



**PROFESSOR HOWARD THOMAS**

Emeritus Professor of Strategic Management and Management Education and Emeritus Dean,  
Lee Kong Chian School of Business, Singapore Management University (2018)  
Emeritus Professor of Strategic Management and Dean, Warwick Business School, University of Warwick,  
UK (2009)  
Emeritus Professor of Strategic Management and Dean, College of Business, University of Illinois at  
Urbana-Champaign, USA (1999)  
Visiting Professor, HEC (Montreal), Boston University, USA and GIBS, South Africa  
Special Advisor to the President, European Foundation for Management Development (EFMD), Brussels  
(2018-present)

**NAME:** Howard THOMAS

**BIRTHPLACE:** Llanishen, Cardiff, Wales

**HOME ADDRESS:** United Kingdom Resident

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76, Tiddington Road,  
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ENGLAND, UK

**MARITAL STATUS:** Married

**CITIZENSHIP:** British Citizen

**OFFICE ADDRESS:  
(SINGAPORE)** Lee Kong Chian School of Business  
Singapore Management University  
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Singapore 178899  
E-mail (Singapore): [howardthomas@smu.edu.sg](mailto:howardthomas@smu.edu.sg)

**EDUCATION:** 1964 London University, B.Sc. (Statistics)  
1965 London University, M.Sc. (Statistics)  
1966 University of Chicago, M.B.A. (Mathematical Methods and  
Econometrics)  
1970 Edinburgh University, Ph.D. (Decision Analysis)

<b>HONORARY DEGREES:</b>	2007	D.Sc, Edinburgh University, Scotland, UK
	2008	D.Sc, Degree and Fellowship, Swansea University, Wales, UK
	2011	D.Sc, Honorary Degree, Grenoble École de Management, France
	2013	D.Sc, Doctor of Civil Law, Honorary Degree, University of Northumbria in Newcastle, UK
	2013	Doctor of Letters, Murdoch University, Perth, Australia
	2017	Doctor of Business Administration, Woosong University, Daejon, South Korea
	2018	Professor Extraordinaire, GIBS, University of Pretoria, South Africa

**SUMMARY**

Howard Thomas is a highly-cited scholar (Google Scholar and ResearchGate), with fellowship awards from the Academy of Management, the British Academy of Management, the Strategic Management Society, the Academy of Social Sciences, the European Academy of Management, the Learned Society of Wales, and the Institute of Directors. He was also awarded the Richard Whipp Lifetime Achievement Award of the British Academy of Management (BAM) in 2013, and the Cooper Leadership award from BAM in 2022, and the Strategic Leadership Award from the American Association of Collegiate Schools of Business (AACSB) in 2014. He is a companion of the Chartered Association of Business Schools in the UK, and former chair of the board of the Graduate Management Admissions Council (GMAC), AACSB, the Chartered Association of Business Schools (ABS), and the Global Foundation of Management Education (GFME). He is also an honorary life member and a former board member and Vice-President of the European Foundation for Management Development (EFMD). He served as president of the Strategic Management Society and has held visiting and permanent academic posts at the Australian Graduate School of Management (AGSM), Edinburgh University, the London Business School, MIT's Sloan School of Management, Singapore Management University, the Kellogg School of Management, Northwestern University, Chicago, USA, College of Business, University of Illinois at Urbana-Champaign, USA, the Questrom School of Business, Boston University, USA, University of Southern California (USC), USA, HEC, Montreal, Canada, the European Institute for Advanced Studies in Management, and the University of British Columbia, Canada. He is also the recipient of several honorary degrees.

**PREVIOUS EMPLOYMENT:**

2022 - 2023	Immediate Past Dean of the Fellows College <b>British Academy of Management, UK</b>
2020 - 2022	Dean of the Fellows College <b>British Academy of Management, UK</b>
2019 - 2020	Vice Dean Fellows College, <b>British Academy of Management, UK</b>
2018 - 2020	Chief Strategy Officer and Visiting Professor <b>Woosong University, Daejeon, South Korea</b>
2018 - present	Visiting Professor GIBS, <b>University of Pretoria, South Africa</b>
2018 - present	Special Advisor to the President <b>European Foundation for Management Development, Brussels, Belgium</b>
2018 - 2021	Visiting Professor of Strategic Management <b>Coventry University Business School, UK</b>
2015 - 2018	Mastercard Chair of Social and Financial Inclusion <b>Singapore Management University</b>
January 2015 - 2018	LKCSB Distinguished Professor of Strategic Management and Director, Academic Strategy and Management Education Unit <b>Singapore Management University</b>
August 2015 – August 2020	Ahmass Fakahany Distinguished Visiting Professor of Management and Global Leadership, <b>Questrom School, Boston University</b>
Summer 2015	Visiting Distinguished Professor, <b>University of Johannesburg, South Africa</b>
January 2010 - 2015	Dean of Lee Kong Chian School of Business (LKCSB), <b>Singapore Management University</b>
January 2003 – present	Professor Affilié, HEC, Montreal, Canada
July 2000 – December 2009	<b>Warwick Business School, University of Warwick</b>

