

Google Scholar Profile:

<https://scholar.google.com/citations?user=IbQYuO4AAAAJ&hl=en&oi=ao>

**Dr. Yusaf H. Akbar**

April 2026

British and Hungarian Citizen

### **Current Position**

Professor in Management, Central European University, Vienna

Faculty Director, PhD Business Administration (since 2022)

Co-Founder and Director, Executive MBA (2018-22)

### **Education**

*DPhil*, Sussex European Institute, University of Sussex, UK, 2000.

Dissertation: “The Links between Trade and Competition Policy”

Examiners: Professor John Stopford, London Business School.

Dame Margaret Sharp, Professor Emeritus, Science Policy Research Unit.

*MA*, College of Europe, Bruges, Belgium, 1993.

Thesis: “Intra-industry Trade and Structural Adjustment”

*BA with Honors*, Economics with French, University of Sussex, UK, 1992.

### **Research Activity and Selected Publications**

Faculty Fellow, Institute for Advanced Study, Budapest (Sept 2016-Jan 2017 & Sept-Dec 2023)

Founding Editor, *International Journal of Emerging Markets*, Published by Emerald

Member of Editorial Advisory Board, *European Journal of International Management*;  
*Journal of Asia-Pacific Business*

Ad-hoc reviewer for *Cross-Cultural Management and Strategy*, *Entrepreneurship Theory and Practice*, *Journal of Cleaner Production*, *Journal of International Management*, *Journal of World Business*, *Management Decision*, *International Business Review* and *Thunderbird International Business Review*

Manuscript Reviewer for Informa Publishers (Taylor and Francis) and Prentice-Hall

### **Recent and Current Dissertation Supervision**

Nenad Apostoloski , “Three Essays on Effectuation”, November 2022, *Summa Cum Laude*

Anass Karzazi, “Modeling Trust in Consumer-to-Consumer Sharing Platforms”, November 2022, *Magna Cum Laude*

Gaurav Kumar, “Essays on Open and Collaborative Innovation in Large Scale Construction Projects”, Expected defense – April 2026

Ahmad Sheyubov “A Qualitative Exploration of Organizational Structure across The Top Five Professional Football Leagues: Organizational Effectiveness, Foreign Ownership, Financial and Sporting Performance”, Expected defense – mid 2026

Rusudan Kvantaliani, “An Analysis of the Perceived Impact of Generative AI on White Collar Employment”, Expected defense – end 2026

Chulumanco Macingawe, “Reconfiguring Access: Structural Barriers to Black-Owned Participation in Outsourced Services within South Africa’s Primary Industries” - Expected defense – end 2027

Johannes Hummer, “How did we get here? A Stakeholder Analysis of OTT regulation in Telecommunications” - Expected defense – end 2027

### ***Current Working Papers and Research-in-Progress***

Akbar, Y. & Kisilowski, M. (2026) “When States Listen: Entrepreneurial Uses of Nonmarket Strategies in Western Europe and the Post-Socialist World” (Under Review at *California Management Review*)

Akbar, Y. & Tracogna, A. (2026) “Geopolitical Uncertainty and the Evolving Internationalization Strategies of Small and Medium Enterprises: An Exploratory Analysis” (Under review at *Critical Perspective on International Business*)

Yildiz, E., Akbar, Y. and Tracogna, A. (2025) “Confronting Epistemic Injustice through Platform Design: Insights from Transaction Cost Economics” (Submitted to *New Media & Society*)

Apostoloski, N. and Akbar Y. (2025), “Entrepreneurial Decision-Making in Internationalization: A Configurational Approach” (submitted to *Strategic Entrepreneurship Journal* November 2025).

Layes, J., Sharma, S., Akbar Y. & Esposito, M. (2025) “Turning Systemic Vulnerabilities into Strategic Opportunities: A Research Proposal for Societal Grand Challenges”, presented at Strategic Management Society Special Conference, Palermo, May 2025

Layes, J., Sharma, S., Akbar Y. & Esposito, M. (2025) “Integrating Effectuation, AI, and Strategic Calibration: A Conceptual Framework”, (working Paper underway)

Greene, I. and Akbar Y. (2025), "Two Classrooms, One Lens: Rethinking the Corporation from Los Angeles to Vienna" (working paper underway)

Akbar Y. and Andrea Tracogna (2022), "Growth Pathways of peer-to-peer Sharing Platforms: A Transaction Cost Economics Perspective". Revise and Resubmit (manuscript resubmitted) at *Journal of the Knowledge Economy*

Karzazi, A. and Akbar Y. (2022), "What Motivates User Participation on Consumer-to-Consumer Sharing Platforms?" (working paper completed, currently targeting journals).

