

## **Zoltán Antal-Mokos**

### **Address**

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### **Current employment**

MCC Professor in Strategy, ESMT Berlin, May 2023 – present.

Director, Strategic Partnerships, ESMT Berlin, May 2023 – present.

Professor of Strategy, ESMT Berlin, November 2009 – present.

Dean of Degree Programs, ESMT Berlin, April 2011– October 2020.

Faculty Lead, ESMT Telekom MBA for Business Innovation, custom MBA program for Deutsche Telekom AG, delivered in blended format, April 2019 – October 2019.

Faculty Lead, ESMT Executive MBA – DI Executive MPA (public administration) double-degree program delivered in blended format, in collaboration with Doha Institute for Graduate Studies, Doha, Qatar, September 2018 – present.

Faculty Lead, ESMT Executive MBA program, April 2011–January 2019.

Associate Dean of Degree Programs, ESMT Berlin, November 2009–March 2011.

Director of ESMT’s Executive MBA Program, July 2007–November 2009.

Associate Professor of Strategy, ESMT Berlin, May 2005–November 2009.

### **Education**

PhD (in Economics), London Business School, University of London, United Kingdom, 1995.

University Doctorate, Karl Marx University of Economic Sciences (now: Corvinus University of Budapest), Budapest, Hungary, 1989.

Certified Economist Diploma, Karl Marx University of Economic Sciences, Budapest, Hungary, 1984.

## ***Past employment and affiliations***

Director, Budapest School of Management, and Associate Dean, Faculty of Business Administration, McKinsey & Co. Chair in Strategy, Budapest University of Economic Sciences and Public Administration (BUESPA), re-named Corvinus University of Budapest, Hungary, 2001–2005.

Guest Lecturer, Managing Mergers & Acquisitions, International Management Program, IÉSEG Business School, Catholic University of Lille, France, 2003–2005.

Guest Lecturer, Krannert School of Management, Purdue University, “EMS” Executive MBA Program, USA, 2002.

Visiting Professor, International Management Program, ESCM, Tours, France, 2000– 2003.

Guest Lecturer on Privatization and Corporate Strategies in Central Eastern Europe, Copenhagen Business School, Denmark and Aristotle University of Thessaloniki, Greece, 2000.

Assistant Director, PhD Program in Management & Business Studies, BUES, Budapest, Hungary, 1996–2001.

Associate Professor, Department of Management and Organization, BUES, Budapest, Hungary, 1996–2005.

Lecturing on Hungarian Privatization and Firm Behavior, MBA and Executive Programs, London Business School (LBS), London, UK, 1992–1995.

Assistant Professor, Department of Management and Organization, BUES, Budapest, Hungary, 1990–1996.

Research Fellow, Institute for Industrial Economics, Budapest, Hungary, 1984–1990.

Advisor to top managements of major Hungarian firms concerning corporate and business strategies, strategic management, organizational renewal, since 1985.

## ***PhD supervision***

Ms K. Tóth (defense in 2004).

Ms J. Sue (2003–2004).

PhD defense committees, various universities in Hungary and Copenhagen Business School.

## ***Service and institution building***

Member, ESMT Curriculum Committee, October 2020 – present.

Chair, ESMT, Teaching and Learning Committee, April 2010 – September 2020.

Chair, Examinations Committee, January 2021 – present.

Chair, Admissions and Examination Committee, January 2010 – December 2020.

Member, ESMT, Scholarships Committee, February 2007 – December 2020.

Member, ESMT Executive Management Committee, December 2009 – September 2020.

Member, ESMT Academic Committee, 2007 – 2020.

Member, ESMT IT Steering Committee, 2008 – 2013.

Member, ESMT Faculty Evaluation Committee, 2007, 2011 – present.

Member, ESMT Faculty Recruitment Committee, 2011 – 2017 (then integrated into FEC).

Member, ESMT MBA Admission and Examination Committee, 2005 – 2010.

### ***Research project affiliations and memberships***

“M&A Strategies in Eastern Europe” international research program with Copenhagen Business School and research teams from Lithuania and Poland; country coordinator of Hungarian team, 2002–2005.

“Acquisitions in Emerging Markets” international research program (coordinators: London Business School and Copenhagen Business School with participation of research teams from Egypt, India, South Africa, Vietnam), advisor, 2000–2004.

Case study research in an empirical study, commissioned by the Ministry of Economic Affairs, on international expansion of large Hungarian corporations, 2000.

