. Weitzner, May 2004, "Manipulating Communication to Affect the Effectiveness of International Strategic Alliances", paper presented at the Eastern Academy of Management conference, Providence, RI.

Peridis, T. and E. Kessler, June 2003. "International e-R&D: A conceptual model and a research agenda" paper presented at the Eastern Academy of Management-International, conference, Porto, Portugal.

Peridis, T., C. Oliver, and P.H. Phan; August 1997. "Impact of shared values and interest on strategic alliance effectiveness", paper presented at the Academy of Management Meeting, Boston, MA.

Peridis, T., June 1997. "Cultural differences, communication, and the success of strategic alliances", paper presented at the Eastern Academy of Management-International conference in Dublin, Ireland.

Peridis, T. and D. Pomerlau, May 1997. "Cultural effects on joint venture performance paper presented at the Eastern Academy of Management conference, New Brunswick, NJ.

Peridis, T., June 1995. "Industry structure as an antecedent of strategic variety" paper presented at the Eastern Academy of Management-International conference, Singapore.

Peridis, T. and J. Dermer, May 1994. "Strategic alliances in co-operative organizations", paper presented at the Eastern Academy of Management conference, Albany, NY.

Peridis, T.; September, 1993. "Diffusion of Invention and Innovation" paper presented at the Strategic Management Society Conference, Chicago, Illinois.

Peridis, T.; October, 1992. "Global strategic alliances between large and small organizations: the case of Canadian biotechnology firms", paper presented at the Strategic Management Society Conference, London, England.

Pegg, O., R. Peterson, and T. Peridis; June 1992. "Strategic Alliances between Small and Large Firms: An Oxymoron?", paper presented at the 12th Annual Babson Entrepreneurship Research Conference, INSEAD, Fontainebleau, France.

Peridis, T. and S. Newell; October 1991. "Collective Strategies: Biotechnology's Response to Environmental Concerns", paper presented at the Strategic Management Society Conference, Toronto, Canada.

Peridis, T.; September, 1990. "Strategic Alliances of Smaller Firms", paper presented at the Strategic Management Society Conference, Stockholm, Sweden.

Peridis, T.; August 1989. "Task Environment and Organizational Diversity", paper presented at the Academy of Management Meeting, Washington, D.C.

Peridis, T.; October 1988. "Industry Structure and Strategic Latitude", paper presented at the Strategic Management Society Conference, Amsterdam, The Netherlands.

Peridis, T.; June 1988. "Strategic Latitude and Industry's Role in Determining Strategic Choice", paper presented at the Conference of the Administrative Sciences Association of Canada, Business Policy Division, Halifax N.S.

Peridis, T.; August 1986. "Evaluating Mobility Barriers and Strategic Groups", paper presented at the Academy of Management Meeting, Chicago, Illinois.

Shrivastava, P. and T. Peridis; August 1985. "Assessing the Conceptual Language of Strategic Management", paper presented at the Academy of Management Meeting, San Diego, CA.

Harl, J. E. and T. Peridis; May 1984. "Corporate Productivity Improvement Policy: An Analysis of U.S. Manufacturing Firms", paper presented at the TIMS/ORSA National Meeting, San Francisco, CA.

Speeches - Invited Presentations - Workshops

January 2014. "A Southern European Perspective", in *The European Crisis: Business Threats and Opportunities*, Corporate Learning Network, IMD.

December 2011. "The Greek Crisis - Economic, Financial and Social Implications", Canada-Israel Chamber of Commerce.

November 2011. "Global Micro-Economic Trends" Intelligence conference of the Import-Export Bank of China. Shanghai, China.

October 2010. "Mergers and Acquisitions: A global perspective", Bank of China. Beijing, China.

June 2009. "Strategic Thinking and Executive Performance" BTV, Beijing, China.

April 2009. "Thinking Strategically and Planning", Association of Registrars of the Universities and Colleges of Canada, Toronto.

September 2008. "Thinking Outside the Box", Association of Corporate Counsels, Tel Aviv.

September 2008. "Mergers and Acquisitions in Turbulent Times", Corporate University, Ernst and Young Israel, Haifa.

June 2008. "Collaborative Partnerships and Alliances", Ministry of Health, Toronto.

May 2008. "Strategic Thinking for Superior Performance", Workplace Safety and Insurance Board, Toronto.