### **Research Publications (since 2018)**

Esposito M. and Akbar Y. (2027) *Who rules the Internet? Polycentric Governance and the Political Economy of the Digital Commons*. Routledge. *Forthcoming*

Akbar, Y. and Tracogna, A. (2027) Reimagining Value Creation: Digital Business Models in a Global Context, Guest Editor, Special Issue of *Administrative Sciences*. *Forthcoming*.  
[https://www.mdpi.com/journal/admsci/special\\_issues/7831E0062L](https://www.mdpi.com/journal/admsci/special_issues/7831E0062L)

Akbar, Y. (2026) *A Research Agenda for Emerging Markets*. Edward Elgar. *Forthcoming*.

Akbar Y. and Eszter Fabriczki (2026), "Nonmarket Dynamic Capabilities: Managing Business Environment Turbulence" *European Journal of International Management*, 28 (1), pp 1-23. **5yr Impact Factor 3.128. 2.5 (Scopus CiteScore)**.

Akbar, Y. & Mark Esposito (2025) "Generative AI: Technology Utopia or Disaster Waiting to Happen?" in Roos et al. (Eds) *The AI Ready Organization* Forbes Thinkers50

Esposito, M., Akbar Y. and Francis Campbell (2025), *Digitalization in Emerging Economies*. Cambridge Elements. Cambridge University Press.

Prentice, C., Tracogna, A. & Akbar, Y.H. (2024) The Paths to an Enhanced Ecosystem for International Hotel Chains. *Journal of the Knowledge Economy* (**5-yr Impact Factor 3.6**)

Akbar, Y.. and Kvantaliani, R. (2024), "Nonmarket Strategies of Airlines in a COVID-19 World and Beyond", McCarthy, P.S. (Ed.) *Airlines and the COVID-19 Pandemic (Advances in Airline Economics, Vol. 11)*, Emerald Publishing Limited, Leeds, pp. 49-69

Akbar, Y. H., & Tracogna, A. (2024). Travel and tourism sharing platforms: governance and monetization strategies. *Current Issues in Tourism*, 1-16. (**5yr Impact Factor 7.6; Scopus CiteScore 13.7**).

Akbar Y. and Maciej Kisilowski (2023), "Bargaining and Nonbargaining Nonmarket Strategies: A General Model and Data from Post-Communist Countries" *Business and Society*, 62 (8) (**5yr Impact Factor 7.389**)

Akbar Y. and Andrea Tracogna (2023), "Growth Pathways of peer-to-peer Sharing Platforms: A Transaction Cost Economics Perspective" *Journal of the Digital Economy* 1(1) 209-226

Akbar, Y. (2022), "Time to call time on emerging markets: a critique and a new agenda", *Critical Perspectives on International Business*, ahead-of-print. **Impact Factor 2.7 (Scopus CiteScore).**

Akbar, Y., Balzano, M., & Bortoluzzi, G. (2022). "The relationship between Innovation and Internationalisation of SMEs: a review of theoretical perspectives" in Dikova, D. and Ipsmiller, E. (eds) *Research Handbook on Innovation in International Business*. London: Edward Elgar, June 2022.

Van Vo, D., Akbar, Y. H., & Truong, L. D. (2021). The moderating role of subsidiary size on the association between institutional distance and subsidiary's access to complementary local assets: Evidence from Vietnam. *Journal of Asia Business Studies*, 16(6), 963-987. **3yr Impact factor 2.7 (Scopus CiteScore)**

Akbar Y. (2021), "Biden's Antitrust Turn: The 2021 Executive Order and its implications for Firms and their Executives" *California Management Review Insights*, Available at: <https://cmr.berkeley.edu/2021/10/biden-s-antitrust-turn-the-2021-antitrust-executive-order-and-its-implications-for-firms-and-their-executives/>

Akbar Y. (2021), "President Biden's Antitrust Counter-revolution: Implications for Business", *World Competition: Law and Economics Review*, Vol. 44 Issue 4 (December 2021)

Apostoloski, N., Akbar, Y., Dikova, D., & Veselova, A. (2021). Internationalization performance effects of causation and effectuation: a contingency approach. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 16269). Briarcliff Manor, NY 10510: Academy of Management.

Akbar, Y. H., & Kisilowski, M. (2020). To bargain or not to bargain: Airlines, legitimacy and nonmarket strategy in a COVID-19 world. *Journal of Air Transport Management*, 88, 101867. **(5-yr Impact Factor 4.134)**

Akbar Y. and Andrea Tracogna (2019), "The Strategic Governance of Sharing Platforms: Transaction Costs and Integration Mechanisms" in De Luna, Bertran, Lladós-Masllorrens, Liebana-Cabanillas (eds) (2019) *Sharing Economy and the Impact of Collaborative Consumption* London: IGI Global.

