# Dr Viktor Dörfler CV

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Links:

## Objective

AI Strategy Professor seeking a position at a cutting-edge Business School to pioneer transformation of strategy for the age of AI, through research, teaching, and consultancy.

## Personal statement

I research, teach, and practice knowledge-based strategizing in a process view. I focus on the cognition of strategists as decision makers, creative problem-solvers, and knowledge workers. I have developed conceptual models of their knowing (e.g. intuition and creativity), studied strategic 'thinking together' in communities of practice (CoPs), and innovations in learning organisations. Having obtained empirical findings from interviews with Nobel Laureates, top chefs (Grandmaster Project), and CoPs within NHS; my co-authors and I noticed similarities between the thinking of top strategists, top scientists, top chefs, and top medics. Along the way I have developed new research methods, particularly within the phenomenological tradition. In knowledge exchange (KE) my focus is on using artificial intelligence (AI) and causal mapping, mainly to support strategy making teams and decisions. Both my research and KE inform my teaching and, conversely, my teaching validates my research and KE. My current goal is to build a research team to study and support strategizing in learning organisations.

## Competencies

*Research:* Having been educated as a mathematical engineer but with a genuine interest in research problems that call for 'soft' (qualitative) methods, I have become proficient in applying the rigour and symbolism of mathematical thinking in qualitative studies. My interest in research philosophy has helped me develop methodological frameworks, a range of soft methods, and most recently, a new paradigm, particularly for investigating extraordinary people, such as Nobel Laureates and top chefs.

*Teaching:* in formal feedback, students have evaluated me as an excellent teacher. The same is also evidenced through the received 10+ teaching excellence awards as well as from my students' 10+ best dissertation awards, competitions, and internships. My greatest evidence are my doctoral students.

*Leadership:* 1999-2004 I led the development of AI software, a knowledge-based expert system (KBS), used for qualitatively modelling experts' knowledge on specific problems. In 2010-2012, as the Director of the Management Development Programme (MDP), catering to 1,600+ students, I managed 50 faculty and staff, developed a network of industry partners, and led a full programme redesign, being an early adopter of a flipped classroom and of a new virtual learning environment at Strathclyde.

*Coaching & knowledge engineering:* As a coach, I was working with business decision-makers, groups of domain experts, junior colleagues and with my doctoral students. They often emphasised that I help them become the best they can be. Intertwined with my coaching, I use AI as a knowledge engineer to support decision-makers as well as domain experts.

## Some interesting recent projects…

*AI project:* With the London-based startup Intanify, during my sabbatical in 2023 I have been developing an AI platform for semi-automated intangible asset audit. I helped creating knowledge bases with experts from Mathys & Squire and Dentons. £550k+ funding was obtained from Innovate UK.

*MOOC (Massive Open Online Course):* I designed and delivered the first two Strathclyde Business School MOOCs entitled '*Understanding Modern Business & Organisations*' (2014) and '*Understanding Information & Technology Today*' (2017). I believe this makes me the first business school academic in the world with two MOOCs. In the seven runs, the first MOOC has attracted 35,000+ participants.

*Google project:* As a recognised expert in creativity, I had a 3-year tenure in the 'Google Innovation Lab for Food Experiences', a global collaborative network of leading thinkers and doers in the food space to apply their knowledge and passion towards imagining and shaping the future of food.

*Personal:* I teach, publish, and coach in 3 languages.

### *Employment History*

*Department of Management Science, University of Strathclyde Business School, Glasgow, UK*

- 2003–Present **Professor of AI Strategy** (Lecturer 2003-2012, Senior Lecturer 2012-2023): Teaching, research, and KE in areas of strategy, knowledge, and artificial intelligence (AI)
- 2010–2013 **Management Development Programme** (MDP) **Director** (0.5 FTE): Leading the full redesign of the content and the delivery with heavy adoption of technology, and leading the first phase of the implementation, while running the course

*Department of Management, Faculty of Economics and Business, University of Zagreb, Zagreb, Croatia*

- 2009–Present **Visiting Professor**: Teaching Research Philosophy to doctoral students

*Doctoral School of Regional and Business Administration Sciences, Széchenyi University, Győr, Hungary*

- 2021–2023 **Visiting Professor**: Teaching Research Methods to doctoral students

*Doctus, Budapest, Hungary*

- 2004–2022 **AI Advisor**: Conducting research underlying the AI software development
- 1999–2004 **AI Development Consultant**: Developing algorithms and leading the development of the *Doctus* software and related applications of Intelligent Portals and Knowledge Factory
- 1998-2003 **Knowledge Engineer**: Supporting decision-makers with *Doctus* KBS

*Department of Management and Corporate Economics, Budapest University of Technology and Economics, Budapest, Hungary*

- 1999–2003 **Lecturer**: Teaching Decision Making, Creative Problem-Solving Information Systems

*Department of Corporate Economics, Corvinus University, Budapest, Hungary*

- 1997–1998 **Teaching Assistant**: Teaching Production and Operations Management.

### *Education*

*Degrees*

*PhD* (2006) Department of Management Science, University of Strathclyde, Glasgow, UK

*MBA* (1999) Technical University of Budapest, Budapest, Hungary

*MSc in Engineering Education* (1998) Technical University of Budapest, Budapest, Hungary

*MSc in International Economics* (1997) Budapest University of Economic Sciences, Budapest, Hungary

*MSc in Mathematical Engineering* (1995) Technical University of Budapest, Budapest, Hungary

*Continuous Professional Development (with certification)*

*PgC in Advanced Academic Studies* (2006) University of Strathclyde, Glasgow, UK

*Harvard Case Method* (2013) Harvard Business School (two-day course, certificate obtained)

SAP Business Intelligence (2011) Institute for Manufacturing, the University of Cambridge (one-week course, certificate obtained)

*NVivo* (2010) QSR training at beginner and advanced level (two-day course, certification obtained)

*Teaching, Learning & Assessment in Higher Education* (2003) three days seminar in Paisley

*Engineering Management* (1997) Lecture course and seminar, Balatonfüred, Hungary (Rochester Institute of Technology certificate obtained)

*Skills*

Languages: English – fluent; Hungarian – native; Croatian/Serbian – fluent (bilingual proficiency)

Computer: *Doctus* KBS, *strategyfinder*, *NVivo*

*Research highlights*

150+ publications including 30+ journal papers; most of these in leading academic outlets, such as *Human Relations*, *Expert Systems with Applications*, 5 × *Management Learning*, 2 × *Journal of Creative Behavior*, 2 × *Creativity & Innovation Management*, *International Journal of Management Reviews*, *Knowledge Management Research & Practice*, *European Journal of Operational Research*. Citations: Web of Knowledge 900+, Scopus 1,000+, ResearchGate 2,000+, Google Scholar 3,000+.

*Grants:* Over the last year, I have obtained three grants. First, an Innovate UK grant with the London-based start-up Intanify, with the total value of £550,000, for developing an AI platform for intangible asset audits. Second, I received a £17,500 InterAct (ESRC) grant aimed at deriving actionable insights from my book. Third, I received a Senior Fellowship of ~£20,000 from the Corvinus Institute of Advanced Studies (CIAS) at the Corvinus University of Budapest, Hungary, for a 6 months research visit to explore *Strategizing Creativity in the Age of AI*. In addition to these three active grants, I have two more in late stages of preparation.

*Talks, awards and service:* 20+ keynote and plenary talks at prestigious conferences, including a BSI talk, and a TEDx talk; 30+ seminar and public talks, panel discussions and guest lectures. 1 journal and 4 conference best paper awards, was a finalist for another two. Thinking Together is one of the most read papers in Human Relations. 13 best/outstanding reviewer awards from AoM and BAM and a Reviewer Service Award from the MOC Division of AoM. Recently have been active in AoM, EURAM and BAM; I serve on the international editorial board of *Management Learning* since 2013 and on the editorial review board of the *Academy of Management Learning & Education* since 2021.

The Grandmaster Project is an attempt understand thinking and learning at the highest levels of mastery. To this end, I have conducted 20 in-depth loosely structured interviews with 20 acknowledged 'grandmasters' in science, including 17 Nobel Laureates, while my then PhD student Marc Stierand has interviewed 18 of the best chefs of the world (and many more since then). Currently I am particularly interested in the changing role of grandmasters in the age of and in interaction with AI.

*The development of the Doctus* KBS. underpinned by my research on knowledge; led to new algorithms, software design, etc. I use *Doctus* as a knowledge modelling tool in other research topics.

*Future plans:* Based on these two projects, I intend to develop a research programme for a multifaceted investigation of knowledge-based strategizing, and my own research team for working on it. This research programme tightly connects to my teaching and KE, in turn, the income from teaching and KE will help to finance the research team which I plan to formalize as an institute.

*Teaching highlights*

10 Strathclyde Teaching Excellence Awards since 2011, was twice shortlisted for the Best Teacher of the Business School and once for the Most Innovative Teacher of the University. My students received 11 best dissertation awards since 2004 and won 11 prizes in various competitions 2006-2013.

*Supervision:* Successful completion of 12 doctoral students (11 PhD + 1 DBA; 7 as lead supervisor). 5 current doctoral students. Typically, 3-5 BSc and 2-5 MSc/MBA students per year.

*Curriculum design*: I have designed curricula both at class and degree course level. Recently I have been a member of a team designing a transdisciplinary professional doctoral school concept. Nevertheless, my most challenging curriculum design was the noted Massive Open Online Courses (MOOCs).

*Recent teaching:* Making Strategy (MBA), Knowledge Management (UG), Artificial Intelligence (MBA, MSc, UG), Information Management (MBA, MSc), Research Philosophy (doctoral). *Past teaching:* Decision Making & Creative Problem Solving (MBA, MSc, UG), Change Management (UG).

*Future plans:* I want to continue to inspire students, helping them to develop into people who make up their own mind rather than accepting ready-made opinions of others. Most importantly, I help them develop a respect and connoisseurship for knowledge and excellence in learning.

*Leadership highlights*

I held 2 high-level managerial roles so far: I was the Director of MDP for 3 years at Strathclyde and I led AI software development 1999-2004. I also took on periodic research leadership roles, mentored junior colleagues, and was line manager. Currently, I want to build, develop, and lead a research team and research programme, eventually framing it as an institute of cognition and AI.

*Director of the Management Development Program (MDP):* I was responsible for 50 faculty and staff, teaching 1,600+ students. I have conducted a complete redesign of the content, introduced a flipped classroom concept making extensive use of technology, developed a new staffing solution and managed a wide range of business partners, including Accenture, Barclays, Clydesdale Bank, Deloitte, Ernst & Young, Procter & Gamble and Unilever. The class was not only favourably received by the students and praised by the external examiner, but also received commendations from EQUIS and AACSB.

*Information systems design:* Spearheading the development of the *Doctus* KBS, I was in charge of 1-3 software developers at a time; at the same time, we were conducting the conceptual development within the strategy team comprising 3 members. As a result, the concept of the software was rooted in understanding the thinking of decision-makers and experts and the software is functionally still one of the best in the world (as confirmed by two recent dissertations; no development since 2004).

*Consultancy highlights*

Knowledge is always in the focus of my consultancy; as a coach I bring out from people or teams what is potentially in them, while as a knowledge engineer, I help experts articulate and organise their knowledge about a particular problem. Next, I plan to increase my consultancy activities through offering a complex organizational learning package that includes (re)developing grandmaster-apprentice relationships, fostering communities of practice, and meaningfully implementing AI solutions.

*Decision support:* With my colleagues in Hungary, I worked with C-level decision-makers and a variety of experts through executive coaching and using the *Doctus* KBS. We elicited and modelled the knowledge of the domain experts for strategic decisions, developing as well as applying for tenders, new product and market developments, medical diagnosis, etc.

*Information systems choice and implementation:* Besides my work on KBS development, I also acted many times as an expert advisor for choosing and implementation information systems, including ERP systems, VLE solutions and MOOC platforms. In my IS consultancy I predominantly worked as academic expert usually in higher education context. To describe my expertise, I usually say that I understand where an organisation needs a database, where an AI solution, and where a human being.

*Knowledge exchange and community contributions highlights*

I took part in two large KE projects, one on communities of practice in healthcare, and another one on food experience within Google. In conjunction with the above consultancy work, I plan to develop CPD courses on knowledge-based decision support. Furthermore, I want to design a Knowledge Management MSc curriculum with selected classes to be delivered also as CPD modules.

*Knowledge Sharing in Communities of Practice at NHS:* Adopting an action research (AR) approach with Prof Colin Eden and our then PhD student Igor Pyrko, we worked with multiple Communities of Practice (CoP) within the UK's National Health Service (NHS). We have established that CoPs cannot be set up and controlled, only fostered and enabled. Furthermore, management must accept losing control of knowledge, as it will leak across organisational boundaries as it sticks to practice.

*Google's Innovation Lab for Food Experiences:* With my former PhD student Marc Stierand I was invited, as a recognised expert in creativity, for a 3-year tenure in the 'Google Innovation Lab for Food Experiences', a global collaborative network of leading thinkers and doers in the food space to apply their knowledge and passion towards imagining and shaping the future of food. The initial idea of supporting creative work expanded to improving the food experience for a sustainable future.

*References*

*Prof Dr Colin Eden*, Emeritus Professor of Management Science and Strategic Management, University of Strathclyde Business School

>    Internal examiner of my PhD dissertation, collaborator on the Grandmaster Project
>    Email: colin.eden@strath.ac.uk
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*Prof Dr Mark NK Saunders*, Professor of Business Research Methods, Department of Management

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*Prof Dr Zoltán Baracskai*, Professor and Academic Director SZEEDS$^{M}$ Doctoral Program in Business Administration Sciences, Széchenyi István University, Győr, Hungary

>    My mentor, I have been working with him since 1998
>    Email: baracskai.zoltan@sze.hu
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*Prof Dr Martin Perl*, Nobel Laureate, Emeritus Professor of Physics (deceased) provided me with a reference letter, from which the following is an excerpt:

"My basic research fields are experimental elementary particle physics and experimental cosmology. And in the last few years I have begun to think about the nature and science of experimental research itself. Subjects such as incentives for original thought and creativity, the productive organization of basic and applied research, and approaches to the solving of complex problems. In the course of this work Professor Dörfler has been my colleague and teacher. His deep, original work on such subjects has been immensely helpful to me."

# Dr Viktor Dörfler CV Supplement

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Links:

## Note

This CV Supplement should be used together with my CV; it contains more detailed data to support the statements and aggregated data provided in the CV.  In a sense it is a database that feeds the CV.