	Dean and Professor of Strategic Management. Member of University Steering Committee, Senate and Board of the Faculty of Social Studies.
1996 - 2000	Honorary Professor, <b>Warwick University</b> .
1992	Visiting Professor, MBA, Danube University, <b>Krems</b> , Austria.
May 1992 – July 2000	Dean, <b>College of Commerce and Business Administration</b> (now called simply the <b>College of Business, UIUC</b> )
August 1991 – May 1992	Acting Dean, <b>College of Commerce and Business Administration (UIUC)</b>
January 1990 – July 2000	Director, Office of International Strategic Management, <b>University of Illinois at Urbana-Champaign (UIUC)</b>
1990 - 1995	Associate Fellow, <b>Templeton College</b> , Oxford.
1994, 1995, 2000	Visiting Professor, International Postgraduate Management Centre, <b>University of Warsaw</b> , Poland.
1988 - 2000	Visiting Chair in Management, <b>St. Andrews University</b> , Scotland.
1987 - 2000	Visiting Professor in Management, <b>Imperial College, London</b>
1985 - 1992	Visiting Chair in Management, <b>Business School, University of Manchester</b>
1990	<b>Kellogg Graduate School of Management, Northwestern University</b> (Sabbatical) Visiting Professor of Policy and Environment, Kellogg School, Northwestern University. Also Visiting Fellow, Templeton College, Oxford, Visiting Professor, INSEAD, France and AGSM, Sydney/GSM Melbourne, 1/90 - 9/90.
1987	<b>Sloan School of Management, MIT</b> (Leave of Absence Without Pay) Professor of Policy and Strategy, Behavioral and Policy Sciences Division, Sloan School of Management, MIT. Also, Visiting Senior Research Fellow, Strategic Planning Institute, Cambridge, Mass., 1/87 - 12/87.
Fall 1987 – July 2000	James F. Towey Distinguished Professor of Strategic Management at <b>University of Illinois, Urbana-Champaign</b> .
1984	<b>London Business School and European Institute of Advanced Studies of Management</b> (Leave of Absence Without Pay) Professor of Strategic Management and Senior Research Fellow, Centre for Business Strategy, London Business School. Also, Professor of Strategic Management, European Institute for Advanced Studies in Management, Brussels, 1/84 - 8/84.
End 1980 – July 2000	<b>University of Illinois at Urbana-Champaign, USA:</b> <ul style="list-style-type: none"> <li>• Professor, Department of Business Administration</li> <li>• Member, I.B.E. Chair Search Committee, 1981-82</li> <li>• Member, Department Advisory Committee, 1981-86,</li> <li>• 1989-90</li> <li>• Coordinator, Strategic Management and Policy Group, 1981-83, 1985-86, 1988-89, 1990-91</li> <li>• Chairman, Search Committee for Director of Executive M.B.A.</li> <li>• Associate Head, Department of Business Administration, 1983-86.</li> <li>• Visiting Professor in Management, <b>University of Aston Management Center</b>, England, 1984-86.</li> <li>• Member, Search Committee for Dean of College of Commerce, 1985-86.</li> <li>• Chair of Search Committee for Chair in Entrepreneurship, 1985-86.</li> <li>• <b>Distinguished University Senior Scholar</b> for Academic Excellence (closed competition), <b>University of Illinois at Urbana-Champaign</b>, 1986-89. (Award of \$10,000 per year Research Fund for each of three years)</li> <li>• Chair, Search Committee for IBE Chair, January 1988.</li> </ul>

	<ul style="list-style-type: none"> <li>• Member of College of Commerce Executive Committee, 1988-89, 1990-91.</li> <li>• Chair of Search Committee for the Head of Economics Department, 1988-89.</li> <li>• Member of Campus Research Policy Committee, 1989-90.</li> <li>• Member of Campus Promotion and Tenure Committee, 1989-92.</li> <li>• Member of Search Committee for Vice-Chancellor of Research, 1991-92.</li> <li>• Member of Campus Continuous Improvement Committee, Framework for the Future, 1994-96.</li> <li>• Member of Campus-Wide Planning Committee for Campus Strategy, 1994-95.</li> </ul> <p>Member of Campus Advisory Team for University S<sup>3</sup> (Support, Systems, Services) Strategy Initiative, 1998.</p>
October 1975 – January 1979	<p><b>Australian Graduate School of Management</b>, Sydney, Australia: Foundation Professor of Management. Held on a visiting basis from October 1975 to February, 1977. [Chairman of M.B.A./M.P.A. Programme, 1977-79; Coordinator of Planning Task Force, 1977-78; Director of Doctoral Programme, 1977-80; Member of Senate and Professional Board, <b>University of New South Wales</b>, 1977-80.]</p> <ul style="list-style-type: none"> <li>• Summer 1977: Visiting Professor, London Business School (Decision Analysis Research)</li> <li>• Winter 1978: Visiting Professor, London Business School (Decision Analysis Research)</li> <li>• October 1978-January 1980: <b>Leave of absence without pay</b></li> <li>• January-June, 1979: Visiting Professor, Policy Division, School of Business Administration, <b>University of British Columbia</b>, Vancouver, Canada</li> <li>• June-December 1979: Visiting Professor of Business Administration, <b>University of Illinois</b></li> </ul>
1969 - 1977	<p><b>London Business School</b>: Permanent faculty member</p> <ul style="list-style-type: none"> <li>• 1969-72 Lecturer in Statistics and Operational Research</li> <li>• 1971-77 Director of Decision Analysis Unit, L.B.S.</li> <li>• 1972-75 Director of Doctoral Programme, L.B.S. Senior Lecturer in Statistics and Operational Research, L.B.S.</li> <li>• 1969 – 1980 Adjunct Professor of Management, <b>European Institute for Advanced Studies in Management (EIASM), Brussels, Belgium</b>. [Held in association with London Business School and AGSM appointment.]</li> </ul>
January – June 1975	Visiting Professor of Decision Theory and Analysis, <b>University of Southern California</b>
1969 - 1970	Foundation for Management Education and Ford Foundation Visiting Assistant Professor in Decision Analysis, <b>Harvard Business School</b>
1966 - 1969	<p><b>University of Edinburgh</b>: Lecturer in Statistics and Operational Research</p> <ul style="list-style-type: none"> <li>• 1967 (Summer) Visiting Fellow, <b>CORE</b>, Louvain, Belgium</li> <li>• 1968 (Summer) Visiting Fellow, <b>INSEAD/CEDEP</b>, France</li> </ul>
1965 (Summer)	<ul style="list-style-type: none"> <li>• Visiting Fellow, Statistics, <b>University of Wisconsin</b></li> </ul>
1964-65	Graduate Tutor and Assistant Lecturer in Statistics, <b>London School of Economics</b>

### Research Interests

- Risk analysis and risk taking
- Decision analysis and decision support
- Strategic groups
- Industry and competitive analysis
- The strategic theory of the firm – the resource-based view of the firm

- Strategic decision-making processes, problem formulation and planning
- International business and the management of state-owned enterprises
- Particular interests in strategic decision-making processes in high-technology industries such as electronics and pharmaceuticals and in the processes of strategic thinking in the finance and insurance-based sectors
- Resource-based and cognitive models of the firm and their role in understanding such issues as distinctive competences and competitor definition
- Global competitive strategy
- Technology and innovation management
- Creativity and entrepreneurship
- Management education and schools of business

### **Teaching Awards**

Cited as an outstanding teacher in executive programs at London Business School, University of Illinois, Kellogg School, Northwestern University, Templeton College, Oxford, the Australian Graduate School of Management and Singapore Management University.