Akbar Y. and Andrea Tracogna (2018), "The Sharing Economy and the Future of the Hotel Industry: Transaction Cost Theory and Platform Economics" *International Journal of Hospitality Management* 71 (2): 91-101 **(5-yr Impact Factor 5.470).**

Todorov, K. and Yusaf Akbar (2018) *Strategic Management in Emerging Markets: Aligning Business and Corporate Strategy*. London: Emerald. December 2018

Akbar, Y., Balboni, B., Bortoluzzi, G., Dikova, D. and Andrea Tracogna, (2018), “Disentangling Resource and Mode Escalation in the Context of Emerging Markets. Evidence from a Sample of Manufacturing SMEs” *Journal of International Management* 24.3 (2018): 257-270 (**5-yr Impact Factor 3.763**)

Van Dut, V., Akbar, Y. H., Dang, N. H., & Hanh, N. K. (2018). The Impact of Institutional Distance on the Choice of Multinational Enterprise’s Entry Mode: Theory and Empirical Evidence from Vietnam. *Asian Journal of Business and Accounting*, 11(1), 71-95.

Akbar, Y. and Kisilowski, M. (2018), “Strategic Frontiers on the Transnational Periphery: Lessons in Non-Market Strategy from Eastern Europe and Central Asia” chapter in Demirbag, M. (Ed), *Comparative Capitalism and the Transitional Periphery: Firm Centred Perspectives*. London: Edward Elgar Publishers

### **Business Case Studies**

“Herend Porcelain Manufactory: Designing Strategy in a COVID-19 World”, Ivey Cases, University of Western Ontario, (Case Number W27119)

“Miutcánk: A Neighbourhood-Building Network” (2020), Ivey Cases, University of Western Ontario, June 2020 (Case Number 9B20M099)

“BMB: Sweetening the World” (2017), Ivey Cases, University of Western Ontario, October 2017 (Case number: 9B17M147)

“Smollan Group: Global Growth Opportunities in Retail Solutions” (2016) Published by the Case Centre (Case 316-310-1)

“Vendedy: Bringing Street Markets to the World” (2016), Ivey Cases, University of Western Ontario, July 2016 (Case number: 9B16M135)

“Hummus Bar Raises The Bar: Dipping Into International Markets” (2013) with Ilan Alon and Jennifer Dugosh. Published by Ivey Cases, University of Western Ontario, July 2013 (Case number: 9B13M060)

“Datwyler: Investing in India” with Pieter Coppens (2013). Published by the Case Centre, September 2013 (Case 313-201-1)

“Vienna International Airport and Terminal Check-in 3” (2013). Published by the Case Centre, September 2013 (Case 313-202-1)

“Zwack Unicum - A Tradition of Innovation Amidst Challenges” (2010), *Emerald Emerging Market Cases*, Vol. 1, Issue 1, pp 1-18. Runner-up in the CEEMAN Annual Case Competition, 2010

### **Previous Peer-Review Journal Articles**

Ruzzier, M., Tracogna, A., Bortoluzzi, G. and Yusaf Akbar (2017), “The Growth Challenge of Western SMEs In Emerging Markets: An Exploratory Framework And Policy Implications” *Managing Global Transitions: An International Journal* 15 (3): 291-314

Akbar, Y. and Kisilowski, M. (2016), “Winning the Non-Market Game (Pazar Dışı Oyunu Kazanmak)” – *Harvard Business Review*, Turkey Edition, July 2016.

Akbar, Y., Balboni, B., Bortoluzzi, G. and Andrea Tracogna, (2016) “SME Export Performance, Capabilities and Emerging Markets: The Impact of Institutional Voids” in *European Journal of International Management* Volume 11, Issue 2 pp. 201-226 (**5yr impact factor 2.851**)

Akbar, Y. and Kisilowski, M. (2015), “Managerial Agency, Risk, and Strategic Posture: Nonmarket Strategies in the Transitional Core and Periphery”, *International Business Review* Volume 24, Issue 6, pp. 984–996 (**5yr impact factor 4.030**)

Jamilov, R. and Akbar Y. (eds) (2015), Neo-Transition Economics, *International Finance Review*, Volume 16, *Book Series* London: Emerald.

Akbar, Y. and Kisilowski, M. “Central and East Europe” in Lawton, T. and Rawani, T. (2015), *Routledge Companion on Non-Market Strategies*, London: Routledge.