## Content

RESEARCH

*Full Publication List*

150+ total, 30+ journal papers, FT50: 1; ABS: 2×4, 9×3, 4×2, 2×1; SCIMAGO: 3×Q1, 11×D1, 3×C1)

3 authored books, 1 edited book, 10+ book chapters, 100+ conference papers, 10+ conference talks and poster presentations (does not include keynote and invited plenary talks)

Citations: Web of Knowledge 900+, Scopus 1,000+, ResearchGate 2,000+, Google Scholar 3,000+

h-index: Web of Knowledge 12, Scopus 13, ResearchGate 18, Google Scholar 22

*Journal papers*

1. Dóra Göndöcs – Viktor Dörfler (2024) **AI in Medical Diagnosis: AI Prediction and Human Judgment**, *Artificial Intelligence in Medicine*, 149: 102769 DOI: 10.1016/j.artmed.2024.102769 (IF 7.5, non-ABS, D1)

2. Bhawani Bhatnagar – Viktor Dörfler – Jillian MacBryde (2023) **Navigating the open innovation paradox: An integrative framework for adopting open innovation in pharmaceutical R&D in developing countries**, *Journal of Technology Transfer*, 48(6): 2204–2248 DOI: 10.1007/s10961-022-09958-6 (IF 4.8, ABS 3, D1)

3. Alina Bas – Marta Sinclair – Viktor Dörfler (2023) **Sensing: The Elephant in the Room of Management Learning?**, *Management Learning*, 54(4): 489–510 DOI: 10.1177/13505076221077226 (IF 2.4, ABS 3, D1)

4. Mégane Miralles – Bill Lee – Viktor Dörfler – Marc Stierand (2022) **Investigating Trauma: Methodological, Emotional and Ethical Challenges for the Qualitative Researcher** (editorial), *Qualitative Research in Organizations and Management*, 17(4): 397-405 DOI: 10.1108/QROM-11-2022-999 (ABS 1, Q2)

5. Obafemi Olekanma – Viktor Dörfler – Farhad Shafti (2022) **Stepping into the participants' shoes: The Trans Positional Cognition Approach (TPCA)**, *International Journal of Qualitative Methods*, 21: 1-19 DOI: 10.1177/16094069211072413 (IF 5.4, non-ABS, D1)

6. Agnessa Spanellis – Igor Pyrko – Viktor Dörfler (2022) **Gamifying Situated Learning in Organisations**, *Management Learning*, 53(3): 525-546 DOI: 10.1177/13505076211038812 (IF 2.4, ABS 3, D1)

7. Miriam Feuls – Marc Stierand – Viktor Dörfler – David Boje – Usha Haley (2021) **Practices of Creative Leadership: A Qualitative Meta-Analysis in Haute Cuisine**, *Creativity and Innovation Management*, 30(4): 783-797 DOI: 10.1111/caim.12471 (IF 3.5, ABS 2, Q1, BEST PAPER AWARD)

8. Viktor Dörfler – Marc Stierand (2021) **Bracketing: A Phenomenological Theory Applied Through Transpersonal Reflexivity**, *Journal of Organizational Change Management*, 34(4): 778-793 DOI: 10.1108/JOCM-12-2019-0393 (IF 2.8, ABS 2, Q2)

9. Agnessa Spanellis – Jill MacBryde – Viktor Dörfler (2021) **A Dynamic Model of Knowledge Management in Innovative Technology Companies: A Case of the Energy Sector**, *European Journal of Operational Research*, 292(2): 784-797 DOI: 10.1016/j.ejor.2020.11.003 (IF 6.363, ABS 4, D1)

10. Agnessa Spanellis – Viktor Dörfler – Jill MacBryde (2020) **Investigating the Potential for Using Gamification to Empower Knowledge Workers**, *Expert Systems with Applications*, 160 DOI: 10.1016/j.eswa.2020.113694 (IF 8.665, ABS 3, D1)

11. Agnessa Shpakova – Viktor Dörfler – Jill MacBryde (2020) **Gamifying the Process of Innovating**, *Innovation: Organization & Management*, 22(4): 488-502 DOI: 10.1080/14479338.2019.1642763 (IF 2.8, ABS 2, Q2)

12. Viktor Dörfler – Colin Eden (2019) **Understanding 'Expert' Scientists: Implications for Management and Organization Research**, *Management Learning*, 50(5): 534-555 DOI: 10.1177/1350507619866652 (IF 2.4, ABS 3, D1)

13. Igor Pyrko – Viktor Dörfler – Colin Eden (2019) **Communities of Practice in Landscapes of Practice**, *Management Learning*, 50(4): 482-499 DOI: 10.1177/1350507619860854 (IF 2.4, ABS 3, D1)

14. Marc Stierand – David Boje – Vlad Petre Glăveanu – Viktor Dörfler – Usha Haley – Miriam Feuls (2019) **Paradoxes of Creativity: Examining the Creative Process Through an Antenarrative Lens**, *Journal of Creative Behavior*, 53(2): 165-170 DOI: 10.1002/jocb.224 (IF 3.9, non-ABS, C1)

15. Igor Pyrko – Viktor Dörfler – Colin Eden (2017) **Thinking Together: What Makes Communities of Practice Work?**, *Human Relations*, 70(4): 389-409 DOI: 10.1177/0018726716661040 (IF 5.7, ABS 4, FT 50, C1)

16. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2017) **Changing the Game: A Case for Gamifying Knowledge Management**, *World Journal of Science, Technology & Sustainable Development*, 14(2/3): 143-154 DOI: 10.1108/WJSTSD-01-2017-0002

17. Zoltán Baracskai – Viktor Dörfler (2017) **An Essay Concerning Human Decisions**, *The Transdisciplinary Journal of Engineering & Science*, 8: 71-82 DOI: 10.22545/2017/00088

18. Marc Stierand – Viktor Dörfler (2016) **The Role of Intuition in the Creative Process of Expert Chefs**, *Journal of Creative Behavior*, 50(3): 178–185 DOI: 10.1002/jocb.100 (IF 3.9, non-ABS, C1)

19. Jolán Velencei – Zoltán Baracskai – Viktor Dörfler – Marc Stierand (2016) **Supporting the Competent Practitioner Transdisciplinary Coaching with a Knowledge-Based Expert System**, *International Journal of Management Science and Business Administration*, 2(12): 20-27 DOI: 10.18775/ijmsba.1849-5664-5419.2014.212.1002

20. Zoltán Baracskai – Viktor Dörfler – Judit Ágnes Kádár (2016) **The New Practitioner: Transcending Disciplinary Boundaries**, *Work Based Learning e-Journal International*, 6(1): 8-21 (link)

21. Igor Pyrko – Viktor Dörfler – Colin Eden (2015) **Thinking Together: Making Communities of Practice Work**, *Academy of Management Best Paper Proceedings*, 2015(1) DOI: 10.5465/ambpp.2015.310 [an abridged version of #109]

22. Marc Stierand – Viktor Dörfler – Jillian MacBryde (2014) **Creativity and Innovation in Haute Cuisine: Towards a Systemic Model**, *Creativity and Innovation Management*, 23(1): 15-28 DOI: 10.1111/caim.12050 (IF 3.5, ABS 2, Q1)

23. Zoltán Baracskai – Viktor Dörfler – Jaszmina Szendrey – Jolán Velencei (2014) **What is the Difference? There was Always Lifelong Learning**, *International Scientific Journal of Management Information System*, 9(2): 3-9 (link)

24. Viktor Dörfler – Fran Ackermann (2012) **Understanding Intuition: The Case for Two Forms of Intuition**, *Management Learning*, 43(5): 545–564 DOI: 10.1177/1350507611434686 (IF 2.4, ABS 3, D1)

25. Marc Stierand – Viktor Dörfler (2012) **Reflecting on a Phenomenological Study of Creativity and Innovation in Haute Cuisine**, *International Journal of Contemporary Hospitality Management*, 24(6): 946-957 DOI: 10.1108/09596111211247254 (IF 11.1, ABS 3, D1)

26. Umit Bititci – Patrizia Garengo – Viktor Dörfler – Sai Nudurupati (2012) **Performance Measurement: Challenges for Tomorrow**, *International Journal of Management Reviews*, 14(3): 305-327 DOI: 10.1111/j.1468-2370.2011.00318.x (IF 8.1, ABS 3, D1)

27. Viktor Dörfler (2010) **Learning Capability: The Effect of Existing Knowledge on Learning**, *Knowledge Management Research & Practice*, 8(4): 369-379 DOI: 10.1057/kmrp.2010.15 (IF 3.2, ABS 1, Q1)

28. Viktor Dörfler – Zoltán Baracskai – Jolán Velencei (2010) **Understanding Creativity**, *Transactions on Advanced Research*, 6(2): 18-26 (link 👓, an updated and improved version of #133)

29. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2007) Ocjena rizika nije upravljanje rizikom (**Risk Evaluation is not Risk Management**), *Strategijski menadžment*, 12(1-2): 15-17 [published in Croatian]

30. Viktor Dörfler (2005) **Rationalities for Decision Taking**, *Strategijski menadžment*, 10(1-2): 59-64

31. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler (2005) **Reductive Reasoning**, *Montenegrin Journal of Economics*, 1(1): 59-66 (link) (Q2)

32. Viktor Dörfler – Jolán Velencei (1999) Tudásrendezés (**Knowledge Engineering**). *Gazdaság, Vállalkozás, Vezetés*, 3(4): 64-73 [published in Hungarian]

33. Ferenc Bereczki – Viktor Dörfler (1998-1999) Minőségmenedzsment a képzésben I-III (**Quality Management in Education I-III** paper series). *Személyügyi Hírlevél*, 1998/11: 16-23, 1998/12: 17-29, 1999/1: 27-32 [published in Hungarian]

*Magazine articles*

34. Viktor Dörfler interviewed by Ksenija Puškarić (2023) ChatGPT nije posebno revolucionarna tehnologija (**ChatGPT is not a particularly Revolutionary Technology**), *Lider Magazin*, 19th May 2023: 32-34 [conducted and published in Croatian] https://lidermedia.hr/tehno/viktor-doerfler-strucnjak-za-ai-chatgpt-nije-posebno-revolucionarna-tehnologija-150835

35. Viktor Dörfler (2022) **Demystifying AI: When the Computer Says No, Challenge It**. *Chartered Banker* magazine, 2022(Winter): 30-32. https://www.charteredbanker.com/resource_listing/knowledge-hub-listing/when-the-computer-says-no-challenge-it.html

*Authored books*

36. Viktor Dörfler (2023) ***Yöneticiler İçin Yapay Zekâ**** (*What Every CEO Should Know About AI*), Türkiye İş Bankası Kültür Yayınları İş Türk A.Ş., Istambul, Turkey. [the Turkish edition of 37]

37. Viktor Dörfler (2022) ***What Every CEO Should Know About AI***, Cambridge Elements in Business Strategy, Cambridge University Press, DOI: 10.1017/9781009037853

38. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2005) ***Majstor i kalfa*** (*Master and Apprentice*), SinergijA, 119 p [published in Croatian]

39. Viktor Dörfler (1998) ***Minőségmenedzsment. ISO és TQM*** (*Quality Management. ISO and TQM*), „Szabolcs-Szatmár-Bereg megyei Könyvtárak" Egyesülés, 48 p [published in Hungarian]

*Edited book*

40. Viktor Dörfler – Marc Stierand (2020) ***Handbook of Research Methods on Creativity***, Edward Elgar Publishing, 400 p DOI: 10.4337/9781786439659

*Book sections*

41. Viktor Dörfler (2023) **Artificial Intelligence**, James Mattingly (editor) *The SAGE Encyclopedia of Theory in Science, Technology, Engineering, and Mathematics*, Sage Publications, 37-41 DOI: 10.4135/9781071872383.n15

42. Alina Bas – Viktor Dörfler (2023) **Intuition**, James Mattingly (editor) *The SAGE Encyclopedia of Theory in Science, Technology, Engineering, and Mathematics*, Sage Publications, 413-417 DOI: 10.4135/9781071872383.n99

43. Mégane Miralles, Marc Stierand & Viktor Dörfler (2023) **Investigating Refugees' Challenges in Setting Up a Business**, Saunders, Mark NK, Lewis, Philip & Thornhill, Adrian (Eds.) *Research Methods for Business Students* (9th edition), Pearson Education, 385-389

44. Viktor Dörfler (2020) **Artificial Intelligence**, Mark A Runco & Steven R Pritzker (Eds.) *Encyclopedia of Creativity* (3rd edition), Academic Press, 57-64 DOI: [10.1016/B978-0-12-809324-5.23863-7](#)

45. Viktor Dörfler – Alina Bas (2020) **Intuition: Scientific, Non-Scientific or Unscientific?**, Marta Sinclair (editor) *Handbook of Intuition Research as Practice*, Edward Elgar, 293-305 DOI: [10.4337/9781788979757.00033](#)

46. Viktor Dörfler – Marc Stierand (2020) **Introduction to the Handbook of Research Methods on Creativity**, Viktor Dörfler & Marc Stierand (editors) *Handbook of Research Methods on Creativity*, Edward Elgar, 1-8 DOI: [10.4337/9781786439659.00006](#)

47. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2019) **Gamifying Innovation and Innovating Through Gamification**, Vanessa Ratten – Paul Jones – Vitor Braga – Carla Susana Marques (editors) *Subsistence Entrepreneurship: The Interplay of Collaborative Innovation, Sustainability and Social Goals*, Springer, 183-194 DOI: [10.1007/978-3-030-11542-5_10](#)

48. Viktor Dörfler – Marc Stierand (2019) **Extraordinary: Reflections on Sample Representativeness**, Vlad Petre Glăveanu – Izabela Lebuda (editors) *The Palgrave Handbook of Social Creativity Research*, Palgrave Macmillan, 569-584 DOI: [10.1007/978-3-319-95498-1_36](#)

49. Viktor Dörfler – Marc Stierand (2017) **The Underpinnings of Intuition**, Jay Liebowitz – Joanna Paliszkiewicz – Jerzy Gołuchowski (editors) *Intuition, Trust, and Analytics*, Taylor & Francis, 3-20 DOI: [10.1201/9781315195551-1](#)

50. Viktor Dörfler – Zoltán Baracskai – Jolán Velencei (2015) **Mashup Content for Passionate Learners: Bridge between Formal and Informal Learning**, Michael Herzog (editor) *Economics of Communication: ICT driven fairness and sustainability for local and global marketplaces*, Oldenbourg/De Gryter, 105-129