Cited in the "List of Excellent Teachers" (compiled on the basis of student evaluations) at Edinburgh University, London Business School, University of Southern California, University of Illinois, Sloan School of Management, MIT, the Australian Graduate School of Management and Singapore Management University.

Named Outstanding Educator, Executive MBA Program, University of Illinois, 1986, 1988, 1989. Similarly Outstanding Professor in Executive MBA Program, SMU, 2012, 2013, 2014.

Named to College Alumni Association Excellence in Graduate Teaching Award, 1990. University of Illinois.

**Thesis Chairman, at London Business School**, of: Charles E. Love (now Simon Fraser University), Derek W. Bunn (now London Business School), Peter J. Burville (now British Telecom), Paul Morris (now Northeastern University) and Andrew R. Lock (now Leeds Business School).

Served on thesis committees of many doctoral students and acted, for three years, as **Director of the Doctoral Program** at London Business School.

**Thesis Chairman, at Australian Graduate School of Management**, of: Paul Greenwood and Daniel Samson (now University of Melbourne) and Monash University, Australia as well as Director of the Doctoral Programme.

**Thesis Chairman, at University of Illinois at Urbana-Champaign**, of: Inga Baird (Ball State), Avi Fiegenbaum (Michigan and Technion, Israel) now deceased, Wilbur Moulton (Toledo, now retired), Bill Bogner (Georgia State), Dennis Patterson, now deceased (Notre Dame), Yegmin Chang (Taiwan National University), Michael Levenhagen (Cal Poly, San Luis Obispo), J. R. M. Pandian (University of Woolongong), Kevin Fertig (University of Illinois), Mark Pruett (George Mason University), Donald E. O'Neal (University of Illinois, Springfield), John McIntosh (University of Nebraska), Kannan Ramanathan (Oklahoma City University), Philip Gorman (California State University-Northridge), Teresa Nelson (Suffolk University), Greg Winter (Oklahoma City University), and Charles Carroll (Groningen).

**Thesis Committee Member, at Illinois**, of: Prabhu De (Finance), Ivan Bull (Illinois), Pam Barr (Georgia State), Rachel Davis (NYU), Rhonda Reger (Maryland), Vijaya Narapareddy (Cal. State San Luis Obispo) and Tim Pollock (Penn State).

**Thesis Supervisor at Warwick**, of: Amanda Goodall (Leverhulme Fellow and University of Bonn, Cass (now Bayes) Business School), Taman Powell (Cardiff Business School), Fernando Fragueiro (IAE and

Harvard Business School), Andrew Bramley, Dohyeon Kim, Julie Davies (now Professor, University College, London, UK)

**Thesis Supervisor at LKCSB**, of: Miguel Soriano (LKCSB), Lim Chong Phung (LKCSB), and Yang Xuemei (LKCSB/CKGSB (China)).

**Thesis Committee Member** of: Richard R. Smith (Lee Kong Chian School of Business, Singapore Management University).

### **Research Grants**

- 1966-69: Co-investigator with Professor J. N. Wolfe, University of Edinburgh on "Economics of Science" - sponsored by SSRC, Departments of Science, Energy, Industry, UK (c.£100,000)
- 1966-69: Co-investigator with Professor Hilde Behrend, University of Edinburgh on "Attitudes Towards Incomes Policy" - sponsored by SSRC, Treasury, Department of Employment, UK (c.£75,000)
- 1971-77 (continued through January 1, 1979):  
Decision Analysis Research Grants to Decision Analysis Unit, London Business School (with Professor P. G. Moore) (Multi-year approx. £100,000 per year).
- Principal Investigator on SSRC grants:  
"Measurement Problems in Decision Analysis"  
"Decision Analysis and Policy"
- Principal Investigator, Atomic Energy Authority, Programmes Analysis Unit  
"Assessment of Subjective Probability"  
"Risk Assessment"
- Principal Investigator, British Insurance Association  
"Decision Analysis and Insurance"
- Other sponsorship by organizations such as Commercial Union, Post Office, Shell and Unilever Ltd.
- 1977-80: Continuing research grant in "Decision Making in Insurance" (as above) [AIA].
- Principal Investigator, "Management Education in Australia" (funded by AGSM, GMA Australia).
- 1981-82: Graduate College Research Board: Grant awarded (with Professor Charles Schwenk) for project entitled "Policy Dialogue as an Aid to Strategic Decision-Making." (c.\$10,000)
- 1982-83: Graduate College Research Board: Grant awarded (with Professor Irene Duhaime) for project entitled "An Evaluation of Formal Strategic Planning for Decision-Making." (c.\$12,500)
- 1983: Office of Naval Research: Grant awarded (with Professor Lou Pondy) to support conference and research in "Managing Ambiguity and Change." (c.\$40,000)
- 1983: Graduate College Research Board: Grant awarded to support a research project entitled "Risk-Taking and Strategic Management." (c.\$10,000)
- 1983: Hewlett Foundation, Office of International Programs and Studies: Competitive Fellowship, one of only three made, given to support research on state-owned enterprises. (c.\$15,000)