Associate Director, Centre of Competitiveness Research, BUESPA, 1999–2004.

Project Leader, “Strategy and Organization” project, “Competitiveness Research Program”, BUES, 1999–2000.

Coordinator of a research project on managerial and organizational aspects of international competitiveness of Hungarian firms; developing a strategy taxonomy of Hungarian firms, BUES, 1995–1997.

Member of the Committee of Management and Organization Science of the Hungarian Academy of Sciences, 1996–(re-elected, consecutively, through 2011).

Member of Strategic Management Society, Academy of Management, 1991–present.

## **Honors and awards**

Best Teacher Award, Part-Time MBA class of 2022-24, ESMT Berlin.

President's Honor Roll of Teaching Excellence, Telekom MBA class 2021-2023, ESMT Berlin.

Best Teacher Award, MIM class of 2020-22, ESMT Berlin.

President's Honor Roll of Teaching Excellence, Part-time MBA 2022, 2023, 2024, ESMT Berlin.

President's Honor Roll of Teaching Excellence in EMBA 2009, 2012, 2018, 2019 and 2020, ESMT Berlin.

President's Honor Roll of Teaching Excellence, MBA 2008, 2011, 2023 and 2024, ESMT Berlin.

President's Honor Roll of Teaching Excellence, MIM program 2019, ESMT Berlin.

McKinsey & Co. Chair in Strategy, Corvinus University of Budapest, 2001–2004.

"Poland and Hungary: Aid for Restructuring of the Economies" program of European Union, 1999.

"Széchenyi-professorship" granted by the Hungarian Ministry of Culture and Education, 1998–2001.

Shortlisted nominee for Igor Ansoff Strategic Management Award (winners: C. Bartlett of Harvard Business School and S. Ghoshal of London Business School), 1997.

Know-How Fund (United Kingdom) scholarship, 1993–1994.

Joint Japan/World Bank Graduate Scholarship Program scholarship, 1991–1993.

## **Referee**

Editorial Board, Society and Economy, Budapest, 2002–2005.

Chairman of the Editorial Board, Vezetéstudomány (Budapest Review of Management), 2001–2004.

Editorial Board, Business Strategy Review, London, 1997.

Editorial Board, Ipar-Gazdaság (since 1997 Gazdaság-Vállalkozás-Vezetés).

## ***Voluntary work and charity***

Pro bono teaching on the Industry Immersion Program at African School of Management Studies, preparing young African talent for the job market in business organizations, annually since 2017.

AACSB International, volunteer work as mentor and member of Peer Review Teams for AACSB accreditation, with assignments in Europe, USA, India, China, Japan, 2012- present.

Donor, ESMT Alumni Fellow Scholarship fund, multiple years.

“Friends and Partners of ESMT Berlin”. Donor 2011-present, member, since 2018- present.

Personal executive coaching for individuals in the ESMT Alumni Network, since 2009-present.

Regional Alumni Coordinator (Europe & Central Asia Region), Joint Japan/World Bank Graduate Scholarship and McNamara Fellowship Programs, 2000–2005.

Tutor and course instructor in extracurricular colleges of advanced studies, “Invisible College”, “Rajk College”, “Entrepreneurial College,” Budapest, Hungary, 1997–2000.

Alumni service, interviewing MBA applicants for London Business School; occasional.

## ***Consulting***

Management consulting in strategy at top executive level for major Hungarian and international firms in energy, transportation, logistics, airline, telecom, retail and FMCG industries over a period of 20+ years.

## ***Books and book chapters***

Antal-Mokos, Z. (2009) (e-book: 2016). Managing mergers and acquisitions. In *The global business handbook: The eight dimensions of international management*, Hooper, M.J. 155–164. London: Routledge.

Antal-Mokos, Z., K. Meyer, D. Ionascu, P. Kulawczuk, A. Szczesniak, K. Tóth, and V. Darskuvenie (2007). The changing patterns of foreign direct investment: Survey insights. In *Acquisition strategies in European emerging economies*, ed. Klaus E. Meyer, Saul Estrin, 27–39. Hampshire: Palgrave Macmillan.

Antal-Mokos, Z., and J. Anderson (2007). M&A in mobile telephony: Industry dynamics. In *Acquisition strategies in European emerging economies*, ed. Klaus E. Meyer, Saul Estrin, 72–83. Hampshire: Palgrave Macmillan.