Akbar, Y., Nemeth, A. and Hans-Martin Niemeier (2014), “Here We Go Again...The Permanently Failing Organization: An Application to the Airline Industry in Central and East Europe”, *Journal of Air Transport Management* Vol. 35 Issue 1 pp. 1–11 (**5yr impact factor 2.7**).

Akbar, Y. and Vukan Vujic (2014), “Explaining Corruption: The Role of Cultural Theory and Implications for International Management”, *Cross-Cultural Management and Strategy* Vol. 21, Issue 2, pp. 191-218 (**5yr impact factor 2.619**). **Paper cited as Notable Article by Journal Editorial Board**

Akbar Y., Bortoluzzi, G. and Andrea Tracogna (2014), “Beyond Entry Mode - SME Escalation in Emerging Markets: A Conceptual Framework”, *Journal for International Business and Entrepreneurship Development*, 7 (4) 326 - 340

Akbar, Y. and Vukan Vujic (2014), “Corruption in Central and East Europe (CEE): Economics, politics and cultural values” in Kisilowski, M. (Ed) (2013) *The Free Market in its Thirties: Challenges for Central European Managers in 2020 and Beyond*, Budapest: CEU Press.

Akbar, Y. (2010), “Management Development in Post-Transition Central and Eastern Europe: Issues and Prospects” *Global Business/Organizational Excellence*, Volume 29, Issue 7, Pages 20 – 35. (**2015 Impact Factor 0.40**)

Groothuis, A. and Yusaf H. Akbar (2007), “Organizational Transformation – From Multinational to Global: An Early Systems Dynamic Perspective” *Global*

*Business/Organizational Excellence*, Volume 26 Issue 4, Pages 47 – 61 (**2015 Impact Factor 0.40**)

Plikynas, D. and Yusaf H. Akbar (2006), “Application of modified MLP input weights’ matrices: an analysis of sectorial investment distribution in the emerging markets” *Neural Computing & Applications*, Vol. 15 Issue 3/4, p183-196 (**5yr impact factor 4.674**)

Akbar Y. and Gabriele Suder (2006), “The New EU Merger Regulation: Implications for International Merger Strategies” *Thunderbird International Business Review*, Vol. 48, No.5 September/October (**2015 Impact Factor 1.94**).

Akbar Y., Heather Elms and Tej Dhakar (2006), “Investigating the contribution of Foreign Direct Investment and Stock Exchange Development to Economic Development in East and Central Europe: A Preliminary Analysis” *International Finance Review* Vol. 6, 467-473

Akbar Y. and Darius Plikynas (2006) “Explaining FDI patterns in East and Central Europe: A Neural Network Approach” *Eastern European Economics*, Vol. 44, No. 3, pp. 29-59 (**5y Impact Factor: 1.03**)

Akbar, Y., (2005), “International Business and Emerging Markets” Editors for Special Issue of *Thunderbird International Business Review*, Vol. 47 No. 4 with B. Aybar and M. Samii. (**2015 Impact Factor 1.94**)

Akbar, Y. and J. Brad McBride (2004), “Multinational Enterprise Strategy, Foreign Direct Investment and Economic Development: The Case of Hungary”, *Journal of World Business*, 39 (2004) 89–105 (**5y Impact Factor: 6.078**)

Akbar, Y. (2003), “Slip Sliding Away? The Changing Politics of European Car Distribution.” *Business and Politics*, Vol. 5 No. 2 (**5y Impact Factor: 0.97**)

Akbar, Y. (2002), “Grabbing Victory from the Jaws of Defeat: Can the GE-Honeywell Merger Force International Competition Policy Cooperation?” *World Competition*, Vol. 25 No. 4. (**ranked #15 in trade law journals worldwide**)

Akbar, Y., (2000), “The Internationalization of Competition Policy: Implications for International Business.” *Thunderbird International Business Review*, Jan.-Feb. (**2015 Impact Factor 1.94**)

Akbar Y., (1999), “The Extraterritorial Dimension of EU and US Competition Law: A Threat to the Multilateral System?” *Australian Journal of International Affairs*, Vol. 53, No. 1 (**2015 Impact Factor 0.639**)

Akbar Y. and Muller, B., (1997), “Global Competition Policy: Issues and Perspectives.” *Global Governance*, Vol. 3 No. 1, Jan-April 1997 (**5yr Impact Factor: 1.106**)

### **Books/Monographs**

Akbar, Y. (2003), *The Multinational Enterprise and EU Enlargement: The Effects of Regulatory Convergence*. (London: Palgrave).