- 1984: Graduate College Research Board: Grant awarded (with Professor K. Ravi Kumar) to support a research project entitled "Game Theoretic Approach to the Evolution of Strategic Groups." (c.\$10,000)
- 1985: Graduate College Research Board: Grant awarded to support a research project entitled "Dynamic Aspects of Competitive Strategy in the Insurance Industry: A Strategic Approach." (c.\$10,000)
- 1985: Consultant Research Investigator: Alvey Project on the Evaluation of Emerging Technologies, London Business School, England.
- 1985: Project MICA Grant: Grant for a research project on "Information Technology and Corporate Strategy." (c.\$50,000)
- 1986: Named University Senior Scholar by the University of Illinois Foundation. Award of \$10,000 per year for three years. First award to College of Commerce, University of Illinois at Urbana-Champaign.
- 1988: Grant of \$25,000 awarded by C.E.R.L. (Construction Engineering Research Laboratory) for Industry Analysis of Construction Management Industry.
- Consultant Research Investigator and Chief Investigator, ESRC-UK Project on Cognitive Structures in Competitive Strategy, Manchester Business School. (£55,000)
- 1989: NSF Grant of \$95,000 for "Dynamics of Strategic Change" with Anne Huff (BA) and James Huff, Dept. of Geography.
- 1992-95: CIBER Grant, Principal Investigator, Department of Education, Washington (\$185,000 per year) for four years.
- 1994: Proctor and Gamble, GE and ATT Grants (with College of Engineering) for "Management of Technology" (\$450,000).
- 1998 Caterpillar Corporation Grant for Research on Risk and Decision Analysis (with D. Kleinmuntz and D. Sudharshan) (\$50,000).
- 2000- 2010 Warwick Business School (various grants e.g. AXA, Santander etc.) (Approx £250,000)
- 2015- 2018 Mastercard SMU Research Programme on Financial and Social Inclusion (\$500,000)
- 2015- 2018 Grants from EFMD, AACSB, GMAC to study the Evolution of Management Education Across the World (\$150,000)

### **Professional Organizations and Editorial Activities**

Appointed Inaugural Fellow of RRBM (Responsible Research in Business and Management) community, fall 2022

Awarded Cooper Medal for Outstanding Contribution and Leadership, British Academy of Management, September 2022

Fellow of the Learned Society of Wales, Summer 2021

Fellow of the European Academy of Management (EURAM), June 2021

Vice-Dean, 2019-2020 and Dean of Fellows, 2020-2022, British Academy of Management

Founding member and board member (2015-2021) of RRBM (Responsible Research in Business and Management) community, 2015-present

Distinguished Strategic Leadership Award, AACSB, 2014

Awarded **Richard Whipp Lifetime Achievement Award**, British Academy of Management, September, 2013

Member of the EFMD and EFMD GN Boards, 2011-2018

Hon. Life Member of European Foundation for Management Development (EFMD), 2008

Companion of Association of Business Schools, CABS, 2008

Vice-President for Business Schools of the European Foundation for Management Development (EMFD), 2000-2007.

Fellow of: British Academy of Management, Sunningdale Institute of the Cabinet Office, UK, 2007-2009  
Strategic Management Society, Academy of Management, U.S. Academy of Social Sciences UK, Learned Society of Wales, European Academy of Management, and Institute of Directors, UK

President of the Strategic Management Society (1997-2000)

Fellow of the Strategic Management Society, 1997

Dean of Fellows, Strategic Management Society, 2008-2011

Chair of the Board of GMAC (Graduate Management Admissions Council) (1999-2000)

Chair of Global Foundation for Management Education, 2007-2010

Chair of Association of Business Schools, UK, 2008-2010

Vice Chair and Chair of AACSB International, 2008-2010, Past chair, 2010-2011

Elected Vice-Dean (then Dean) Fellows Group, British Academy of Management, 2018-2022

Member of: Academy of International Business, U.S. British Academy of Management (BAM), Global Foundation for Management Education (GFME), Academy of Management (U.S) and Strategic Management Society (USA)

Editorial Board Member: Strategic Management Journal (1980-2010), Academy of Management Review (1988-93), Long Range Planning (Present)

Program Secretary and Council Member, Royal Economic Society, 1971-74.

Vice-President for Publications, Strategic Management Society, 1991-95.

Member of the Executive Committee, British Academy of Management, 1991-95.

Member of the Board, Strategic Management Society, 1992-2004.

President, Strategic Management Society; elected in 1994 for three-year term (1997-2000).

Past-President, Strategic Management Society (2000-2002)

Member of Executive Committee, Strategic Management Society (1993-2002)

Co-Chair of AACSB (American Association for Collegiate Schools of Business) Accreditation Committee, University of Iowa, 1994, 1995.

Chair of AACSB Accreditation Committee, University of Alberta, 1996.

Member of AACSB/AMBA Accreditation Committee, University of Warwick, 1999.

Chair of AACSB Review Team, Ivey Business School, University of Western Ontario, September, 2000.

Chair of AACSB Review Team, HEC Business School, Paris, October, 2000.

Elected as an Inaugural Fellow, British Academy of Management, March (1995).

Elected as Fellow, U. S. Academy of Management, 1999.

Member of the Board of Graduate Management Admissions Council (GMAC), 1996-2000. Vice-Chair of GMAC Board, 1998-1999; Chair of Board, 1999-2000.

Elected as Member of Board, AACSB, June 2000; re-selected February 2002 for further two-year term.

Member of Board of Directors, Beta Gamma Sigma (Academic Honour Society in Business), 1998-2000. Named as Governor Emeritus of Beta Gamma Sigma, 2011

Elected as Member of Academic Council, European Institute for Advanced Studies in Management, 2001-2011.

Member of International Accreditation Advisory Board, Association of M.B.A.s., 2002-2010

Member of AACSB Review Team, Henley Management College, 2001.

Chair of AACSB Review Team, University of Western Ontario, 2002.