Antal-Mokos, Z., and A. Bauer (2007). The evolution of the Hungarian mobile communications market and T-Mobile Hungary. In *Acquisition strategies in European emerging economies*, ed. K. E. Meyer, S. Estrin, 117–132. Hampshire: Palgrave Macmillan.

Antal-Mokos, Z., and K. Tóth (2007). MOL: The emergence of the Central European MNE: MOL. In *Acquisition strategies in European emerging economies*, ed. Klaus E. Meyer, Saul Estrin, 190–202. Hampshire: Palgrave Macmillan.

Antal-Mokos, Z., K. Balaton, G. Drótos, and E. Tari (2005). *Stratégia és szervezet (Strategy and organisation)*. Cluj-Napoca: Scientia. Reprint of the 1997 edition.

Antal-Mokos, Z., and K. Tóth (2002). Corporate strategies in Hungary in the 1990s. In *National competitiveness in the global economy. 4th volume in the series of transition, competitiveness and economic growth, 4th ed.*, ed. Attila Chikán, Erzsébet Czakó, Zita Zoltayné-Paprika, 83–103. Budapest: Akadémiai Kiadó.

Antal-Mokos, Z., and Cs. Makó (2000). Management in Hungary. In *The IEBM handbook of management thinking (International encyclopedia of business & management)*, ed. Malcolm Warner, 252–260. London: Business Press - Thompson Learning.

Antal-Mokos, Z., K. Balaton, and E. Tari (1999). The evolution of strategic management in market economies. In *The current state of economic science, 4th ed.*, ed. Shri Bhagwan Dahiya, 2199–2222. Rohtak, India: Spellbound Publications Ltd.

Antal-Mokos, Z. (1999). *Stratégiai vezetés [Strategic management]*. In *Szervezet és vezetés (Organization and management)*, ed. Iván Antal, 114–140. Budapest: Perfekt.

Antal-Mokos, Z. (1998). *Privatisation, politics, and economic performance in Hungary*. Cambridge: Cambridge University Press.

Antal-Mokos, Z. (1998). Politicking and privatisation. In *Managing business in Hungary: An international perspective, 1st ed.*, ed. Jozsef Berács, Attila Chikán, 132–146. Budapest: Akadémiai Kiadó.

Antal-Mokos, Z., K. Balaton, G. Drótos, and E. Tari (1997). *Stratégia és szervezet (Strategy and organisation)*. Budapest: Közgazdasági és Jogi Könyvkiadó.

Antal-Mokos, Z., K. Balaton, E. Tari, and G. Drótos (1996). *Fejezetek a stratégiai menedzsment témaköréből (Chapters from strategic management)*. Budapest: Budapest University of Economic Sciences, Management Development Institute.

Antal-Mokos, Z. (1995). Privatizáció és vállalati fordulatstratégiák társadalmi és gazdasági átalakulásban (Privatisation and turnaround strategies in socio-economic transformation). In *MáriásKönyv – in the honour of Antal Máriás*, ed. G. Bakacsi and E. Tari, 26–37. Budapest.

Antal-Mokos, Z., S. Kovács, and G. Drótos (ed.) (1991). *Módszertani gyűjtemény a vezetés és szervezés tárgyhoz* (Management skills and methods). Budapest: AULA Kiadó.

Antal-Mokos, Z., I. Schleicher, and A. Jakab (1990). *A válságjelenségek okai és kezelésük lehetőségei az iparvállalatoknál* (Corporate crises: causes and treatments). Budapest: Mezőgazdasági és Élelmiszeripari Szervező Vállalat.

Antal-Mokos, Z. (1989). *Stratégiatípusok a tőkés vállalatokban* (Strategy types in western business). In: Reszegi, L. (ed.): "Vállalat '88 – kihívások és válaszok" conference- volume, pp. 309-318. Budapest: OKKFT Mikrogazdasági Kutatások Programiroda.

Antal-Mokos, Z. (1989). *Nehéz helyzetű vállalatok és kezelésük az iparban* (On corporate decline and turnaround). Budapest: Ipargazdasági Intézet.

Antal-Mokos, Z. and A. Salamonné Huszty (1989). *Az iparvállalati prognosztika fejlesztése* (Development of industrial forecasting). Budapest : Ipargazdasági Intézet.