51. Viktor Dörfler – Colin Eden (2014) **Research on Intuition using Intuition**, Marta Sinclair (editor) *Handbook of Intuition Research Methodology*, Edward Elgar, 264-276 DOI: [10.4337/9781782545996.00031](#)

52. Marc Stierand – Viktor Dörfler (2014) **Researching Intuition in Personal Creativity**, Marta Sinclair (editor) *Handbook of Intuition Research Methodology*, Edward Elgar, 249-263 DOI: [10.4337/9781782545996.00030](#)

53. Marc Stierand – Viktor Dörfler (2011) **Methods against Methods**, Anabela Mesquita (editor) *Technology for Creativity and Innovation: Tools, Techniques and Applications*, IGI Global, 121-134 DOI: [10.4018/978-1-60960-519-3.ch006](#)

54. Viktor Dörfler (2010) **Fit for Innovation**, Adam Jolly (consultant editor) *The Innovation Handbook: How to Develop, Manage and Protect Your Most Profitable Ideas*, (2nd edition) Kogan Page, 150-153

55. Jolán Velencei – Zoltán Baracskai – Viktor Dörfler (2009) **Knowledge Sharing in Knowledge Restaurants**, Erzsébet Noszkay (editor) *The Capital of Intelligence – the Intelligence of Capital*, Infota, 203-221 (based on conference paper #142)

*Conference papers*

56. Viktor Dörfler – Giles Cuthbert (accepted) **Dubito Ergo Sum: Exploring AI Ethics**, *HICSS 57*, 3-6 January 2024, Honolulu, HI: 5587-5596 ([link](#) 🔓) ([BEST PAPER AWARD](#))

57. Susan Harrington – Viktor Dörfler (accepted) **I See You: Insider Ethnographic Study in a Neurodiverse Community**, *BAM 2023*, 1-6 September 2023, Brighton, UK

58. Megane Miralles – Bill Lee – Viktor Dörfler – Marc Stierand (2023) **Our Methodological Challenges with a Multi-level Archival Study of Strategizing in an Extreme Context**, *BAM 2023*, 1-6 September 2023, Brighton, UK

59. Alina Bas – Viktor Dörfler (2023) **Knowing by Intuiting**, Marta Sinclair (symposium organizer) Intuition in Organizations: Empirical Research with Training Implications, *AoM 2023*, 4-8 August 2023, Boston, MA

60. Viktor Dörfler (2023) **Critical Interpretivism: The First Outline**, *PROS 2023*, 22-24 June 2023, Chania, Crete, Greece

61. Alina Bas – Viktor Dörfler (2023) **The Myth of 'Getting Through Uncertainty': Understanding Extreme Context and Other Contexts of Uncertainty**, *EGOS 2023*, 6-8 July 2023, Cagliari, Italy

62. Megane Miralles – Bill Lee – Viktor Dörfler – Marc Stierand (2023) **Trauma research: Considering the merits of employing archival sources to understand strategizing of an organization in a difficult-to-research area**, *EURAM 2023*, 14-16 June 2023, Dublin, Ireland

63. Igor Pyrko – Viktor Dörfler (2023) **Causal mapping for crafting contemporary management studies: Getting to grips with methodological and philosophical considerations**, *EURAM 2023*, 14-16 June 2023, Dublin, Ireland

64. Dóra Göndöcs – Viktor Dörfler (2023) **AI in Medical Diagnosis: AI Prediction vs Human Judgment**, *R²HCAI - AAAI 2023*, 13 February 2023, Washington, DC

65. Viktor Dörfler – Zoltán Baracskai – Jolán Velencei – Marc Stierand – Mégane Miralles (2022) **Validating Knowledge: A Methodological Issue of Decision Making**, *BAM 2022*, 31 August – 2 September 2022, Manchester, UK

66. Alina Bas – Viktor Dörfler (2022) **Developing Intuiting for the Conditions of Uncertainty**, Marta Sinclair (symposium organizer) Intuition in Organizations: Developing Intuition in the Digital Age, *AoM 2022*, 5-9 August 2022, Seattle, WA

67. Dóra Göndöcs – Viktor Dörfler (2022) **AI-enabled Organizational Learning Strategy**, *EGOS 2022*, 7-9 July 2022, Vienna, Austria

68. Viktor Dörfler – Bill Lee – Marc Stierand – Mégane Miralles (2022) **Bracketing Episodes: Deserialization of Events in Case Study Research**, *EURAM 2022*, 15-17 June 2022, Winterthur, Switzerland (finalist for the MOST INSPIRATIONAL PAPER award)

69. Bill Lee – Marc Stierand – Mégane Miralles – Viktor Dörfler (2022) **Bracketing and deserialization: Seeking systematisation through episodic recording of the conduct of case study research**, *EURAM 2022*, 15-17 June 2022, Winterthur, Switzerland

70. Dóra Göndöcs – Viktor Dörfler (2021) **Post-Covid Performance Management: The Impact of Remote Working Experience During the Pandemic**, *CogInfoCom 2021*, Győr, Hungary

71. Mark Henderson – Viktor Dörfler (2021) **Science Has a Crush on Data: Where is the Information We Have Lost in the Data?**, *BAM 2021*, 31 August – 3 September 2021, Lancaster, UK

72. Susan Harrington – Viktor Dörfler (2021) **Recognising Threshold Concept Experiences Through Network Analysis**, *BAM 2021*, 31 August – 3 September 2021, Lancaster, UK

73. Alina Bas – Viktor Dörfler (2021) **Intuitive Wayfinding as an Approach to Research Design**, Marta Sinclair (symposium organizer) Intuition in Organizations: New Applications of Intuition Research, *AoM 2021*, 29 July – 4 August 2021, Cloud

74. Susan Harrington – Viktor Dörfler (2021) **Combining Bayesianism and Reflexivity in Interpretivist Research**, *EURAM 2021*, 16-18 June 2021, Montréal, QC, Canada

75. Susan Harrington – Viktor Dörfler – Marc Stierand (2020) **Towards a Participatory Autoethnography to Explore Threshold Moments in Autistic Adults**, *EURAM 2020*, 4-6 December 2020, Dublin, Ireland

76. Mégane Miralles – Marc Stierand – Bill Lee – Viktor Dörfler (2020) **Methodological and Emotional Challenges of Studying Traumatic Experiences**, *BAM 2020*, 2-4 September 2020, Manchester, UK

77. Susan Harrington – Viktor Dörfler (2020) **Twitter Sentiment Analysis & Machine Learning in Threshold Concept Identification**, *BAM 2020*, 2-4 September 2020, Manchester, UK

78. Salma Rayan – Viktor Dörfler – Marilyn Lennon (2020) **Struggles, Strengths, And Strategies: An Online Ethnographic Study Of Self-Management Of Type 1 Diabetes**, *BAM 2020*, 2-4 September 2020, Manchester, UK

79. Viktor Dörfler – Alina Bas (2020) **Tools for Exploring the Unknowable: Intuition vs. Artificial Intelligence**, Marta Sinclair (symposium organizer) Intuition in Organizations: New Directions in Intuition Research, *AoM 2020*, 7-11 August 2020, Vancouver, BC, Canada

80. Miriam Feuls – Marc Stierand – Viktor Dörfler – David Boje – Usha Haley (2019) **Exploring Practices of Managing Creativity: A Qualitative Meta-Analysis of Narratives from Haute Cuisine**, *CINet 2019*, 8-10 September 2019, Odense, Denmark

81. Fatchie Oues – Viktor Dörfler – Igor Pyrko (2019) **Business Development as Internal Strategic Partner**, *BAM 2019*, 3-5 September 2019, Birmingham, UK

82. Mégane Miralles – Marc Stierand – Viktor Dörfler (2019) **Frozen in Time: Unfolding Experiences in Archival Process Data**, *BAM 2019*, 3-5 September 2019, Birmingham, UK ([BEST DE-VELOPMENTAL PAPER](#))

83. Marc Stierand – Charalampos Mainemelis – Viktor Dörfler (2019) **How Highly Creative People Shape their Creative Identity**, *AoM 2019*, 9-13 August 2019, Boston, MA

84. Alina Bas – Viktor Dörfler – Marta Sinclair (2019) **Intuiting Process as Sensing Plus Sensemaking**, Marta Sinclair (symposium organizer) Intuition in Organizations: Making Sense of Intuition, *AoM 2019*, 9-13 August 2019, Boston, MA

85. Viktor Dörfler – Marc Stierand (2019) **Bracketing Through Transpersonal Reflexivity**, *EURAM 2019*, 26-28 June 2019, Lisbon, Portugal

86. Viktor Dörfler – Marc Stierand – Robert Chia (2018) **Intellectual quietness: our struggles with researching creativity as a process**, *BAM 2018*, 4-6 September 2018, Bristol, UK ([BEST DEVEL-OPMENTAL PAPER](#))

87. Igor Pyrko – Viktor Dörfler (2018) **Using Causal Mapping in the Analysis of Semi-structured Interviews**, *AoM 2018*, 10-14 August 2018, Chicago, IL

88. Viktor Dörfler – Marc Stierand (2018) **Understanding Indwelling through Studying Intuitions of Nobel Laureates and Top Chefs**, *AoM 2018*, 10-14 August 2018, Chicago, IL

89. Agnessa Shpakova – Viktor Dörfler – Igor Pyrko (2018) **Gamifying knowledge sharing: networks, communities, and emotions**, *EGOS 2018*, 5-7 July 2018, Tallinn, Estonia

90. Viktor Dörfler – Marc Stierand – Mégane Miralles (2018) **Intuiting of Strategists in Crisis Situations: Our Struggle with the Concept of Time**, *EURAM 2018*, 19-22 June 2018, Reykjavik, Iceland

91. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2018) **The Role of Technology Support in Knowledge Management Evolution in Innovative Companies**, *EURAM 2018*, 19-22 June 2018, Reykjavik, Iceland

92. Laura Zizka – Marc Stierand – Dimitrios Buhalis – Viktor Dörfler – Hilary Murphy (2018) **In search of co-creation experts in tourism: A research agenda**, *CHME 2018*, 22-25 May 2018, Bournemouth, UK

93. Viktor Dörfler – Marc Stierand – Laura Zizka (2017) **Studying Reflecting On Becoming: Some Philosophical Reference Points**, *BAM 2017*, 5-7 September 2017, Coventry, UK

94. Viktor Dörfler – Colin Eden (2017) **Becoming a Nobel Laureate: Patterns of a Journey to the Highest Level of Expertise**, *AoM 2017*, 4-8 August 2017, Atlanta, GA

95. Igor Pyrko – Viktor Dörfler – Colin Eden (2017) **Trans-Organisational Learning across Healthcare Organisations**, *EGOS 2017*, 6-8 July 2017, Copenhagen, Denmark

96. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2017) **Maturity Models as an appropriate approach for Knowledge Management?**, *EURAM 2017*, 21-24 June 2017, Glasgow, UK

97. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2017) **The Organic Roadmap of Knowledge Management in Innovative Companies**, *EURAM 2017*, 21-24 June 2017, Glasgow, UK

98. Viktor Dörfler – Zoltán Baracskai (2017) **Fishing for Meta-Knowledge: A Case for Transdisciplinary Validation**, *IFKAD 2017*, 7-9 June 2017, St. Petersburg, Russia

99. Igor Pyrko – Colin Eden – Viktor Dörfler– Marc Stierand (2017) **Facilitating Communities of Practice with Causal Mapping Workshops**, *IFKAD 2017*, 7-9 June 2017, St. Petersburg, Russia

100. Marc Stierand – David Boje – Miriam Feuls – Usha Haley – Viktor Dörfler (2016) **Towards a Theory of Organizational Constraints on Entrepreneurship, Play and Creativity**, *BAM 2016*, 6-8 September 2016, Newcastle, UK

101. Bhawani Bhatnagar – Viktor Dörfler – Jillian MacBryde (2016) **Dynamics of Appropriability Regime and Open Innovation in the Indian Pharmaceutical Sector: An Exploratory Analysis**, *BAM 2016*, 6-8 September 2016, Newcastle, UK

102. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2016) **Gamification and Innovation: A Mutually Beneficial Union**, *BAM 2016*, 6-8 September 2016, Newcastle, UK

103. Viktor Dörfler – Marc Stierand (2016) **Enhancing Intuition: Focusing on Indirect Ways**, Marta Sinclair (symposium organizer) Intuition in Organizations: Enhancing Intuition, *AoM 2016*, 5-9 August 2016, Anaheim, CA

104. Bhawani Bhatnagar – Viktor Dörfler – Jillian MacBryde (2016) **Patenting and the Dynamics of Innovation: The Role of Appropriability Regime in Pharmaceutical R&D**, *AoM 2016*, 5-9 August 2016, Anaheim, CA

105. Marc Stierand – Charalampos Mainemelis – Viktor Dörfler – Eugene Sadler-Smith (2016) **The Role of Aesthetic Knowledge in the Creative Process of Expert Chefs**, *EGOS 2016*, 7–9 July 2016, Naples, Italy

106. Agnessa Shpakova – Viktor Dörfler – Jillian MacBryde (2016) **The Role(s) of Gamification in Knowledge Management**, *EURAM 2016*, 1-4 June 2016, Paris, France

107. Bhawani Bhatnagar – Viktor Dörfler – Jillian MacBryde (2015) **Open Innovation Networks in Indian Pharmaceutical Sector**, *BAM 2015*, 8-10 September 2015, Portsmouth, UK

108. Marc Stierand – Viktor Dörfler – Eugene Sadler-Smith (2015) **Exploring Creativity as Experienced by World-Leading Chefs**, *BAM 2015*, 8-10 September 2015, Portsmouth, UK

109. Igor Pyrko – Viktor Dörfler – Colin Eden (2015) **Thinking Together: Making Communities of Practice Work**, *AoM 2015*, 7-11 August 2015, Vancouver, BC [finalist for the MOC BEST PAPER AWARD]

110. Jolán Velencei – Zoltán Baracskai –Viktor Dörfler (2015) **Educating the Transdisciplinary Mind: Curriculum Design for a Professional Doctorate**, *EDULEARN 2015*, 6-8 July 2015, Barcelona, Spain

111. Bhawani Bhatnagar – Viktor Dörfler – Jillian MacBryde (2015) **Open Innovation in New Drug Research: The Indian Perspective**, *EurOMA 2015*, 26 June - 1 July 2015, Neuchâtel, Switzerland