Chair of AACSB Review Team, Australian Graduate School of Management, University of New South Wales, 2002.

Chair of AACSB Review Team, Rice University, Jones Graduate School, 2008.

Member of EQUIS Review Team, Mannheim Business School, 2009.

Editor of Technology, Strategy and Entrepreneurship series, Pergamon Press, 1990-2011.

Consulting Editor: Strategic Management and Decision Sciences, Emerald Publishing, 2012-2017.

Paper reviewer for Decision Sciences, Infor, Omega, Strategic Management Journal, Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Journal of Management Studies, Sloan Management Review, Management Science, Journal of the Operational Research Society.

### **Academic Honours and Awards**

State and Local Authority Awards, UK, 1961-64.

Social Sciences Research Council Fellow, UK, 1964.

First International Business Program Fellowship, University of Chicago, 1965-66 (closed fellowship awarded to outstanding graduate student, London School of Economics).

Ford Foundation Professorship and Foundation for Management Education Fellowship, 1969-70, Harvard Business School.

NATO Seminar Fellow, Conference on "The Role of Effectiveness of Decision Theories in Practice," Luxembourg, 1973. Topic: "Assessing Subjective Probability in Decision Analysis."

ILO Sponsored Visiting Professor/Distinguished Lecturer in Czechoslovakia (Prague, Bratislava, Kosice), 1974. [With Dr. L. D. Phillips (Brunel University)]

Invited paper, International Conference on "Theorie et la Decision," INSEAD/CEDEP, Paris, 1975. Topic: "Decision Analysis and Bidding."

Invited seminar series, IESE, San Sebastian, Spain, 1975. Topic: "Risk Analysis." [With Professor D. B. Hertz (Columbia), Professor P. G. Moore (London Business School)]

Invited paper, "International Conference on Analytic Approaches in Strategic Management," INSEAD, Paris, 1976. Topic: "Decision Analysis and Policy."

Invited paper, "The Field of Policy Analysis: Education in Business Policy and Strategic Management," presented at First National Conference on Management Education, Australian Graduate School of Management, Sydney, 1978.

Invited paper, "Measurement Problems in Decision Analysis: Research Issues and Questions," International Social Sciences Research Council Symposium, London, 1981.

Invited paper, "Risk Analysis, Capital Asset Pricing and Strategic Management," presented at Inaugural International Conference of Strategic Management Society, "Global Strategic Management in the 1980's," London, 1981.

Co-chairman with Professor D. Gardner (Illinois) of an International Symposium, "Strategic Marketing and Management," University of Illinois, May 1982. The symposium was sponsored by the American Marketing Association and the University of Illinois. Proceedings published by John Wiley and Sons, 1985.

Co-chairman with Professor A. Negandhi (Illinois), Professor K. L. K. Rao (Indian Institute of Management) of International Conference, "State Owned Multinationals and International Business." This International Conference was held at Allerton Conference Center, Illinois, November 1982.

Invited paper at Strategic Management/Business Policy International Symposium, Arlington, Texas, February 1983, "Effects of Decision Aids on Problem Structuring and Solution Quality" (with Professor C. Schwenk).

Co-Chairman with Professor Lou Pondy (Illinois) and Dr. Michael McCaskey (President, Chicago Bears) of symposium entitled "Managing Ambiguity and Change." This symposium was held at the Illini Union, November 1983.

Hewlett Fellowship, Office of International Programs and Studies, 1983-84 to support research on state-owned enterprises.

Chair of European Doctoral Consortium in Strategic Management, EIASM, Brussels, June 1984 and Co-Chair of Workshop on European Strategic Management Research, EIASM, Brussels, June 1984.

Invited paper at UK Operational Research Society Special One-Day Symposium entitled "Subjectivity in Operational Research." Presented one of only five papers: "Subjectivity in Decision Analysis," November 1984.

Invited paper at Prince Bertil Symposium on Global Strategies to celebrate 75th anniversary of the Stockholm School of Economics, November 1984.

Invited paper on Strategy Taxonomies given at an International Conference on Strategy in Retailing, England, November 1985, sponsored by Arthur Young, Management Consultants.

Awarded University Senior Scholar Designation (University of Illinois award), 1986-1989. [Only ten awarded per year for academic excellence throughout the University of Illinois. System Grant of \$30,000.]

Chair of European Doctoral Consortium in Strategic Management, May 1986 and Co-Chair of Workshop on Strategy in Service Industries, EIASM Brussels, May 1986.

Co-Chair (with Anne Huff) of Workshop on "Managing Information for Competitive Advantage," sponsored by OIM and IBM, Champaign, November 1986.

Co-Chair (with Joe Porac) of Workshop on "Managerial Thinking in Competitive Environments," Boston, October 1987.

Best Paper Prize (with Joe Porac) for "Taxonomic Structures in Managerial Cognition: Evidence from Retailing" 2nd Conference on Decision-Making and Information Processing: Contextual Influences, SUNY Buffalo, June 9-10, 1988.

Co-Chair with Herman Daems (Harvard) Workshop in Competitive Strategy. European Institute for Advanced Studies in Management, November 1988.

Chair of Conference on Theory Development in Strategy, Illinois 1990 (sponsored by Office of International Strategic Management).

Chair of Doctoral Consortium in Strategy, Academy of Management, San Francisco, CA, August 1990.

Co-Chair (with R. Sanchez and A. Heené) of Workshop in Competence Based Competition, EIASM, Brussels, November 1993.

Co-Chair of Conference with Mike Shaw, Global Information Technology and Electronic Commerce, Beckman Institute, University of Illinois, 1996 (Co-sponsored with National Center for Supercomputing Applications).

Awarded AAA/AICPA National Prize for Best Accounting Monograph Relating to Theory and Practice, 1998 for 'Accounting Organisations Through a Strategic Systems Lens' (with T. Bell, F. Marrs and I. Solomon).

Cited in International Who's Who and Who's Who in America.