March 2008. "Alliances and Partnerships in the Health Sector", Mt. Sinai Hospital Leadership Conference, Toronto, Canada.

October 2004. "Acquisitions in the Global High-Tech Sector", Technion University, Haifa, Israel.

August 2004. "Strategic Thinking", American Express Corporation, North and South America, Miami, FL.

May 2002. "Global Alliances", Copenhagen Business School, Denmark.

February 2002. "Strategic Management and Strategic Thinking", Clinical Labs Managers' Association, Toronto, Canada.

March 2001. "Strategic Leadership", Peel Management Conference, Toronto, Canada.

October 2000. "Alliances in the Not-For-Profit Sector", Center for Addiction Research and Mental Health, Toronto, Canada.

September 2000. "Leadership and Strategic Management", Bombardier Aerospace, Toronto, Canada.

December 1999. "Acquisitions and Divestitures", Ontario Hydro Services Company, Toronto, Canada.

January 1998. "Forming Alliances Across Borders", Intel Corporation, Jerusalem, Israel.

December 1997. "Strategic Alliances: Seizing the Opportunity", The Strategic Alliances Project, York Region, Ontario.

November 1996. "Strategic Alliances: Managing for Results", Ontario Hydro, Toronto, Canada.

December 1995. "Strategic Alliances", International Cooperative Alliance, Miami, FL.

June 1994. "Strategic Alliances in Co-operative Organizations", Biannual Congress, Canadian Co-operative Association, Toronto, Canada.

November, 1993. "Centres of Excellence: Networks between Industry and Universities", at Cluster Power, Business Networks, Fredericton, New Brunswick.

June, 1993. "Alliances", CEDA, Ottawa, Canada.

Expert opinions, interviews and appearances at **CBC, The Globe and Mail, Bloomberg, Radio Canada, TV Ontario, Global Television, Rogers Cable, RoBTV, Prime Business, OneTV, The Toronto Star, Report on Business, Technology in Government, Globus** (Israel's leading business daily), **CFRB, CHUM.FM** on topics relating to mergers, acquisitions, strategic alliances and collaboration between organizations.

RESEARCH FUNDING

- 2008-2010. Co-investigator (with Douglas Cumming and Eileen Fischer). International orientation of Canadian entrepreneurs, SSHRC (\$155,000).
- 2005-2007. International Visiting Fellow, "Learning Capability for Innovation and Competitiveness", *AIM Research*, (£500,000).
- 2004-2005. Principal Investigator (with Eileen Fischer). Impact Study of the Innovation Synergy Centre in Markham (\$50,000).
- 1996-1999. Principal Investigator (with Christine Oliver). Study of the cultural and communication patterns of international joint ventures; supported by a grant from SSHRC (\$46,000).
- 1993-1994. Principal Investigator. Study of the Ontario Centres of Excellence; supported by the Ontario Centre of Materials Research (\$10,000).
- 1992-1993. Principal Investigator. Study of the innovation implications of strategic alliances in the Canadian Biotechnology industry; supported by a grant from FAS (\$4,000).
- 1992-1993. Principal Investigator (with Jerry Dermer). Study of the strategic alliance practices and experiences in the Co-operative sector; funded by the Canadian Co-operative Association (\$38,000).
- 1989-1991. Principal Investigator. Study of the Canadian biotechnology industry and its potential role in the global marketplace; supported by a grant from the Ontario Centre for International Business (\$4,000).

Minor Research Grants, York University and SSHRC Research and Travel Grants: every year since 1988.

AWARDS; SCHOLARLY AND PROFESSIONAL CONTRIBUTIONS

“*Best In Class*”, named by *Canadian Business* magazine, 2004.

“*Professor of the Year*”, the Joint Kellogg/Schulich Executive MBA program, 2004.

Co-Editor, *Organization Management Journal, Linking Theory and Practice*

Fellow, *Eastern Academy of Management*.

Director, *Innovation Synergy Centre in Markham*.

Chair, Doctoral Consortium, *Eastern Academy of Management*, 2007; 2008; 2009

Chair, Junior Faculty Consortium, *Eastern Academy of Management*, 2008; 2009

Task Force, *Academy of Management*, External Relations, 2002-2004.