112. Miriam Feuls – Marc Stierand – Viktor Dörfler (2015) **Sites of Playing: A Practice-based Perspective on Organizational Creativity in Haute Cuisine**, *10th Organization Studies Workshop*, 21-23 May 2015, Chania, Crete, Greece: 1-54

113. Marc Stierand – Viktor Dörfler (2014) **Studying the Practice of Apprenticeship through Insider Interviews**, *BAM 2014*, 9-11 September 2014, Belfast, Northern Ireland, UK

114. Igor Pyrko – Viktor Dörfler (2014) **SODA in qualitative research: Using cognitive mapping for analysing semi-structured interviews**, *BAM 2014*, 9-11 September 2014, Belfast, Northern Ireland, UK

115. Viktor Dörfler – Colin Eden (2014) **Understanding 'Expert' Scientists: Implications for Management and Organization Research**, *AoM 2014*, 1-5 August 2014, Philadelphia, PA

116. Marc Stierand – Viktor Dörfler (2014) **Experience-Based Innovation: Intuitive Expertise in Creative Professions**, Marta Sinclair (symposium organizer) Intuition in Organisations: Its Role in Entrepreneurship, *AoM 2014*, 1-5 August 2014, Philadelphia, PA

117. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler – Jaszmina Szendrey (2014) **The Tunnel of** *Doctus* **KBS: The Deeper You Get the Darker It Is**, *OFEL 2014*, 4-5 April 2014, Dubrovnik, Croatia

118. Igor Pyrko – Viktor Dörfler (2013) **Trans-Organisational Knowledge: The 4I Framework Revisited**, *BAM 2013*, 10-12 September 2013, Liverpool, UK

119. Marc Stierand – Viktor Dörfler (2013) **Idiographic Explanatory Phenomenology: A Contextualist Approach to Elucidating Experiences**, *BAM 2013*, 10-12 September 2013, Liverpool, UK

120. Marc Stierand – Viktor Dörfler (2013) **The Experience Of Personal Creativity: Unpacking Its Underlying Structure In The Creative Industries**, *AoM 2013*, 9-14 August 2013, Orlando, FL

121. Viktor Dörfler – Colin Eden (2013) **Intuitive Cyclic Phenomenology**, Marta Sinclair (symposium organizer) Challenges in Qualitative Research in Management, *AoM 2013*, 9-14 August 2013, Orlando, FL

122. Marc Stierand – Viktor Dörfler (2013) **Experiences of Apprenticeship: Elucidating the Acquisition of Creative Practice**, *Management Learning Conference 2013*, 18-19 March 2013, Lancaster, UK

123. Marc Stierand – Viktor Dörfler (2012) **Iterative Learning: A Way of Achieving Generalizability in Idiographic Research?**, *BAM 2012*, 11-13 September 2012, Cardiff, UK

124. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler – Jaszmina Szendrey (2011) **Designing a 'Strategic Partner' School**, *IABE 2011*, 16-18 October 2011, Las Vegas, NV: 55-64

125. Marc Stierand – Viktor Dörfler (2011) **Revising the Notion of Sample Representativeness**, *BAM 2011*, 13-15 September 2011, Birmingham, UK

126. Viktor Dörfler – Colin Eden (2011) **Exploring the Cognitive Abilities of Nobel Laureates**, *AoM 2011*, 12-16 August 2011, San Antonio, TX.

127. Viktor Dörfler (2011) **Intuition as a Research Method for Investigating the Extraordinary**, Marta Sinclair – Jean-Francois Coget (symposium organizers) Intuition in Organizations, *AoM 2011*, 12-16 August 2011, San Antonio, TX

128. Marc Stierand – Viktor Dörfler (2010) **Reflecting on a Fluid Research Approach**, *BAM 2010*, 14-16 September 2010, Sheffield, UK

129. Viktor Dörfler – Fran Ackermann (2010) **Understanding Intuitive Knowledge**, *AoM 2010*, 6-10 August 2010, Montréal, QC

130. Viktor Dörfler – Marc Stierand (2009) **Investigating the Extraordinary**, *BAM 2009*, 15-17 September 2009, Brighton, UK

131. Marc Stierand – Viktor Dörfler – Jillian MacBryde (2009) **Innovation of Extraordinary Chefs: Development Process or Systemic Phenomenon?**, *BAM 2009*, 15-17 September 2009, Brighton, UK

132. Umit Bititci – Patrizia Garengo – Viktor Dörfler – Kepa Mendibil (2009) **Performance Measurement: Questions for Tomorrow**, *APMS 2009*, 19-23 September 2009, Bordeaux, France

133. Viktor Dörfler – Zoltán Baracskai – Jolán Velencei (2009) **Understanding Creativity**, *VIPSI 2009 Belgrade*, 2-5 April 2009, Belgrade, Serbia

134. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2008) **Concept Mapping and Expert Systems: Exploring Synergies**, *CMC 2008*, 22-25 September 2008, Tallinn, Estonia & Helsinki, Finland, Vol. 3: 70-74

135. Marc Stierand – Viktor Dörfler – Paul Lynch (2008) **Haute Cuisine Innovations: The Role of the Master-Apprentice Relationship**, *BAM 2008*, 9-11 September 2008, Harrogate, UK

136. Viktor Dörfler – Zoltán Baracskai –Jolán Velencei – Fran Ackermann (2008) **Intuition: A New Knowledge Model for Knowledge Management**, *AoM 2008*, 8-13 August 2008, Anaheim, CA

137. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2008) **Acceptable Solution: New Decision Taking Process for the New Age**, *AoM 2008*, 8-13 August 2008, Anaheim, CA

138. Viktor Dörfler – Jaszmina Szendrey (2008) **From Knowledge Management to Cognition Management: A Multi-Potential View of Cognition**, *OLKC 2008*, 28-30 April 2008, Copenhagen, Denmark.

139. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2007) **The ES Could Probably Know More – But Man Would Not Make Better Business Decisions**, *VIPSI 2007 Slovenia*, 8-11 October 2007, Bled, Slovenia

140. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2007) **The Systems Approach in Coaching**, *BAM 2007*, 11-13 September 2007, Warwick Business School, Coventry, UK

141. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2007) **Business Creativity: An Evolutionary Approach**, *AoM 2007*, 3-8 August 2007, Philadelphia, PA

142. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2007) **Knowledge Restaurants at the End of the Paradigm**, *VIPSI 2007 Tokyo*, 31 May – 3 June 2007, Tokyo, Japan (BEST PAPER AWARD)

143. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler (2006) **Scenarios for f-Learning**, *CITSA 2006*, 20-23 July 2006, Orlando, FL, Vol. 1: 246-251

144. Zoltán Baracskai – Zlatko Baracskai – Viktor Dörfler – László Kulcsár – Jolán Velencei (2005) **Architecture of Three-Dimensional Knowledges in the Discipline of Leadership**, *BICABR 2005*, 1-3 December 2005, Beijing, China

145. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2005) **Dolazi doba podjele nepouzdanog znanja**, *KEFP 2005*, 14-16 October 2005, Ohrid, Macedonia [published in Croatian]

146. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler (2005) **In Expert System After Inductive Reasoning Comes Reductive Reasoning**, *DEXA 2005*, 22-26, August 2005, Copenhagen, Denmark

147. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler (2005) **Knowledge Visualization by *Doctus* Knowledge Galaxy**, *IPSI 2005*, 7-10 July 2005, MIT, Cambridge, MA

148. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler (2005) **MABE Methodological Framework**, *ECRM 2005*, 21-22 April 2005, Paris, France: 21-29

149. Viktor Dörfler (2004) **Factors of Attention**, *BICABR 2004*, 1-3 December 2004, Bangkok, Thailand

150. Viktor Dörfler (2004) **Descriptive Model of Learning Capability**, *CISTM 2004*, 8-10 July 2004, Alexandria, Egypt

151. Viktor Dörfler (2003) **The Model of Learning Willingness**, *ECKM 2003*, 18-19 September 2003, Oxford, UK: 275-284

152. Zoltán Baracskai – Viktor Dörfler (2003) **Automated Fuzzy-Clustering for *DoctuS* Expert System**, *IEEE ICCC 2003*, 29-31 August 2003, Siófok, Hungary

153. Zoltán Baracskai – Jolán Velencei – Viktor Dörfler (2003) **Knowledge Sharing by Knowledge Factory**, *ICC&IE 2003*, 2–4 February 2003, San Francisco, CA: 64-68

154. Zoltán Baracskai – Vanja Bevanda – Viktor Dörfler (2002) **Intelligent Customer Relationship Management (iCRM) by eFLOW Portal**, *IIS 2002*, 25-27 September 2002, Varaždin, Croatia: 173-180

155. Zoltán Baracskai – Viktor Dörfler (2002) **Intelligent Business Decisions by eFLOW Portal**, *iiWAS 2002*, 10-12 September 2002, Bandung, Indonesia: 218-224

156. Viktor Dörfler (2002) **Decision on New Knowledge Absorption**, *DSIAge 2002*, PhD Consortium, 3-7 July 2002, Cork, Ireland: 49-67

157. Zoltán Baracskai – Géza Chikán – Viktor Dörfler – Jolán Velencei (2001) **From Hard Data to Soft Decision**, *ICC&IE 2001*, 1-3 November 2001, Montreal, QC: 632-637

158. Zoltán Baracskai – Vanja Bevanda – Viktor Dörfler (2000) **Knowledge Management by *Doctus* Knowledge-Based System**, *"Global Entrepreneurship for the New Millennium"*, 20-23 August 2000, Syracuse, NY

159. Viktor Dörfler (1999) **Quality and Morality**, *2nd International Conference of PhD Students*, 8-14 August 1999, Miskolc, Hungary, Section Proceedings – Economics Vol. 2: 59-66

160. Viktor Dörfler – Sándor Puskás (1999) K+F minőségének értékelése tudásbázisú szakértőrendszer alkalmazásával (**Evaluating Quality of R&D Projects with Knowledge-Based Expert System**), *International Leadership Conference "Managing Strategy, Production, Logistics and Quality"*, 5-8 May, 1999, Veszprém, Hungary: 128-133 [published in Hungarian]

*Conference talks (published abstracts)*

161. Viktor Dörfler (2023) **Nagymesterek jelentősége a MI korában** [The Significance of Grandmasters in the Age of AI], *Magyar Tudományos Akadémia, Gazdálkodástudományi Bizottság, Tudásmenedzsment Munkabizottsága 21. konferenciája*, 7 November 2023, Budapest, Hungary [talk delivered in Hungarian]

162. Alina Bas – Viktor Dörfler (2023) **Understanding Extreme Context**, *Strategic Leadership Forum*, 25-26 January 2023, Army War College (USAWC), Carlisle, PA

163. Alina Bas – Viktor Dörfler (2022) **Wayfinding: A Strategy for Advancing Under the Conditions of Uncertainty**, *Strategic Leadership Forum*, 26-27 January 2022, Army War College (USAWC), Carlisle, PA

164. Viktor Dörfler (2021) **What AI Still Can't Do?** *OR63*, 14-16 September, Southampton, UK

165. Wasef Shaka'a – Viktor Dörfler (2021) **Gamifying Causal Mapping: What Are the Benefits for Hybrid Settings?** *OR63*, 14-16 September, Southampton, UK

166. Zoltán Baracskai –Viktor Dörfler (2018) **Educating for misbehaviour in a well-behaved world: Reflective dialogue on two years' experience of the Transdisciplinary Doctoral School**, *ATLAS 2018*, 3-6 June 018, Cluj-Napoca, Romania

167. Viktor Dörfler – Marc Stierand (2018) **Bracketing: Transpersonal Reflexivity for a Phenomenological Inquiry in an Interpretivist Framework**, *QRM 2018*, 27-29 March 2018, Albuquerque, NM

168. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei – Marc Stierand (2015) **Examining Academic vs. Applied Doctorate**, *RMLE 2015 Unconference*, 21-25 June 2015, Lima, Peru

169. Jolán Velencei – Zoltán Baracskai – Viktor Dörfler (2015) **Supporting the Competent Practitioner: Transdisciplinary Coaching with Knowledge-Based Expert System**, *MakeLearn 2015*, 27-29 May 2015, Bari, Italy

170. Viktor Dörfler – Colin Eden (2012) **Intuitive Cyclic Phenomenology**, Bill Fear (symposium chair and convener) Challenges in Qualitative Research in Management, *BAM 2012*, 11-13 September 2012, Cardiff, UK

171. Zoltán Baracskai – Erdei E. – Jolán Velencei – Viktor Dörfler – Zlatko Baracskai (2007) **F-Learning @ BINTEL: f-Community of Research**, *Med-e-Tel 2007*, 18-20 April 2007, Luxembourg: 24-25

*Conference poster presentations (published abstract or extended abstract)*

172. Alina Bas – Viktor Dörfler (2022) **Advancing Under the Conditions of Uncertainty**, *Confronting Radical Uncertainty*, 2-4 October 2022, The Royal Society, London, UK

173. Jolán Velencei – Zoltán Baracskai –Viktor Dörfler (2016) **Icons & icons: Decision support using coaching and expert systems**, *INTED 2016*, 6-8 March 2016, Valencia, Spain: 5383-5386. DOI: 10.21125/inted.2016.0287 (see poster)

174. Bhawani Bhatnagar – Viktor Dörfler – Jillian MacBryde (2014) **Open Innovation for New Drug Research in Indian Pharmaceutical Sector**, *Drug Discovery India Conference*, 11-12 September 2014, Mumbai, India (see poster)

175. Viktor Dörfler – Zoltán Baracskai – Jolán Velencei (2009) **Knowledge Levels: 3-D Model of the Levels of Expertise**, *AoM 2009*, 7-11 August 2009, Chicago, IL (see poster)

176. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2007) **One Step Further: From e-Knowledge-Sharing to f-Knowledge-Sharing**, *ICITM 2007*, 3-5 January, 2007, Hong Kong, China: 450-451 (see poster)

*White Papers*

177. Daniel Broby – Andrea Coulson – Viktor Dörfler (2021) **The use of Artificial Intelligence to determine contingent legal liabilities provisions**, *Centre for Financial Regulation and Innovation*

*Professional Developmental Workshops*

178. Igor Pyrko – Viktor Dörfler (2019) **Using Causal Mapping For Analysing Interviews**, *BAM 2019*, 3-5 September 2019, Birmingham

179. Igor Pyrko – Viktor Dörfler (2014) **Novices' Guide for Cognitive Mapping: Analysing Rich Qualitative Data in Academic Research**, *BAM 2014*, 9-11 September 2014, Belfast, Northern Ireland