Awarded Outstanding Lifetime Achievement Award EFMD, 2008

Awarded Richard Whipp Lifetime Achievement Award BAM, 2013

Awarded Strategic Leadership Award, AACSB 2014

In a global study by Stanford University (<https://doi.org/10.1371/journal.pbio.3000918>), Howard Thomas was ranked among the top scientists in the world in the field of business and management (2019/2020)

Awarded RRBM (Responsible Research in Business and Management) IACMR Research Award, 2020, for published book (H. Thomas & Y. Hedrick-Wong) "Inclusive Growth" (Emerald, 2019)

Awarded Cooper Leadership Award BAM, 2022

### **Consulting Experience (Selected)**

Lecturer on In-Company Training Courses and for external bodies which include:

- (i) The British Institute of Management
- (ii) The Civil Service College
- (iii) The Glacier Institute of Management
- (iv) Institute of Chartered Accountants
- (v) Institute of Marketing
- (vi) Philips N.V.
- (vii) Unilever

- (viii) Johnson and Johnson
- (ix) State Farm Insurance
- (x) SingHealth

Chief Examiner in Marketing Research and Applied Statistics, Institute of Marketing. Ph.D. Committee Chairman for several theses in the area of decision analysis.

Editorial Adviser and Consultant on strategic management texts to publishers such as Croom Helm Ltd., Elsevier Emerald Publishing, Harper and Row, Penguin, Pergamon, Pitman, Sage John Wiley Ltd., Springer, Verlag.

Consultant to Wood, Mackenzie Ltd., Stockbrokers, Edinburgh, in the fields of investment policy and quantitative approaches to investment management.

Consultant to J. Sainsbury Ltd., on decision analysis applications in retailing.

Consultant to Economic and Social Research Institute, Dublin, on Incomes Policy Research.

Consultant to Computerguard Ltd., on decision analysis applications in the detection and insurance of fidelity guarantee risks.

Consultant to Sandoz Ltd., on the application of decision analysis to strategic pharmaceutical R & D management.

Consultant to B.O.C.M. Silcock Ltd., on the application of decision analysis to strategic problems in the agribusiness field.

Consultant to Hewlett-Packard Ltd., on R & D management decision-making policy.

Consultant to B.P. Ltd., on the role of risk analysis in oil and gas exploration policy.

Consultant to Ferguson Industrial Holdings on board-level strategic relocation decisions.

Consultant to Unilever Ltd., on decision theory-involving training, education and implementation of decision analysis at senior management level.

Consultant to Civil Aviation Authority on the application of decision analysis to strategic decision-making in the aviation field.

Consultant to BIA and several insurance companies on the management of risk in insurance.

Consultant to Department of Energy on the formulation of oil and gas policy.

Consultant to James Scott & Sons Ltd., and the Electrical Contractors Association on the application of decision analysis in contract management (with foreign exchange risk problems).

Consultant to Civil and Civic, Sydney, at senior management-level on decision-making in contracting and purchasing.

Consultant to Commercial Union at senior executive director level on management applications of decision analysis.

Consultant to Reserve Bank, Australia on education, planning and decision analysis problems.

Consultant to various government agencies, Canberra, Australia.

Consultant to Alcoa, Australia on education and planning.

Consultant to Amoco, Australia on planning and decision analysis.

Consultant to Telecom, Australia on public sector planning.

Consultant to Department of Administrative Services, State of Illinois.

Consultant to Department of Mental Health, State of Illinois.

Consultant to Urbana Chamber of Commerce, Long-Range Planning Committee.

Consultant to Shell UK on strategic planning and executive education.

Consultant on strategic management to Cabot Corporation.

Consultant on strategic planning to Motorola.

Consultant on strategic planning and board advisor to Consolidated Communications.

Consultant on strategic planning to Regency Associates.

Consultant on strategy to Dean Foods.

Consultant on strategy to SURS.

Consultant on strategy to Johnson & Johnson and to Central Management Services, State of Illinois.

Member of the Board, Bank One, Champaign-Urbana, 1992-95.

Consultant on strategy to Square D, Groupe Schneider and USG.

Consultant on strategy, State Farm Insurance, 1991-2000.

Member of the Board, State Farm Bank, State Farm Insurance 1996-2016.

Consultant to Cabinet Office, UK, 2007-2009.

Consultant to AKEPT, Higher Education, Malaysia, 2009, 2011.

Consultant to EMERALD Publishing on strategy development, 2012-2017.

Strategy Consulting for HULT International Business School, UK 2017-2018, Newcastle University Business School 2019-2020 and City University, UK, 2019, Nottingham University, UK (2021).

Member of International Advisory Board, WU Vienna, Austria (2007-2023);  
Awarded WU Vienna Gold Medal, WU Vienna, 2023

Member of Advisory Board, GIBS, University of Pretoria, Johannesburg, South Africa, 2015-Present.

Member of Advisory Board, Northumbria University, UK, 2009-2013.

Member of Advisory Board, Birmingham Business School, UK, 2014-2018.

Member of International Advisory Board, HEC Montreal, 2019-present.

Member of Advisory Board, Cardiff University Business School, 2021 – present

Member of Advisory Board, Onsi Sawiris School of Business, American University of Egypt, Cairo (AUCE), 2025 - present

**I. Publications or Accepted for Publication**

Books/Monographs

Incomes Policy and the Individual (with H. Behrend), Oliver and Boyd, Edinburgh, 1967.

Decision Theory and the Manager, Pitman/Times Management Library, London, 1972.

Anatomy of Decisions (with P. G. Moore), Penguin, London, 1976.

Case Studies in Decision Analysis (with P. G. Moore), Penguin, London, 1976.

Modern Decision Analysis (with G. M. Kaufman), Penguin, London, 1977.

Mathematics for Business Decision, Volume I: Basic Mathematical Skills, University of New South Wales, Sydney, 1978 (preliminary edition).

Mathematics for Business Decision, Volume II: Mathematics for Optimisation and Resource Allocation, University of New South Wales, Sydney, 1978 (preliminary edition).