Director, *Eastern Academy of Management*, 1998-2001

Director, *International Eastern Academy of Management*, 1999-2002

Director, *International Organization of Entrepreneurs*, 2000-2002

Member, Local Arrangements Committee, *Academy of Management*, 2000

Program Chair: *Transformation and Integration*, Prague, Czech Republic, June 1999

Conference Coordinator: *Europe in the Second Millennium*, Dublin, Ireland, June 1996

Chair, International Programs Committee, *Eastern Academy of Management*, 1996-1999

Member of the Health Industries Advisory Committee, Domestic Market Opportunities Working Group,
Ontario Ministry of Health, 1993-1994

Member, *MIT/York Enterprise Forum*, 1991

Doctoral Thesis, "Industry Structure and Strategic Latitude"; selected as one of the five Best Dissertations
in strategy by the Academy of Management, Business Policy and Strategy division in 1991.

Ad-Hoc Reviewer:

Administrative Science Quarterly

Academy of Management

Academy of Management Journal

Academy of Management Review

Administrative Sciences Association of Canada

Canadian Journal of Administrative Studies

Academy of International Business

Journal of International Business Studies

Strategic Management Society

Strategic Management Journal

Eastern Academy of Management

Group and Organization Management

Evaluator:

Social Sciences and Humanities Research Council, Canada

European Union Graduate Program Funding, Ministry of Education, Greece

European Union, Clusters and Start-Ups, EPSA Program.

TEACHING RELATED INITIATIVES AND FACULTY ACTIVITIES

- 1999 to 2011. Director of the York Consulting Group. Redesigned the consulting organization of the Schulich School of Business, reorganized its operations, expanded its membership adding more students, created a new management consulting course for MBA students introducing a unique experiential format, and developed opportunities for student-led initiatives in the field of management consulting. Over 75% of the students in the program are recruited by senior consulting firms upon graduation. The program, which was heavily subsidized by the school prior to 1999, is operating with substantial net earnings, while educating almost twice as many students as before.
- 1992 to date. Founder and Director of the Global Leadership Program. Select MBA students participate with students from the Wharton School (University of Pennsylvania), the Recanati School (Tel Aviv University), the Copenhagen School of Business, EGADE (Monterrey Institute of Technology, Mexico), Lund University (Sweden), National University of Singapore, and IDEA (Argentina) on programs that develop the market entry strategies and detailed plans for companies contemplating international expansion. The program earned the admiration and financial support of the Bronfman family of Montreal, who contributed to an create an original endowment and with further contributions from the Royal Bank of Canada (2013) it is now supported by an endowment exceeding \$1.5 million.
- 1993 to 2010. Founder and Director, Aboriginal Economic Development Program. Supervise groups of MBA students focusing on the economic development of aboriginal peoples and the study of business opportunities in Indian reserves. The program has earned the support of CESO and the endorsement of the Royal Bank and the Ministry of Indian and Northern Affairs, and ws funded with an annual \$ 300,000 budget. The program has been show-cased in The Financial Post and the Canadian Council for Native Business Conference on Doing Business With Aboriginal Canada.
- 2001 to 2011. Director, Strategy Field Studies. Responsible for the delivery of the MBA program's integrative core course. Projects start in each of the three semesters and continue through and (1991-1995) two intensive semesters of study. Over 600 second year MBA students enroll annually. All full-time and many part-time faculty members act as supervisors and advisors to these projects. Between 80 and 90 corporations, not-for-profit organizations and government agencies are extensively involved each year.

COMMITTEE SERVICE

- 1999 - 2009 Senator; originally elected in 1999-2002; re-elected for second term, 2002-2005 and again for 2008-2009
- 1993 – 2012 member, Operating Committee of the Faculty
- 2010 to date member, EMBA Committee
- 2007 - 2011 member, MBA Committee
- 2004 - 2011 Chair, Nominating Committee
- 2004 - 2011 member, Executive Committee

2000 EMBA Curriculum Task Force
2000 Chair, Joint MBA - Admissions Task Force
1999 - 2001 member, MBA Committee
1996 - 1999 Chair, Masters Programs Admissions Committee
1994 - 1995 Faculty representative to the Management Committee
1993 - 1994 Chair, Library Committee
1993 - 1994 Senate Committee on Libraries and Information Technology
1991 - 1993 member, Research Committee
1990 - 1991 member, Student Affairs Committee
1990 - 1991 member, Admissions Sub-committee
1989 - 1991 member, Ph.D. Sub-committee on Curriculum
1989 - 1990 member, MBA Committee
1988 - 1989 member, Doctoral Programs Committee