180. Viktor Dörfler – Zoltán Baracskai – Jolán Velencei – Marc Stierand – Jaszmina Szendrey (2012) **Dramatic Dilemmas: Drama-based Decision Support**, *AoM 2012*, 3-7 August 2012, Boston, MA

181. Zoltán Baracskai – Viktor Dörfler – Jolán Velencei (2010) **Shakespeare's Witches**, *AoM 2010*, 6-10 August 2010, Montréal, QC

182. Zoltán Baracskai – Viktor Dörfler – András Kiss-Dózsai – Jolán Velencei (2008) **Supporting the Decision Taker: by Coaching and Expert System**, *AoM 2008*, 8-13 August 2008, Anaheim, CA

183. Viktor Dörfler – Zlatko Baracskai (2006) *Curriculum Development with Doctus Knowledge Galaxy*, 22-27 June 2006, Kiskunhalas, Hungary

184. Viktor Dörfler – Zlatko Baracskai (2005) *Curriculum Development with Doctus Knowledge Galaxy*, 3-8 August 2005, Kiskunhalas, Hungary

*Dissertations*

185. Viktor Dörfler (2005) *Model of Learning Ability* (PhD thesis), Management Science Department, Strathclyde University, Glasgow, UK, 330 p DOI:°10.48730/ggte-ty45

186. Viktor Dörfler (1999) K + F az ISO-ban: *Nemtipizálható folyamatok minősítése* (*ISO for R&D: Quality Evaluation of Non-Typified Processes*) (MBA thesis), Technical University of Budapest, Budapest, Hungary, 45 p [in Hungarian]

187. Viktor Dörfler (1998) *Minőségbiztosítási rendszer kiépítésének koncepciója az oktatási in-tézményeknél* (***Conception of Quality Assurance System for Educational Institutions***) (MSc in Education thesis), Technical University of Budapest, Budapest, Hungary, 56 p [in Hungarian]

188. Viktor Dörfler (1997) *Európai Unió és logisztika* (***European Union and Logistics***), (MSc in Economics thesis) Budapest University of Economic Sciences, Budapest, Hungary, 51 p [in Hungarian]

189. Viktor Dörfler (1995) *Multi-Level Marketing rendszerek stabilitásvizsgálata* (***Examining Stability of Multi-Level Marketing Systems***) (MSc in Mathematical Engineering thesis), Technical University of Budapest, Budapest, Hungary, 115 p [in Hungarian]

### *Future publications*

*Books in the works*

- Viktor Dörfler (writing) ***The Philosophy of AI: A Guide to Help You Obtain Your Own Answers to the Tough Questions of Artificial Intelligence***

- Viktor Dörfler – Marc Stierand (writing) ***Conducting Phenomenological Research for Business and Management Students***

*Journal papers in review process (under review or revising)*

- Marc Stierand – Charalampos Mainemelis – Viktor Dörfler (3rd review) **Food for Senses: How Eminent Creators Compose the Aesthetic Distinctiveness of Creative Products**, *Academy of Management Journal* (IF 10.979, ABS 4*, FT 50, C1)

- Eugene Sadler-Smith – Ceyda Paydas Turan – Viktor Dörfler (1st review) **A Dual-Process Model of Augmented Intelligence for Improved Decision-Making**, *Journal of Management Studies* (IF 10.5, ABS 4, FT 50, D1)

- Alina bas – Viktor Dörfler (1st review) **'A myth of 'getting through uncertainty': understanding extreme context and other contexts of uncertainty**, *Journal of Management Studies* (IF 10.5, ABS 4, FT 50, D1)

- Dóra Göndöcs – Viktor Dörfler (1st review) **Degrees of Augmentation: A Hybrid Human-AI Performance Framework**, *European Journal of Information Systems* (IF 9.5, ABS 4, D1)

*Journal papers in pipeline (close to submission)*

- Bill Lee – Viktor Dörfler – Marc Stierand (imminent submission) **Emergent Case Studies: Naturalistic Bracketing and Deserialization**, *Organizational Research Methods* (IF 9.5, ABS 4, D1)

- Igor Pyrko – Viktor Dörfler (revising for a new submission) **Using Causal Mapping in the Analysis of Semi-structured Interviews**, *Organizational Research Methods* (IF 9.5, ABS 4, D1)

- Viktor Dörfler (revising for new submission) **Knowledge Levels: 3-D Model of the Levels of Mastery**, *Journal of Applied Psychology* (IF 9.9, ABS 4*, FT 50, C1)

- Viktor Dörfler (revising for new submission) **Learning Willingness: Value Judgment for Knowledge Increase**, *Knowledge Management Research & Practice* (IF 2.744, ABS 1, Q1)

- Zoltán Baracskai – Viktor Dörfler (revising for new submission) **Rationalities of Decision Takers**, *Organizational Behavior and Human Decision Processes* (IF 4.941, ABS 4, FT 50, D1)

- Viktor Dörfler – Zoltán Baracskai –Jolán Velencei – Fran Ackermann (revising for new submission) **Facts, Skills and Intuition: Typology of Personal Knowledge**, *International Journal of Management Reviews* (IF 13.419, ABS 3, D1)

- Viktor Dörfler – Colin Eden (revising for new submission) **Becoming a Nobel Laureate: Patterns of Journey to the Highest Mastery**, *Organization Studies* (IF 6.306, ABS 4, FT 50, D1)

- Viktor Dörfler – Zoltán Baracskai – Colin Eden (planning) **Structured Thought Experiments: Expert Systems as Tools for Qualitative Research**, *Organizational Research Methods* (IF 9.391, ABS 4, D1)

- Viktor Dörfler (planning) **Docility: Modelling Learning Ability with Expert System**, *European Journal of Operational Research* (IF 5.334, ABS 4, D1)

- Viktor Dörfler – Zoltán Baracskai – Gábor Török (planning) ***Doctus* + AFD: Automated Fuzzy Discretization for Symbolic Expert System**, *Expert Systems with Applications* (IF 6.954, ABS 3, D1)

- Viktor Dörfler (outline) **Learning Attention: Getting Focused for Knowledge Increase**, *Knowledge Management Research & Practice* (IF 2.744, ABS 1, Q1)

### Research Themes (with most relevant publications)

*Towards a Dynamic Theory of Knowledge*

Models of Personal Knowledge
- Intuition (#3, #12, #18, #24, #42, #45, #49, #51, #52, #88, #90, #103, #136, #138, #163)
- Levels of mastery (#12, #144, #175)
- Threshold concepts (#72, #74, #75, #77)

Models of Personal Knowing Processes
- Intuitive and integrated rationality (#30, #137)
- Personal learning (#3, #27, #149, #150, #151)
- Personal creativity (#7, #8, #14, #18, #22, #25, #28, #52, #131, #133)

Models of Trans-Personal Knowing Processes
- Knowledge sharing (#15, #21, #55, #109, #142, #176, #145, #153)
- Leadership and coaching (#7, #19, #172, #169, #140)
- Organizational learning (#12, #33-**Error! Reference source not found.**, #49, #67, #100)

*Artificial Intelligence (AI)*

Philosophy of AI
- AI and the human mind (#37, #41, #44, #79, #117, #139, #164, #169)
- AI Ethics (#37, #56)
- From data to knowledge (#71)

Developing AI
- Expert systems (#10, #31, #146, #147)
- Hybrid AI (#134, #152)
- Human + AI (# 64, #153, #154, #155)

Using AI
- Coaching and kb-DSS (#19, #41, #172)
- Knowledge engineering and facilitating (#32, #160, #173)
- Modelling with KBS (#29, #148, #154, #155, #157)

*Knowledge-based Strategizing*

Managing knowledge and innovation
- Uncertainty and extreme context (#37, #61,  #66, #79, #163)
- Innovation (#2, #9, #54, #92, #100, #101, #104, #107, #111, #174, #131, #135, #141)
- Gamification (#6, #9, #10, #11, #16, #47, #50, #89, #102, #106, #165)

Knowledge-based decisions
- Personal decisions (#17, #19, #20, #23, # , #65, #163)
- Communities and practice (#6, #13, #15, #21, #109, #114, #118)
- Performance and quality (#26, #33, #**Error! Reference source not found.**, #**Error! Reference source not found.**, #39, #70, #132, #159, #160)

*Research Philosophy and Methods*

Philosophical approaches and frameworks
- Critical interpretivism (#60, #86, #88, #93)
- Transdisciplinarity (#17, #19, #110, #166, #169)
- Investigating the extraordinary (#8, #12, #22, #48, #127, #130, #131)

Methodological approaches and frameworks
- Reflection and reflexivity (#8, #167, #93, #128)
- Non-traditional methods (#25, #38, #53, #72, #73, #74, #75, #77, #82, #90, #133)
- Generalizability through iterative learning (#48, #123, #125, #128)

Applied Research Methods
- Design and methods (#5, #25, #51, #52, #73,  #119, #121, #127, #167, #170)
- Bracketing (#8, #68, #69, #85, #167)
- Cognitive and causal mapping (#87, #165)

*Teaching-Learning-Education*

Philosophy and Methods of Teaching and Learning
- Online teaching and learning (#50, #143)
- Grandmaster-apprentice relationship ((#12, #28, #38, #55, #115, #126, #135)
- Post-experiential education (#17, #20, #23, #50, #110, #124, #166, #168)

## Grants (successful)

| 2023 | *AI with Impact: A guide for CEOs* | £17,500 |
|---|---|---|

*AI with Impact: A guide for CEOs* — £17,500

InterAct Actionable Insights Call by InterAct (ESRC funding)

PI 100% academic ownership

*Strategizing creativity in the age of AI: A qualitative exploration* — €20,540 total

CIAS Senior Fellow Grant, awarded by the Corvinus University of Budapest, Corvinus Institute for Advanced Studies, Hungary

PI 100% academic ownership

2022 — *ISAIA-A: Increasing SME access to intangible asset audits* — £68,137 of £552,906 total

Innovate UK, Innovation in Professional and Financial Services – collaboration (application number: 10052286)

PI 100% academic ownership (Intanify is project lead)

*Mapping Project Success Factors for Hydrogen Accelerator (H2A) projects* — £0 of 2 × £78,250 total

Scottish Enterprise + matched funding by RKES (subcontracted by the Hydrogen Accelerator KE project)

Co-I 7.5% academic ownership (with Federico Coffele as PI; subcontracted from the main project, only RA payment included due to grant requirement of min 50% FTE)

| 2020 | *Questionnaire Processing with Artificial Intelligence* | £3,230 |
|------|---------------------------------------------------------|--------|
|      | Institute of Business Creativity – research KE project  |        |
|      | PI 100% academic ownership                              |        |

| 2018 | *Threshold Concepts across Knowledge Levels – Insights from How These Occur within Autism Spectrum Disorders (ASDs)* | £58,157 |
|------|---------------------------------------------------------|--------|
|      | University of Strathclyde Student Excellence Award (SEA) for Susan Harrington |        |
|      | First supervisor (with Kerem Akartunali as second supervisor) |        |

|      | *Strategic collaboration with the New York University* | £1,760 |
|------|---------------------------------------------------------|--------|
|      | Strathclyde Global Engagement Fund                      |        |
|      | PI                                                      |        |

| 2015 | *Grandmaster Project 2* | 10,000,000 HUF (cca £25,000) |
|------|---------------------------------------------------------|--------|
|      | Pallas Athéné Geopolitikai Alapítvány (Geopolitical Foundation Pallas Athéné), Budapest, Hungary |        |
|      | PI 100% academic ownership                              |        |

| 2013 | *Knowledge Management with System Thinking* | £75,100 |
|------|---------------------------------------------------------|--------|
|      | EPSRC DTG and Strathclyde University PhD Studentships (Tranche 3) for Agnessa Shpakova |        |
|      | First supervisor (with Jillian MacBryde as second supervisor) |        |

| 2011 | *Developing the Strathclyde Process Excellence Hub* | £20,000 |
|------|---------------------------------------------------------|--------|
|      | EPSRC BTG: BTG Application for EPSRC Sponsored Activities |        |
|      | Co-I (with Jill MacBryde as PI)                         |        |

|      | *Hot Spots for Knowledge Sharing in Healthcare* | £61,415 |
|------|---------------------------------------------------------|--------|
|      | Strathclyde University PhD Studentships (Tranche 1) for Igor Pyrko |        |
|      | First supervisor (with Colin Eden as second supervisor) |        |

| 2009 | *PhD/Early Career Research Community Development in the Business School* | £50,000 |
|------|---------------------------------------------------------|--------|
|      | Roberts Fund, University of Strathclyde                 |        |
|      | Co-I (with Dora Scholarios as PI)                       |        |

|      | *Research into Cognitive Complexity* | £5,000 |
|------|---------------------------------------------------------|--------|
|      | Department of Management – Research Funds               |        |
|      | PI (with Colin Eden as co-I)                            |        |

| 2007 | *Internal Skills Training Provision for Research Students and Post Doctorates* | £14,615 |
|------|---------------------------------------------------------|--------|
|      | Roberts Fund, University of Strathclyde                 |        |
|      | Co-I (with John Quigly as PI)                           |        |

### Grants (unsuccessful)

| | | |
|---|---|---|
| 2023 | *Intanify: transforming productivity through AI-powered valuation of intangible assets for creative industry SMEs* | £108,649 of £985,102 |
| | Innovate UK, Competition: Collaborative AI Solutions to improve productivity in key sectors (application number: 10103193) | |
| | PI 100% academic ownership (Intanify is project lead) | |
| | *SAIRES-F: Strategizing AI – Readiness for Ethical & Sustainable Future* | £3,776,269 |
| | Turing AI World-Leading Researcher Fellowships: round three (outline stage) | |
| | PI 100% academic ownership | |
| | *Artificial Intelligence-Aided WWTP Operation System for the Reduction of Indirect and Direct GHG emissions* | £719,224 |
| | Artificial intelligence research to enable UK's net zero target UKRI call led by EPSRC | |
| | Co-I 9% academic ownership (with Vasileios Inglezakisas PI) | |
| 2022 | *EnDAI: Environmental Diagnostic AI* | £21,206 of £72,770 total |
| | Innovate UK Smart Grants (application number: 10057944) | |
| | PI 50% academic ownership (with Jill MacBryde as co-I) | |
| | *AI Implementation Decisions* | £50,000 (0.8 FEC of 65,000) |
| | InterAct (ESRC funding) | |
| | PI 50% academic ownership (with Susan Harington as co-I) | |
| 2021 | *Make research relevant* | £9,000 |
| | The Society for the Advancement of Management Studies | |
| | PI 100% academic ownership | |
| 2020 | *Mentoring and Apprenticeships in the Time of Social Distancing* | £174,730 |
| | UKRI's Agile Research and Innovation Response to COVID-19 managed by EPSRC | |
| | PI 34% academic ownership (with Jill MacBryde and John Quigley as co-Is) | |
| | *Help GP Practice's prepare for the uncertain future in the extreme context of Covid-19* | £16,000 |
| | Medical Research Scotland | |
| | PI 50% academic ownership (with Kevin Page as co-I) | |
| | *AIDA: Artificial Intelligence Driven by Applications* | £1,315,765 |
| | Turing AI Acceleration Fellowship by UK Research and Innovation (UKRI); call managed by Engineering and Physical Sciences Research Council (EPSRC) | |
| | PI 83% academic ownership (with Susan Howick as co-I) | |

| 2019 | *AI Gurus: Exploring the Thinking and Learning Paths of Influential AI Thinkers (FI-19663)* | £178,400 |
|---|---|---|