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Formal Methods in Policy Formulation (with D. W. Bunn), Birkhauser Verlag, Basel, 1978.

Risk Analysis and its Applications (with D. B. Hertz), Wiley, New York and Chichester, 1983.

Practical Risk Analysis (with D. B. Hertz), Wiley, New York and Chichester, 1984.

Strategic Marketing and Management (with David M. Gardner), Wiley, New York and Chichester, 1985.

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Risk and Strategy (with R. Bettis), JAI Press, Greenwich (CT), 1990.

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Perspectives on Theory Building in Strategic Management, ed., special issue of Journal of Management Studies, Vol. 30, (1) (January), 1993.

Strategic Groups, Strategic Moves and Performance (with H. Daems), Pergamon Press, New York, 1994.

Building the Strategically-Responsive Organization (with D. O'Neal, R. White and D. Hurst), Wiley, Chichester and New York, 1995.

Strategic Renaissance and Business Transformation (with D. O'Neal and J. Kelly), Wiley, Chichester and New York, 1995.

Entrepreneurship: Perspectives on Theory Building (with I. Bull and G. Willard). Elsevier, Oxford (England), 1995.

Drugs to Market (with W. C. Bogner), Elsevier, Oxford (England) 1996.

Strategic Integration (with D. O'Neal), Wiley, Chichester and New York, 1996.

Dynamics of Competence-Based Competition: Theory and Practice of Competence-Based Competition (with A. Heene and R. Sanchez), Elsevier Science, Oxford (UK), 1996.

Strategy, Structure and Style (with D. O'Neal, M. Ghertman), Wiley, Chichester, 1997.

Strategic Discovery: Competing in New Arenas (with D. O'Neal and R. Alverado) Wiley, Chichester, 1997.

Auditing Organizations Through a Strategic Systems Lens (with T. Bell, F. Marrs, and I. Solomon), KPMG Peat Marwick, New York, Monograph, 1997. [Awarded AAA/AICPA monograph prize, 1998.]

Strategic Flexibility: Managing in a Turbulent Environment (with G. Hamel, C. K. Prahalad and D. O'Neal), Wiley, Chichester, 1998.

Handbook of Strategy and Management (with A. M. Pettigrew and R. Whittington, eds.), Sage Publications, London and CA, 2002. [Paperback ed. 2006]

Take/off or Tail off: An Evaluation of the Capability Review Programme (Cabinet Office, 2007 published by the Sunningdale Institute).

The Global Landscape of Management Education, (joint report: H. Thomas (Chair)), GFME, 2008 (Emerald Publishing).

An Evaluation of UK Management Research (Report for Economic and Social Research Council, 2008)

Strategy: Analysis and Practice (with John McGee and David Wilson), McGraw-Hill, 2005. 2nd edition, 2010.

Strategic Leadership in Business Schools: Keeping One Step Ahead (with Fernando Fraguero). Cambridge University Press, 2011.

Promises Fulfilled and Unfulfilled in Management Education (with B.L Thomas and A.Wilson). Emerald Publishing, UK, 2013.

The Business School in the 21st Century: Emergent Challenges and New Business Models (with Peter Lorange and Jagdish Sheth). Cambridge University Press, 2013.

Human Capital and Global Business Strategy (with Richard R. Smith and Fermin Diez). Cambridge University Press, 2013.

Securing the Future of Management Education: Competitive Destruction or Constructive Innovation? (with Michelle Lee, Lynne Thomas and Alexander Wilson). Emerald Publishing, UK, 2014.

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"Subjective Probability and its Measurement," (with J. M. Hampton and P. G. Moore), in Concepts and Applications of Modern Decision Models, V. M. Rao Tummula and R. C. Henshaw, MSU Business Studies, East Lansing (MI), 1976, pp 65-87

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- "An Extension of Market Segmentation: Strategic Segmentation," (with F. W. Winter), in Strategic Marketing and Management, H. Thomas and D. M. Gardner (eds.), Wiley, New York and Chichester, 1985, pp 253-267
- "Strategic Marketing: History, Issues and Themes," (with David M. Gardner), in Strategic Marketing and Management, H. Thomas and D. M. Gardner (eds.), Wiley, New York and Chichester, 1985, pp 17-41
- "SOE's: A New Challenge," (with A. R. Negandhi and W. Emmons), in Multi-National Corporations and SOE's: A New Challenge in International Business, A. Negandhi, H. Thomas, K. L. K. Rao (eds.), Research in International Business and International Relations, Vol. 1, JAI Press, Greenwich (CT), 1986, pp 1-13
- "Beyond the Present State: Agenda for the Future," (with A. R. Negandhi and W. Emmons), in Multinational Corporations and SOE's: A New Challenge in International Business, A. Negandhi, H. Thomas and K. L. K. Rao (eds.), JAI Press, Greenwich (CT), 1986, pp 299-309
- "Strategic Management and SOE's: A European Perspective," in Multinational Corporations and SOE's: A New Challenge in International Business, A. Negandhi, H. Thomas and K. L. K. Rao (eds.), JAI Press, Greenwich (CT), 1986, pp 109-129
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- "Understanding Strategic Decision Processes in SOE's," (with T. Hafsi), in Strategic Management Research: An European Perspective, J. McGee and H. Thomas (eds.), Wiley, Chichester (UK), pp 219-245
- "Strategic Group Analysis and Strategic Management: Patterns and Trends in Existing Research," (with J. McGee) in Strategic Management Research: A European Perspective, J. McGee and H. Thomas (eds.), Wiley, Chichester (UK), pp 139-171
- "Linear Models as Aids in Strategic Decision-Making," in Judgmental Forecasting, G. Wright and P. Ayton (eds.) Wiley, New York, 1987, pp 215-228
- "Knowing the Competition: The Mental Models of Retailing Strategists," (with J. Porac and B. Emme), in Business Strategy and Retailing, G. N. Johnson (ed.), Wiley, New York, 1987, pp 59-79
- "The Impact of Technological Change on Industry Structure and Corporate Strategy: The Case of the Reprographics Industry in the United Kingdom," (with A. Ghazanfar and J. McGee), in Management of Strategic Change, A. Pettigrew (ed.), Basil Blackwell, Oxford, 1987, pp 166-191
- "Strategic Management and Information Systems: Changing Trends, Planning Linkages and Research Issues," (with T. Rangunathan and N. Venkatraman), in Management Information Systems Planning, J. Chandler and H. P. Holzer (eds.), Basil Blackwell, Oxford, 1988, pp 150-170
- "Diversity and Profitability: Evidence and Future Research Directions," (with R. M. Grant), in Competitiveness and the Management Process, A. Pettigrew (ed.), Basil Blackwell: Oxford, 1988, pp 68-86
- "Making Sense of Complex Industries," (with J. McGee), in Strategies in Global Competition, N. Hood and J. E. Vahlne (eds.), Croom Helm, London, and Routledge, Kogar, Paul, 1988, pp 40-78
- "Effects of Strategic Decision Aids on Problem-Solving: A Laboratory Experiment," (with C. R. Schwenk), in Strategic Management Frontiers, John Grant (ed.), JAI Press, Greenwich (CT), 1988, pp 399-415