Akbar, Y. (2003), *Global Antitrust: Trade and Competition Linkages*. (London: Ashgate).  
Chapters in Books

Akbar, Y. (2003), Foreword: "Doing Business in Emerging Europe" in Zoubir, Y. and Francois l'Habitant, *Doing Business in Emerging Markets* (London: Palgrave)

Akbar, Y. (2004), "Historical Forces in International Affairs and Commerce: Prospects for the International Economy" in Suder, G. (et al), *Terrorism and the International Business Environment: The Business-Security Nexus*, London: Edward Elgar.

## **Scholarly Awards**

### **Fellowships**

9/23-12/23 Senior Faculty Fellowship, *Institute for Advanced Study*, CEU

9/16 – 1/17 Senior Faculty Fellowship, *Institute for Advanced Study*, CEU

10/06 – 10/08 Research Fellow, *Vilnius Management Academy*

5/01 – 6/01 CEEMAN Scholarship to attend International Management Teachers Academy, IEDC, Bled, Slovenia.

9/99 – 6/2000 Fellowship of the *Civic Education Project*, Hungary.

3/95 – 9/95 Department of Government and International Studies, University of South Carolina, USA.

6/94 – 9/94 Junior Research Fellow, *Toyota Institute for International Economic Studies*, Tokyo, Japan.

### **Awards**

10/93 – 6/96 *DPhil* Bursary, University of Sussex, full funding.

9/92 – 9/93 Belgian Government Scholarship for College of Europe, full funding.

### **Conference and Workshop Stipends**

*Friederich Ebert Stiftung* (1998, 1999), *EU Commission* (1998, 1999), *Ford Foundation* (1997),

*Royal Economic Society* (1996)

### ***Selected Professional Conferences***

“Buying, gifting, renting, sharing... In search of a new theory of acquisition”, Workshop, University of Pisa, January 20, 2017

ATRS Conference, Bergamo June 28, 2013.

Beyond Transition (1989-2009) Conference at Liverpool Hope University, June 16-17, 2009

European International Business Association Conference, July 2008, Milano

European International Business Association Conference, December 2005, Riga

Erasmus University Rotterdam, Annual JIBS/AIB Frontiers Conference, September 2005. Presenting a paper.

University of Miami – Florida International University Conference on EU Enlargement, Miami, April 2005. Presented paper.

University of Vilnius conference on "Catalysts and Impediments to Economic Development in Eastern and Central Europe" Vilnius, October 2004. Presented two papers.

Stockholm School of Economics in Riga conference on “International Entrepreneurship, Innovation and Competitiveness in the Transforming and Enlarging Europe”, Riga, September 2004. Presented paper.

Academy of International Business (AIB-NE) Meeting, Manchester NH, USA, October 2003.

Academy of International Business Annual Meeting, Monterey, USA, July 2003

International Studies Association (ISA) Annual Conference, USA. Presented Papers at San Diego 1997, Minneapolis 1999, Chicago 2001.

International Management Teachers Academy, IEDC, Bled, Slovenia, May-June 2001.

ACUNS/ASIL Annual Workshop on Global Governance, Brown University, Providence, USA, June-July 1997

### ***Selected Previous Full-time Positions***

9/03 – 9/06 Associate Professor in International Business, New Hampshire College (now Southern New Hampshire University, USA)

9/2000 – 8/03 Assistant Professor, Graduate School of Business, Central European University, Budapest, and Adjunct Assistant Professor at the Weatherhead School of Management, Case Western Reserve University, Cleveland, USA.

9/99 – 7/2000 Visiting Fellow, Institute for Social and European Studies, Budapest and Szombathely, Hungary. Funded by Civic Education Project and Open Society Foundations.

**Selected Career Service Contributions**

Chair, Faculty Search Committee, CEU Business School (2015)  
Chair, Curriculum Committee, CEU Business School (2011-12)  
Chair, AACSB Accreditation Committee, SNHU, (2005-6)  
Member, CEU ERASMUS Grants Committee (since 2017)  
Member, SNHU University Faculty Development Committee (2004-6)

**Languages**

English (Mother Tongue); French (C2); Italian (C1)  
Hungarian (B1)  
Dutch (A2.1); German (A2.1); Spanish (A1.2)

**Outreach**

Former Secretary, Hungarian Cricket Sports Association, 2006-9  
Captain, Old Lake Cricket Club, Dunabogdany, Hungary, 2006-9  
Football coach, Üzleti Liga, Hungary, 2007-8

**Computer and Other Skills**

Office 365, Mac OS X and related applications