John Templeton Foundation

PI 50% academic ownership (with Colin Eden as co-I)

| | *DEA+SODA (teaching Data Envelopment Analysis and the SODA approach to Cognitive Mapping)* | £17,000 |
|---|---|---|

National Taught Course Centre in Operational Research (NATCOR)

Co-I in a Consortium led by John Boylan of the Lancaster University

| | *Turing Fellowship Research Program for Applied AI* | £1,488,878 |
|---|---|---|

Turing Institute

PI 100% academic ownership

| 2018 | *Recognition criteria and measurement of contingent liabilities* | £101,737 |
|---|---|---|

Innovate UK

Co-I 30% academic ownership (with Daniel Broby as PI; Andrea Coulson and Lesley Walls as co-Is)

| 2015 | *SEEMED: SMEs Environment for Experience Mining Enhanced Decisions – Next-Generation in-Cloud Collaborative Decision Platform for SMEs* (resubmission of SME-DSS) | €3,266,708 |
|---|---|---|

EU H2020-FETOPEN-2014-2015-RIA

PI 34% academic ownership; leading a consortium of 5 partners from 4 countries (with Colin Eden and Dmitri Roussinov as co-Is)

| 2014 | *SME-DSS: Next-Generation Decision Support System In a Cloud-based Collaborative Decision Platform for SMEs* | €3,099,881 |
|---|---|---|

EU H2020-FETOPEN-2014-2015-RIA

PI 34% academic ownership; leading a consortium of 5 partners from 4 countries (with Colin Eden and Dmitri Roussinov as co-Is)

| 2011 | *InPaRe: Integrated Personalised System for Outpatient Rehabilitation after Stroke* | €1,580,000 (2.3M€ total) |
|---|---|---|

EU FP7, FP7-ICT-2011-7, ICT-2011.5.1.a2

Co-I (with Darko Huljenić as PI, Ericsson, Croatia)

My role was to lead the development of AI-based components of the system in which learning algorithms would facilitate personalised treatments as well as educating stroke-experts.

| 2010 | *SE-CAD : Secure Context-Aware Analysis of Digital Content* | €8,977,326 |
|---|---|---|

EU FP7, IP scheme, WP ICT 2009.4.1.b2

Co-I (with Prof Marjan Krisper as PI, Faculty of Computer and Information Science, University of Ljubljana, Slovenia)

My role was to lead the development of an expert system which produces plug-ins for the SE-CAD systems in form of knowledge bases which can be

used as if utilising expert knowledge to facilitate the search in large libraries.

| 2009 | *Analysing Grandmaster Interviews* | £98,851 |

ESRC First Grant 2009

PI; 82.5% academic ownership (with Fran Ackermann as co-I)

| 2008 | *The Grand Master Knowledge* | £222,266 |

ESRC First Grant 2008

PI; 100% academic ownership

| | *Investigating the Master-Apprentice Relationship in Haute-Cuisine* | £100,000 |

ESRC Small Grant 2008

Co-I (with Paul Lynch as PI)

| 2007 | *System Dynamics from Individual Interactions: A Self-Organisation Approach to Evolutionary Systems* | £882,626 |

EPSRC 2007

Co-I (with Michael Grimble as PI)

## TEACHING AND CURRICULUM DEVELOPMENT

### Teaching Themes

*Making Strategy (MBA)*

Originally developed by [Prof Colin Eden](), Making Strategy is the third strategy class in the Strathclyde MBA, which follows the 'Exploring the International Business Environment' and the 'Strategic Analysis and Evaluation' classes. In this class 'strategy' is about agreeing where to focus energy, cash, effort, and emotion. The process of strategy making is supported using causal maps as transitional objects. The process is formalised, governed by procedural justice and procedural rationality. Making Strategy is rooted in the personal construct theory, the resource-based view, competence-based management, emergent strategizing, and solving messy problems.

*Knowledge & Innovation Management (UG and MSc)*

I have organised the content for this course around four themes: the structure of personal knowledge, the processes of personal knowing, organisational aspects of knowledge and learning, and innovation management. The lectures are paralleled by tutorials, where the students play with the acquired concepts. I believe that a good understanding of knowledge and the knowledge worker is essential, therefore the course material draws on a wide range of literature from philosophy, psychology and management in a comprehensible synthesis. The innovation part of this theme is built up from the notion of creativity that is previously introduced from a cognitive perspective.

*Artificial Intelligence (UG, MSc, MBA, both face-to-face and online)*

I teach selected topics on AI and IS/ICT. These include AI strategy, design, implementation, ethical aspects, decision support, and data mining. My approach to AI is heavily rooted in the philosophy of mind, I move from the high-level philosophical questions of AI to hands-on exercises that support AI literacy. The purpose of these classes is to help the students figure out for what, when and how to use AI in order to achieve the best synergy between AI and human mastery.

*Information & Technology Management (UG, MSc, MBA, both face-to-face and online)*

Teaching IS and technology from a strategic perspective, my focus is on the human-computer connection. The topics cover IS/ICT design and implementation, decision support, portals and business intelligence; in some classes, this is done together with a more generic technology management. Whenever possible I conclude with smart technologies, and students are asked to philosophise about these. I adopt a non-technical approach to IS/ICT focusing on the big picture but not neglecting IS/ICT literacy.

*Business Decisions and Creative Problem Solving (UG and MBA)*

The strategist as decision taker and creative problem-solver is centre-stage, putting into the focus cognition and its outcomes: decisions and creations. This approach to decision-making is often labelled 'decision psychology' and in the case of problem-solving it links to 'psychology of science'. I discuss the use of IS/ICT, including AI, in supporting decision-makers and the creative problem solvers.

*Change Management (UG)*

The course was taught in concordance with a course on business processes and thus change was introduced as a meta-process. Adopting a process-oriented strategic view, this class focused on the cognitive, organisational and cultural aspects of business processes and changes; the technical perspectives were covered elsewhere. Contested topics were introduced in order to stimulate independent thinking of students questioning conventional wisdoms.

*Research Philosophy (PhD, DBA, MPhil, MRes, compulsory for PgC in Research Methodology)*

An intensive face-to-face, online, or hybrid course, followed by free online collaborative learning. Ongoing fostering and support of the online community of practice using the developed resources. I encourage students to philosophise and develop their own stance rather than to simply choose from available boxes. I have also taught qualitative methods building on these philosophical pillars.

***Supervision and Mentoring***

*Mentoring Visiting Scholars*

- Maja Daraboš (01/03-03/06/2013, University of Zagreb, Croatia) *Strategic Patterns in Hyper-Competition* (obtained PhD in 2014)

- Domagoj Hruška (01/03-07/06/2008, from University of Zagreb, Croatia) *Radical Decisions* (obtained PhD in 2010)

*Mentoring Junior Colleagues*

- Susan Harrington, Teaching Associate, Management Science Department, University of Strathclyde Business School

- Iain Moir, Teaching Associate, Management Science Department, University of Strathclyde Business School

- Rebwar Kamal Gharib, Teaching Associate, Management Science Department, University of Strathclyde Business School

*Graduated Doctoral Students*

1. Giles Cuthbert (2024) *Artificial Intelligence Ethics in Banking: A Phenomenological Enquiry* (1st supervisor with Peter McKiernan, part-time PhD)

2. Alina Bas (2023) *Wayfinding as Strategy for Advancing Under the Conditions of Uncertainty* (1st supervisor with Alec Morton, part-time PhD)

3. Katalin Darabos (2022) *Passing on the Torch:  Understanding the Predecessors' Mind Patterns* (2nd supervisor with Zoltán Baracskai, part-time PhD, Hungary)

4. Susan Harrington (2022) *Threshold Concepts:  A Multi-Modal Exploration of the Lived Experience* (1st supervisor with Kerem Akartunali, full-time PhD)

5. David Law (2020) *'Where's the Storytelling Factory?' – A Social Enterprise Blueprint for Our Older People's Last 1000 Days* (2nd supervisor with Alec Morton, part-time DBA)

6. Obafemi Olekanma (2018) *Towards Understanding 'Knowledge Workers' Lived Experience of Service Productivity in the Banking Sector* (2nd supervisor with Farhad Shafti, part-time PhD)

7. Moroj Mohammed Alsulaimani (2018) *Factors Influencing Citizens' Adoption of e-Government in Saudi Arabia* (1st supervisor with Rebwar Kamal Gharib, Coventry University, full-time PhD)

8. Agnessa Shpakova (2017) *Knowledge Management in Innovative Technology Companies:  The Case of the Energy Sector* (1st supervisor with Jillian MacBryde, full-time PhD)

9. Bhawani Bhatnagar (2017) *Open Innovation in New Drug Research:  The Case of the Indian Pharmaceutical Sector* (1st supervisor with Jillian MacBryde, part-time PhD)

10. Igor Pyrko (2014) *Thinking Together:  Making Communities of Practice Work* (1st supervisor with Colin Eden, full-time PhD)

11. Syaiful Rizal Hamid (2011) *An Exploratory Study of Techno-Quality Management in the Future Context* (2nd supervisor with Umit Bititci, full-time PhD)

12. Marc Stierand  (2009) *Phenomenological Model of Culinary Innovation:  A Systemic View* (1st supervisor with Jill MacBryde, full-time PhD)

*Current Doctoral Students*

1. Mark Henderson (started December 2019) *AI Implementation in Organisations: How to successfully deliver AI / cognitive capabilities into organisations whilst managing the human impact of the changes it brings* (1st supervisor with Jill MacBryde, part-time PhD)

2. Dóra Göndöcs (started October 2019) *AI-Mentor: The Use of AI-Powered Embedded Learning in Organizational Learning* (sole supervisor, part-time PhD, Hungary)

3. [Wasef Shakaa](#) (started April 2019) *Gamifying Strategy* (1st supervisor with Nur Anisah Abdullah, part-time PhD)

4. [Salma Rayan](#) (started March 2017) *An Exploratory Approach to Social Network Analysis in Healthcare sector* (1st supervisor with Marilyn Lennon, Computer Science, part-time PhD)

5. [Mégane Miralles](#) (started October 2016) *Timeful Intuiting: An Exploratory Study of Creativity and Strategizing in the Context of Doctors without Borders* (1st supervisor with Marc Stierand, EHL, part-time PhD)

*Instructional Courses (post- and undergraduate)*

MBA/MSc:   typically 2-5 students/year ([awards](#))

BA/BSc:      typically 3-5 students/year ([awards](#))

*Undergraduate Research Internships*

2013:   Iain Stewart, Carnegie Undergraduate Vacation Scholarship

        Iain Stewart, Interns@Strathclyde

2010:   Igor Pyrko, Interns@Strathclyde

### Student Awards

*Excellent Student Dissertations*

MSc:  Rugile Bazyte – Gregory Dabor – Rui Liu, MSc MITS 2014 (marked 85%) best dissertation award

     Silvia Stoica, MSc BITS 2011 (marked 85%) best dissertation award

     Mike Parry, MSc OR 2007 (marked 72%); nominated for the OR Society's (national) best dissertation award

     James Love, MSc OR 2005 (marked 80%) subsequently published

BSc:  Matthew Cohn, Fraser Maclean, Benjamin Malcolm, Josh McKay, 2022 (marked 92%): two best dissertation awards, the *Peter Monk* prize and the *John McFarlane* prize; nominated for the OR Society's (national) best dissertation award

     Gregor Frame, 2016 (marked 78%) best dissertation award

     Lee McWhinnie, 2013 (marked 80%) *May Hicks* best dissertation award and nominated for the OR Society's (national) best dissertation award

     Lorne Stalker, 2012 (marked 85%) best dissertation award

     Gábor Török, 2008 (marked 5, the highest in the Hungarian marking system)

     Louise Drummond, 2006 (marked 80%) best dissertation award

     Gemma O'Neill, 2004 (marked 80%) best dissertation award

*Excellent Undergraduate Student Achievements (2005-20013)*

2013:   MDP2 student teams Procter & Gamble 2nd and 3rd prize

2012:   MDP3 student team Ernst & Young 2nd prize shared

        MDP2 student team Procter & Gamble 1st prize

2011:   MDP3 student team Ernst & Young 2nd prize shared

        MDP2 student team Procter & Gamble 1st prize

        MDP1 student team Deloitte 1st prize

2010:   MDP2 student team Procter & Gamble 1st prize

2008:   MDP1 student team Deloitte 2nd prize

2007:   MDP2 student team Procter & Gamble 1st prize

2006:   MDP1 student team Deloitte 1st prize

## KNOWLEDGE EXCHANGE AND CONSULTANCY

### *Organisational Learning*

*Fostering Creativity*

> Google:  Participating in a group of academics and practitioners trying to figure out how to improve food experiences for high performance and particularly creativity; this will be followed by the dissemination of results to the wider community

*Storytelling in Organisations*

> Barclays:  Honours year project resulting in a Storyboard to support learning about the business intelligent system, adopted by the management

> NHS Education Scotland:  PhD student's research collecting stories to improve understanding of communities of practice (CoP) at NHS; preliminary results include several accepted documents, change of terminology and we have been included as co-investigators in the 'Knowledge into Action' grant application

### *Information Systems Development and Implementation*

*Intelligent Systems Development*

> Doctus Co:  Managing the development process and designing conceptual algorithms for the KBS Shell