"Technology and Strategic Management: A Research Review," (with J. McGee), in Information Management, M. Earl (ed.), Pergamon Press, Oxford, 1988, pp 7-33

"Policy Dialogue in Strategic Planning: Talking Our Way Through Ambiguity and Change," in Managing Ambiguity and Change, L. R. Pondy, R. Boland, H. Thomas (eds.), Wiley, Chichester (U.K), 1988, Ch. 4, pp 51-77

"Managing in Ambiguous and Uncertain Conditions: The Case of State-Controlled Firms in France," in Strategic Issues in State-Controlled Enterprises, T. Hafsi (ed.), JAI Press, Greenwich (CT), 1989, pp 113-135

"Implementing Decision Analysis: Problems and Opportunities," in Organization and Decision Theory, I. Horowitz (ed.), Kluwer, Boston, 1989. pp 213-245

"Stakeholder Risks and the Risk-Return Paradox," (with A. Fiegenbaum), in Risk and Strategy, H. Thomas and R. Bettis (eds.), JAI Press, Greenwich (CT), 1990, pp 111-137

"What is Risk Anyway: The Meaning of Risk in Strategic Management," (with I. S. Baird), in Risk and Strategy, H. Thomas and R. Bettis (eds.), JAI Press, Greenwich (CT), 1990, pp 21-52

"Risk Analysis Approaches and Strategic Management," (with D. B. Hertz), in Risk and Strategy, H. Thomas and R. Bettis (eds.), JAI Press, Greenwich (CT), 1990, pp 3-21

"Entrepreneurship, Cognition, and Framing Complex Environments: Evidence from Computer Software Start-Ups," (with M. Levenhagen), in Recent Research in Entrepreneurship, H. Klandt (ed.), Avebury of Ashgate, Aldershot (England), 1992

"The Formation of Emergent Markets: Strategic Investigations in the Software Industry," (with J. Porac and M. Levenhagen), in Implementing Strategic Processes: Change, Learning, and Cooperation, P. Lorange, B. Chakravarty, J. Roos, and A. Van de Ven (eds.), Basil Blackwell, Oxford (UK) and Cambridge (MA), 1992, pp 145-164

"The Subjective Organization of the Scottish Knitwear Industry," (with J. Porac, C. Carroll, F. Wilson, and D. Paton), in Implementing Strategic Processes: Change, Learning, and Cooperation, P. Lorange, B. Chakravarty, J. Roos, and A. Van de Ven (eds.), Basil Blackwell, Oxford, 1992, pp 239-52

"Competitive Positions of European Firms in the U.S. Pharmaceutical Market," (with W. Bogner), in The Prescription Drug Market, C. Huttin and N. Bosenquet (eds.), North-Holland, Amsterdam, 1992, pp 181-203

"Emergent Industry Leadership and the Selling of Technological Visions: A Social Constructionist View," in Strategic Thinking, Leadership and the Management of Change, J. Hendry et al. (eds.), Wiley, Chichester (U.K), 1994, pp 69-89

"Core Competence and Competitive Advantage: A Model and Illustrative Evidence from the Pharmaceutical Industry," (with W. C. Bogner), in Competence-Based Competition, G. Hamel and A. Heene (eds.), Wiley, Chichester (U.K), 1994, pp 111-144

"Modeling Strategic Group Movements: A Markovian Approach and an Example," (with M. J. Tang and A. Fiegenbaum), in Strategic Groups, Strategic Moves and Performance, H. Daems and H. Thomas (eds.), Pergamon, Press Oxford, 1994, pp 331-339

"The Firm-Specific Aspects of Strategic Group Dynamics," (with W. C. Bogner and J. R. Pandian), in Strategic Groups, Strategic Moves and Performance, H. Daems and H. Thomas (eds.), Pergamon Press, Oxford, 1994, pp 299-329

"The Linkage Between Strategy, Strategic Groups and Performance in Two Contrasting UK Industries," (with P. Lewis), in Strategic Groups, Strategic Moves and Performance, H. Daems and H. Thomas (eds.), Pergamon Press, Oxford, 1994, pp 261-278

- "The Concept of Strategic Groups as Reference Groups: An Adaptive Model and An Empirical Test," (with A. Fiegenbaum), in Strategic Groups, Strategic Moves and Performance, H. Daems and H. Thomas (eds.), Pergamon Press, Oxford., 1994, pp 235-260
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- "The Dynamics of Strategic Change," (with A. S. Huff and J. O. Huff), in Strategic Groups, Strategic Moves, and Competitive Strategy, H. Daems and H. Thomas (eds.) Pergamon, Oxford, 1994, pp 31-62
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