> EFlow:  Conducting the development of Intelligent Portal and Knowledge Factory

> Doctus Co:  Developing teaching material and user guide for KBS design

*Business Intelligence*

> Barclays:  Several masters and honours projects for the conceptual development of an ad-hoc reporting solution and examining the implementation

*Virtual Learning Environment (VLE)*

> Strathclyde University:  Invited academic expert member of the University Learning Technology Enhancement (LTE) Board

> Strathclyde Business School:  Academic champion of (Moodle-based) VLE adoption and development for innovative teaching (including showcasing for other units)

> University of Strathclyde:  Academic expert advisory for choice and implementation of university-wide Unified VLE conceptual design for integrating the components

> Management Development Programme:  User interface and functional design of components for the Mercury (in-house VLE) system

> Research Methodology Programme:  Advising implementation and component development for the Moodle

### *Knowledge Modelling for Decision Support*

*Strategy Decisions*

> Antenna Hungaria (Hungarian Broadcasting): evaluating subsidiaries

> Clothes manufacturing company: outsourcing activity and supplier evaluation

> MOL Hungarian Oil Co: technology choice for new investment

*Corporate Social Responsibility and Environmental Sustainability*

> Geological Institute: determining a location for a nuclear power plant

*Tender Decisions*

> Budapest City Council: boulevard reconstruction tender
>
> Szeged City Council: tram procurement tender
>
> Pannon GSM Telecommunications Co: specialised IS/ICT provider selection

*Research and Development Decisions*

> MOL Hungarian Oil Co: evaluating R&D project proposals
>
> MOL Hungarian Oil Co: emulsion decomposition

*Business Process Management – Business Process Redesign*

> ÉDÁSZ Villamosszerelési (Electric Power Network Construction) Ltd: intelligent portal

*Risk Management*

> Budapest Bank Plc: identifications of high-risk customers/accounts

*Quality Management – ISO*

> DRMKK (regional centre for labour force development and education): evaluation of courses and educators/trainers as part of the ISO documentation
>
> DRMKK (regional centre for labour force development and education): evaluation of customers as part of the ISO documentation

*Human Resource Decisions*

> Zwack Unicum Plc (distillery): recruitment and performance evaluation for knowledge workers
>
> Debrecen Regional Labour Development Centre: educator and course evaluation
>
> Hajdu-Bét (poultry processing and trading) Ltd: management evaluation

*Customer Relations Support*

> ELMŰ (Power Supplier) Co: modelling failure symptoms for customer support

*Medical Diagnosis and Treatment Support*

> József Dóczi MD: Pinning of distal radial fractures
>
> József Dóczi MD: Urgent bedside haemodialysis in crush syndrome

PROFESSIONAL SERVICE

***Professional Public Service***

*Committee and Panel Membership*

    BSI-ART/1: National Standards Development Committee ART/1 Artificial intelligence, since 2019

***Academic Editorship and Reviews***

*Service for Funding Bodies*

    MRC: peer reviewer for grant proposals, since 2020

    EPSRC: peer reviewer for grant proposals, since 2018

    AHRC: peer reviewer for grant proposals, since 2016

    ESRC: peer reviewer for grant proposals, since 2014

    Leverhume: referee for a grant application, 2012

*Journal editorship*

    *Qualitative Research in Organizations and Management* (QROM), special issue editor with Mégane Miralles, Marc Stierand, and Bill Lee: Investigating Trauma: Methodological, Emotional, and Ethical Challenges for the Qualitative Researcher

    *Academy of Management Learning & Education* (AMLE), Editorial Review Board member since 2021

    *Management Learning* (MLQ), International Editorial Board member since 2013

*Book reviews*

    Darko Tipurić (2022) *Mastering Strategic Leadership: How to Convey Myth to Reality*, Sinergija

    Vlad P. Glăveanu – Alex Gillespie – Constance de Saint Laurent (2021) *Mixed Analyses: A Pragmatist New Look at Qualitative Data in Psychology*, Cambridge University Press

    Zoltán Baracskai – Jolán Velencei (2011) *Profi stratéga* (Grandmaster Strategist) [in Hungarian]

    Zoltán Baracskai (2007) *Profi coach* (Grandmaster Coach), *CEO Magazine* [in Hungarian]

*Journal reviews (my profile on Publons contains 100+ verified reviews)*

    CMR (California Management Review) since 2021

    JOCM (Journal of Organizational Change Management) since 2020

    JOOP (Journal of Occupational and Organizational Psychology) since 2019

    HR (Human Relations) since 2018

    AMLE (Academy of Management Learning & Education) since 2018

    EMR (European Management Review) since 2018

    MD (Management Decision) since 2016

    BJM (British Journal of Management) since 2014

    QROM (Qualitative Research in Organizations and Management) since 2014

    KMRP (Knowledge Management Research and Practice) 2012-2015

    CIM (Creativity and Innovation Management), 2012-2020

    IJMR (International Journal of Management reviews), since 2011

    IJHM (International Journal of Hospitality Management), since 2011

    MLQ (Management Learning), since 2011

    GDN (Group Decision and Negotiation), since 2010

> AMR (Academy of Management Review), since 2009
>
> JORS (Journal of the Operational Research Society), 2006-2009
>
> MISQ (Management Information Systems Quarterly), one-off in 2003

*Encyclopaedia review*

> Oxford Research Encyclopedia of Business and Management in 2018

*Conference reviews*

> AoM (Academy of Management), since 2007 (several [outstanding reviewer awards](#))
>
> BAM (British Academy of Management), since 2008 ([5 best reviewer awards](#))
>
> EURAM (European Academy of Management), since 2013
>
> HICSS (awaii International Conference on System Sciences), since 2023

## Organising events

*Workshop*

> Organized and facilitated a yearly 'MOC South-East Europe' academic writing workshop for early career academics from the area on behalf of the AoM MOC Outreach and Integration Committee in Dubrovnik, Croatia in 2013-2015.  I have invited Martin Kilduff, Gerard Hodgkinson, and Davide Ravasi as presenters and discussants.

## Examiner duties

*PhD/DBA/MPhil External Examiner*

1. Nicolas Hawkins (PhD 2023) *Intuitive analysis: An investigation of Dual Process dynamics for resource allocation decisions in a small business context*, Department of People and Organisations, University of Surrey Business School, UK

2. Omar Elsayed (PhD 2021) *Exploring Gamification as a Complementary Capability*, Operations and Supply Chain Management Department, Management School, University of Liverpool, UK

3. Enikő Varga (PhD 2020) *Cyber Farmers' informal learning*, Doctoral School of Regional Sciences and Business Administration, Széchenyi István University, Győr, Hungary

4. Attila Sóti (PhD 2020) *Complex systems theory and strategy: Theory, application and managerial implications*, Doctoral School of Regional Sciences and Business Administration, Széchenyi István University, Győr, Hungary

5. Ifedapo Awolowo (PhD 2019) *Financial Statement Fraud: The Need for a Paradigm Shift to Forensic Accounting, Sheffield Business School*, Sheffield Hallam University, UK

6. Khaled Kesseba (DBA 2018) *Factors Influencing Performance Management of Non-Equity Joint Ventures in the Oil Sector*, Sheffield Business School, Sheffield Hallam University, UK

7. Peter Nimmo (MPhil 2018) *Chasing the White Rabbit to Find a White Elephant: exploring limited/non-use of education technology in Mpumalanga*, South Africa, Graduate School of Business, University of Cape Town, South Africa

8. Stan H.G. Josephi (DBA 2015) *The phenomenology of revenue management: Explorations in the hotel industry*, Maastricht School of Management, The Netherlands

9. Roopa Aruvanahalli Nagaraju (PhD 2015) *Role of innovation strategy in the business growth of high technology SMEs in the UK*, University of Bedfordshire, Business and Management Research Institute, Luton, UK

*PhD/DBA Internal Examiner*

1.  Shivani Mehta (PhD 2020) *Health-related well-being of entrepreneurs in the venture creation process: A multi-level perspective*, University of Strathclyde Business School, Glasgow, UK

2.  Etieno Enang (PhD 2020) *Exploring the material-discursive production of organisational learning within the storytelling performances of merger and acquisition practitioners*, University of Strathclyde Business School, Glasgow, UK

3.  Vincenzo Vito (DBA 2017) *Being Human: An Argument for Improvising*, University of Strathclyde Business School, Glasgow, UK

4.  David Law (MRes 2017) *The Independence Approach:  Conceiving and investigating the Independence Approach for effective and efficient production of older people's welfare using the three aspects of independence*, University of Strathclyde Business School, Glasgow, UK

5.  Anup Karath Nair (PhD 2015) *Organising while Innovating: Towards a Process Theory in Innovation Management*, University of Strathclyde Business School, Glasgow, UK

6.  Michael Cowen (MRes 2012) *"I'm only a project coordinator": An explanatory study into the effects of project life on project manager identity*, University of Strathclyde Business School, Glasgow, UK

7.  Victoria Hill (PhD 2011) *How do value chain (VC) decisions in bread production contribute to quality characteristics related to human health?*, University of Strathclyde Business School, Glasgow, UK

8.  James P. Thompson (PhD 2009) *How and under what conditions clients learn in system dynamics consulting engagements*, University of Strathclyde Business School, Glasgow, UK

### *Academic Translations*

*Book translations*

Velimir Srića (2003) *Inventivni menadžer u 100 lekcija, Znanje, Zagreb, Croatia* → Velimir Srića (2006) *100 lecke menedzsereknek*, Myrror Media, Budapest, Hungary. ISBN: 963-229-516-1
Croatian to Hungarian (with Jaszmina Szendrey)

*Book section translations*

Zoltán Baracskai (1998) Egyetlen furcsa ötlet, *Profi problémamegoldó*, "Szabolcs-Szatmár-Bereg megyei Könyvtárak" Egyesülés, Nyíregyháza. → Neinteligentni profesionalci.
Hungarian to Serbian

Zoltán Baracskai (1998) ISO 1984, *Profi problémamegoldó*, "Szabolcs-Szatmár-Bereg megyei Könyvtárak" Egyesülés, Nyíregyháza. → ISO 1984.
Hungarian to Serbian

*Journal paper translation*

Denis R Towill (1996) Industrial dynamics modelling of supply chains, *Logistics Information Management*, 9(4): 43-56. → Szállítói láncok iparidinamikai modellezése, *Logisztika*, OMIKK.
English to Hungarian

### *Memberships*

*AAAI: Association for the Advancement of Artificial Intelligence*

- Regular Member since July 2022

*APA: American Psychological Association*

- International Member since July 2022

*AoM: Academy of Management (MOC: Managerial and Organizational Cognition, MED: Management Education & Development, RM: Research Methods)*

- Nominated for Research Coordinator Elect in MED, 2020
- Nominated for Representative at Large in MED, 2018
- Facilitator at the Cognition in the Rough workshop, 2016-2021
- Nominated, shortlisted, and stood for elections for MOC International Representative at Large, 2014
- MOC Balkan Academic Writing Workshop Organiser 2013-2016
- Founding Member of the MOC Outreach and Integration committee, May 2009
- Academic Member since March 2006

*EURAM: European Academy of Management (primary SIG Research Methods and Research Practice)*

- EURAM Scientific Council member (2023-)
- RM&RP SIG Plenary Coordinator (2020-21), Track Chair (2022), SIG Chair (2023)
- RM&RP SIG Plenary Coordinator (2017), Track Chair (2018), SIG Chair (2019)
- Online Task Force (online conference platform choice and evaluation) 2021
- Member since August 2016

*BAM: British Academy of Management (primary SIG Research Methodology)*

- Member of the Research Methodology SIG steering committee, since December 2012
- Ordinary Member since April 2006

*ORS: Operational Research Society*

- Member since September 2008

*HEA: Higher Education Academy*

- Fellow since 2007
- Registered Practitioner since April 2006

### *Honours and Prizes*

*Advisory Board Membership*

2018–Present **Institute Associate**: [Institute of Business Creativity](#) (IBC) at Ecole hôtelière de Lausanne, Lausanne, Switzerland.

*Visiting Positions*

2021–Present **Visiting Professor**: Doctoral School of Regional and Business Administration Sciences, Széchenyi University, Győr, Hungary

2009–Present **Visiting Professor**: Department of Management, Faculty of Economics and Business, University of Zagreb, Zagreb, Croatia

*Best Paper*

HICSS 2024:  Best paper award in the Knowledge Innovation and Entrepreneurial Systems Track of the HICSS-57 conference
*Dubito Ergo Sum:  Exploring AI Ethics (#56)*

CIM 2021:  Tudor Rickards & Susan Moger Award for the Best Paper in the *Creativity & Innovation Management* journal in 2021, for the paper
*Practices of Creative Leadership: A Qualitative Meta-analysis in Haute Cuisine (#7)*

EURAM 2022: Finalist for the Most Inspirational Paper of EURAM 2022, for the paper:
*Bracketing Episodes: Deserialization of Events in Case Study Research (#68)*

BAM 2019:  Best Developmental Paper award in the Research Methodology Special Interest Group, for the paper
*Frozen in Time: Unfolding Experiences in Archival Process Data (#82)*

BAM 2018:  Best Developmental Paper award in the Research Methodology Special Interest Group, for the paper
*Intellectual Quietness: Our Struggles with Researching Creativity as a Process (#86)*

AoM 2015:  Finalist for the best paper award in the Managerial and Organizational Cognition division, for the paper
*Thinking Together: Making Communities of Practice Work (#109)*

VIPSI 2007:  Conference in Tokyo, 31 May – 3 June 2007, Tokyo, Japan, for the paper
*Knowledge Restaurants at the End of the Paradigm (#142)*

*Teaching Excellence*

Strathclyde Teaching Excellence Award 2022:  Awarded in Recognition of Outstanding Teaching
Shortlisted for the Best Teacher of the Business School

Strathclyde Teaching Excellence Award 2021:  Awarded in Recognition of Outstanding Teaching in the 'Going the Extra Mile' category

Strathclyde Teaching Excellence Award 2018:  Awarded in Recognition of Outstanding Teaching

Strathclyde Teaching Excellence Award 2017:  Awarded in Recognition of Outstanding Teaching in the 'Most Enthusiastic', and the 'Most Innovative' categories

Strathclyde Teaching Excellence Award 2016:  Awarded in Recognition of Outstanding Teaching in the 'Most Enthusiastic', and the 'Most Innovative' categories
Shortlisted for the Most Innovative Teacher of the University

Strathclyde Teaching Excellence Award 2015:  Awarded in Recognition of Outstanding Teaching in the 'Most Enthusiastic', and the 'Most Innovative' categories

Strathclyde Teaching Excellence Award 2014:  Awarded in Recognition of Outstanding Teaching in the 'Most Enthusiastic', and the 'Most Innovative' categories

Strathclyde Teaching Excellence Award 2013:  Awarded in Recognition of Outstanding Teaching in the 'Most Enthusiastic', and the 'Most Innovative' categories
Shortlisted for the Best Teacher of the Business School

Highest rated NHTV Guest Teacher 2012:  Marked 9.38/10 by the students

Strathclyde Teaching Excellence Award 2012:  Awarded in Recognition of Outstanding Teaching in the 'Most Enthusiastic', and the 'Most Innovative' categories

Strathclyde Teaching Excellence Award 2011:  Awarded in Recognition of Outstanding Teaching (no categories)

*Strathclyde Medal*

> 2022:   Nominated for the Strathclyde Medal as a person who exemplified the University's Values in their behaviour, contributions, and achievements.

*Outstanding Reviewer*

> BAM 2022:   36th Annual Conference of the British Academy of Management
> Research Methodology Special Interest Group

> BAM 2019:   33rd Annual Conference of the British Academy of Management
> Research Methodology Special Interest Group

> BAM 2018:   32nd Annual Conference of the British Academy of Management
> Research Methodology Special Interest Group

> Publons Top Peer Reviewer 2017
> Top reviewers for University of Strathclyde (Decision Sciences)

> BAM 2017:   31st Annual Conference of the British Academy of Management
> Research Methodology Special Interest Group

> AoM 2017:   77th Annual Meeting of the Academy of Management
> Management Education and Development division

> BAM 2015:   29th Annual Conference of the British Academy of Management
> Research Methodology Special Interest Group

> AoM 2015:   75th Annual Meeting of the Academy of Management
> Managerial and Organisational Cognition division

> AoM 2014:   74th Annual Meeting of the Academy of Management
> Managerial and Organisational Cognition division – Reviewer Service Award in recognition for five consecutive years of Outstanding Reviewer Award

> AoM 2013:   73rd Annual Meeting of the Academy of Management
> Managerial and Organisational Cognition division

> AoM 2012:   72nd Annual Meeting of the Academy of Management
> Managerial and Organisational Cognition division

> AoM 2011:   71st Annual Meeting of the Academy of Management (2 awards)
> Managerial and Organisational Cognition division
> Management Education and Development division

> AoM 2010:   70th Annual Meeting of the Academy of Management
> Managerial and Organisational Cognition division

> AoM 2009:   69th Annual Meeting of the Academy of Management
> Managerial and Organisational Cognition division

*Keynote and invited plenary talks at conferences*

1. *Chartered Banker Annual Banking Conference 2023*, "Responsible Banking: Embracing Digital Transformation in the Age of AI" 14-15 November 2023, online.
   Keynote talk:  **Accelerate Knowing & Learning – Human and AI**

2. *TEDx Neumann conference*, 10 November, 2023, Kecskemét, Hungary
   Public lecture:  **The Significance of Grandmasters and Apprentices in the Age of AI**

3. *IEEE CogInfoCom:*  Cognitive Infocommunications, Budapest, Hungary, 23 September 2023
   Invited plenary talk:  **The Great Fallacy of AI Ethics**

4. *IEEE Emerging Technology Reliability Roundtable 2023*, 13-14 June 2023, Athens, Greece
   Invited plenary talk:  **AI Ethics: The ~~Final~~ Next Frontier** (slides)

5. *G.R.I.D. Forum* organised by the Lider magazine, 24th May 2023, Zagreb Croatia
   Keynote talk:  **AI Leadership: What CEOs Need To Know**

6. *OFEL 2023 Conference: "The Dark Side of Management and Governance: power, ideology, tensions, and destructive traits"* organized by the University of Zagreb and the University of Dubrovnik, 31st March - 1st April 2023, Dubrovnik, Croatia
   Keynote talk: **Dark and Bright Sides of AI: What Every CEO Should Know** (slides)

7. *IEEE CogInfoCom:* Cognitive Infocommunications, Győr, Hungary, 23 September 2021
   Invited plenary talk: **AI & the Human Mind: Conceptualizing Hybrid Corporate Reality**

8. *British Standards Institution: The Digital World: AI,* London, UK, 27 February 2020
   Plenary talk: **AI & the Human Mind: Exploring Synergies**

9. *KnowledgeBrief Hot Topic: Enhance the Human Mind with Smart Technology,* London, UK, 11 September 2019
   Keynote talk: **Enhance the Human Mind with Smart Technology**

10. *SOTL 2019: Scholarship of Teaching and Learning*, EHL, Lausanne, Switzerland, 7 February 2019
    Keynote talk: **Reflecting in and Reflecting on Teaching and Learning** (slides)

11. *TEDx Strathclyde conference*, Glasgow, UK, 17 February 2018
    Invited plenary talk: **Big Data, Artificial Intelligence and the Human Mind**

12. *KnowledgeBrief Hot Topic: Harness Your Employees' Knowledge and Intuition*, London, UK, 13 September 2017
    Keynote talk: **SmArt Strategising for the Knowledge Era**

13. *The Principle of Subsidiarity from a Transdisciplinary Perspective*, Budapest, Hungary, 8 November 2016 (with Charles Handy and Stuart Kauffman)
    Invited plenary talk: **Competent Validation for Subsidiarity: We Validate where We Know**

14. *Janders Dean Legal Knowledge Management & Innovation Conference*, London, UK, 15 May 2015 (T: #JDKMConf)
    Academic keynote: **Legal Expertise vs. Competence:  Knowledge Sharing Theories & Practices** (slides, abridged video)

15. *Understanding MOOC impacts: Realising sustainable value – what works?*, Dexter House, London, UK, 26 June 2014
    Plenary talk: **Case Study: Understanding Modern Business and Organisations** (full video)

16. *EcoCom 2013: 2nd Conference on the Economics of Communication*, Vertretung des Landes Sachsen-Anhalt beim Bund, Berlin, Germany, 8 November 2013
    Keynote talk: **Bridge: ICT for Connecting Knowledge and Knowing** (keynote profile, slides)

17. *ECEL 2013: 12th European Conference on e-Learning*, SKEMA Business School, Sophia Antipolis, France, 30-31 October 2013
    Keynote talk: **Passionate Learners:  Lifelong Learning in a Flux** (full video)

18. *1st International OFEL Conference on Corporate Governance*, Dubrovnik, Croatia, 12 April 2013
    Keynote talk: **Idea Championing: The Role of People Who Make It Happen**

19. *1st Corporate Universities & Academies Summit*, Paris, France, 4-5 July 2012
    Plenary talk: **In-Cloud Knowledge platform for CU: Neverending (Re-)Contextualization of Knowing** (full video)

20. *VIPSI 2010 Venice*, Venice, Italy, 2010
    Keynote talk: **Interviewing Grandmasters: Methodological Issues**

*Invited Talks, Panel Discussions, and Public Lectures*

1. *Sezginin Bilimi Webinar Serisi*, Webinar #3 (*The Science of Intuition*, Webinar Series, Webinar #3), 30 November 2023
   Invited webinar talk: **Yapay Zeka (AI) ve Sezgi** (**AI and Intuition**)

2. *Mesterséges intelligencia a felsőoktatásban és a kutatásban* (*AI in Higher Education and Research*), Menedzsment és Controlling Egyesület (Management and Controlling Association) workshop, 29 November 2023, Budapest
   Invited talk: **A mesterséges intelligenciával kapcsolatos hiedelmek és tények** (**Believes and Facts of AI**)

3. *30 year anniversary of the Bay Zoltán Institute*, 2 November, 2023, Budapest, Hungary
   Plenary talk: **Virágzó Innovációs Ökoszisztéma: Az elképzeléstől az alkalmazásig** [**Flourishing Innovation Ecosystem: From Conceptualization to Application** – talk delivered in Hungarian]

4. "**What Every CEO Should Know About AI**" Round Table discussion about my book with the same title, Corvinus University, 16 October, 2023, Budapest, Hungary
   Presenting author and panel discussant [talk and discussion delivered in Hungarian]

5. AoM 2023: 83rd Annual Meeting of the Academy of Management, Boston, MA, USA, 5 August 2023, Caucus organized by Jacqueline Csonka-Peeren
   Panel discussion (member): *Extreme Uncertainty in Entrepreneurship: Characterizing Working Conditions of Extreme Uncertainty*

6. The [*Worshipful Company of Scientific Instrument Makers*](#), 13 December 2022, online event
   AI SIG Livery talk: **What CEOs need to know about AI**

7. InterAct with AI – Effective AI Use in Industry, 23 November 2022 [InterAct](#) Online Seminar
   Seminar talk: *Ways to InterAct with AI*

8. *Alternative and innovative research methods: untangling research rhetorics and publishing realities*, 29 June 2022 British Academy of Management (BAM) – Research Methodology (RM) SIG Online Seminar
   Seminar talk: **Insider Insight: The Importance of Bracketing**

9. *"Let's Connect!": How is Digitalization Affecting Research Methods and Research Practices?*, 15 June 2022, EURAM 2022: 22nd Annual Conference of the European Academy of Management, Research Methods & Research Practice (RM-RP) SIG Plenary Session
   Panel presentation and discussion (member): **What Is Digital?**

10. *The Boardroom Talking Digital*, 23 November 2021, organized by the Centre for Board & Director Development, Strathclyde Business School
    Panel discussion (member): **What boards can do to help digitally future proof themselves**

11. Taiwan Academy of Banking and Finance, cloud, 23 October 2020, organised by the Chartered Banker Institute
    Plenary talk: *Artificial intelligence: a natural progression or existential threat?*

12. *La Nuit des Idées* (*The Night of Ideas*), Alliance Française, Glasgow, UK, 30 January 2020
    Panel discussion (member): *Artificial Intelligence vs human mind: what is the impact of our decisions in the field of AI, and therefore in our environment?*

13. [Artificial Intelligence Initiative](#), University of Liverpool, Liverpool, UK, 17 January 2020
    Symposium talk: **AI and creative work**

14. Strathclyde Evening Talks, Dubai, UAE, 03 November 2019
    Public lecture: *Creativity in the Age of AI: What the Future Holds for Knowledge Workers?*

15. *EURAM 2019: 19th Annual Conference of the European Academy of Management*, Lisbon, Portugal, 27 June 2019
    Panel discussion (member): *Research Ethics: Friend or Foe*

16. Google, New York City, NY, 5 March 2019
    Workshop co-presented with Alina Bas: *Intuitive Wayfinding as a Mode of Knowing*

17. Management talk series, Manama, Bahrain, 10 January 2019
    Public lecture: *Can AI Be Taught to Think?*

18. Management talk series, Muscat, Oman, 6 January 2019
    Public lecture: ***Can AI Be Taught to Think?***

19. Strathclyde Evening Talks, Abu Dhabi, UAE, 16 December 2018
    Public lecture: ***Can AI Be Taught to Think?***

20. Strathclyde Evening Talks, Dubai, UAE, 4 November 2018
    Public lecture: ***Can AI Be Taught to Think?***

21. [Katz public lectures](), New York, NY, USA, 5 February 2018
    Public lecture: ***Big Data, Artificial Intelligence, and the Human Intuition***

22. [Management talk series](), Muscat, Oman, 8 January 2018
    Public lecture: ***Big Data, Artificial Intelligence and the Human Intuition: Musings on the importance of uniquely human aspects of knowing***

23. [Strathclyde Evening Talks](), Dubai, UAE, 13 December 2017
    Public lecture: *[Big Data, AI & Human Intuition]()*

24. [Strathclyde Evening Talks](), Abu Dhabi, UAE, 11 December 2017
    Public lecture: ***Big Data, AI & Intuition***

25. Strathclyde Evening Talks, Dubai, UAE, 11 December 2016
    Public lecture: ***Validation for Globalisation 3.0: We Validate Where We Know – Lessons from the master-apprentice relationship***

26. INFOTÉR 2015: IT pro Society Association Conference, Budapest, Hungary, 5-6 November 2015
    Panel discussion (member): ***The Future of Higher Education in the Present***

27. Ecole hôtelière de Lausanne, Lausanne, Switzerland, 1-2 September 2015; Faculty Workgroup
    Invited talk and workshop: ***Communities of Praxis (Practice)***

28. PAGEO Klub (Club of the Pallas Athéné Geopolitical Foundation): *Doctors and Doctrines*, Budapest, Hungary, 7 May 2015
    Panel discussion (member): ***Mesterek és tanítványok a 21. században (Masters and Disciples in the 21st Century)***

29. MNB Klub (Club of the Central Bank of Hungary), Budapest, Hungary, 5 February 2015
    Invited talk: ***Mesterek és inasok személyes tudása: Mit tanulhatunk a nagymesteri szinttű tudásról a Nobel-díjasoktól? (Personal Knowledge of Masters and Apprentices: What Can We Learn about Grandmaster-level Knowledge from Nobel Laureates?)*** ([slides]())

30. Budapest University of Technology and Economics, Budapest, Hungary, 5 February 2015; Faculty Seminar at the Department of Differential Equations
    Invited talk: ***Tudás: Knowledge & Knowing*** ☺

31. Ecole hôtelière de Lausanne, Lausanne, Switzerland, 17 November 2014; Faculty Workgroup
    Invited talk (co-delivered with Marc Stierand): ***Doing Qualitative Research***

32. Ecole hôtelière de Lausanne, Lausanne, Switzerland, 28 June 2014; Faculty Workgroup
    Invited talk: ***For and Against MOOCs***

33. *ITI 2004: 26th International Conference on Information Technology Interfaces*, Cavtat, Croatia, 7-10 June 2004
    Invited talk and workshop: ***Doctus Knowledge Modelling Workshop***

*Guest Lectures*

1. Corvinus University of Budapest, Hungary, BSc and MSc programmes
   Invited guest lecture: AI in Organizations
   Invited guest lecture: AI Strategy

2. Strathclyde Economic Policy Leadership Programme (one-off December 2021)
   Invited guest lecture: *AI – What Every CEO Should Know*

3. Ecole hôtelière de Lausanne, Lausanne, Switzerland, (since 2020, once a year)
   Invited guest lectures:  *AI in hospitality business*

4. St Andrews University, School of Management, (2018-2021, once a year)
   Invited guest lectures: *Competence, Mastery, and AI*

5. NHTV Breda University of Applied Sciences, Breda, The Netherlands (2010-2013, twice a year); *Strategy & Communication* (undergraduate classes)
   Invited guest lectures on selected topics from Strategic Management