### ***Journal publications***

Korotov, K. and Z. Antal-Mokos (2013). Learning distributed teamwork by creating webinars. *Training and Management Development Methods* 27: 6.11–6.17.

Antal-Mokos, Z., and K. Tóth (2001). *Vállalati stratégiák Magyarországon az 1990-es évtizedben* [Corporate strategies in Hungary in the 1990s]. *Vezetéstudomány* 1: 21–30.

Antal-Mokos, Z. (1999). Determinants of post privatization performance: The role of politics. *Les Cahiers de la Recherche* (Numéro spécial, Colloque des 6 et 7 mai 1999 Les Pays en Transition, Opportunités et difficultés) Special Issue(6): 31–43.

Antal-Mokos, Z., and P. Kovács (1998). *Magyar vállalati stratégiák az 1990-es évek első felében - Taxonómia* [Strategies of Hungarian firms in the first half of the 1990s - A taxonomy]. *Vezetéstudomány* 3: 23–34.

Antal-Mokos, Z. (1998). Squeeze play: A case from the Hungarian privatisation. *Journal for East European Management Studies* 3(2): 117–133.

Antal-Mokos, Z. (1997). Politicking and privatisation. *Business Strategy Review* 8(1): 23– 30.

Antal-Mokos, Z. et al. (1997). *A versenyképesség vezetési és szervezeti összetevői* [Managerial and organisational components of competitiveness]. *Gazdaság- Vállalkozás- Vezetés* 6-7: 34–41.

Antal-Mokos, Z. (1997). *Késleltetett fazonigazítás: a 'lépésváltó privatizáció' forgatókönyve* [Delayed refashioning - the 'muddling through' scenario of privatisation]. *Gazdaság- Vállalkozás- Vezetés* 5: 25–35.

Antal-Mokos, Z. (1997). Prés alatt: a 'célirányos privatizáció' forgatókönyve [Squeeze play: The 'going through' scenario of privatisation]. *Gazdaság-Vállalkozás-Vezetés* 4: 20–27.

Antal-Mokos, Z. (1997). Az 'átbukdácsoló privatizáció' forgatókönyve [The 'struggling through' scenario of privatisation]. *Gazdaság-Vállalkozás-Vezetés* 3: 20–27.

Antal-Mokos, Z. (1995). Privatizáció és vállalati fordulatstratégiák társadalmi és gazdasági átalakulásban - kutatási modell [Privatisation and corporate turnaround in socio-economic transformation - a research framework]. *Vezetéstudomány* 12: 23–29.

Antal-Mokos, Z. (1993). Stratégia-kutatás: rigorózus vagy releváns? (Strategy-research: rigour or relevance). *Vezetéstudomány* 1-2: 99-105.

Antal-Mokos, Z., Balaton, K., Drótos, G. & Tari, E. (1992). Új megközelítések a stratégia vizsgálatában (New developments in strategy research). *Vezetéstudomány* 3: 10-21.

Antal-Mokos, Z. (1990). A stratégia tartalma, kialakulásának folyamata és a szervezeti struktúra (Strategy content, process, and organisational structure). *Vezetéstudomány* 1990 2: 5-14.

Antal-Mokos, Z. (1988). Üzleti stratégiák vizsgálata a nyugati szakirodalomban (Business strategy typologies and taxonomies – a review).

Part 1: Módszertani alapok, deskriptív tipológiák (Methodology, descriptive typologies). *Vezetéstudomány* 8: 5-14.

Part 2: Exploratív tipológiák, adaptációs lehetőségek (Explorative typologies, adaptation possibilities). *Vezetéstudomány* 9: 11-17.

Antal-Mokos, Z. (1987). Stratégiatípusok a nyugati szakirodalomban (Strategy typologies in the Western literature – a review). *Vezetéstudomány* 10: 16-27.

Antal-Mokos, Z. (1986). Személyi számítógéppel támogatott portfólió-tervezés teammunkában (PC-aided portfolio planning in teamwork). *Vezetéstudomány* 6: 12-18.

Antal-Mokos, Z. (1986). A stratégiát megalapozó környezetvizsgálat néhány irányzata (Approaches to environment analysis in strategic planning). *Ipargazdaság* 2: 21-29.

## ***Case studies***

Antal-Mokos, Z. (2022). Digital and agile transformation at telecom call centers. ESMT Case Study, No. ESMT–322–0195–1.

Antal-Mokos, Z. (2022). The NaaS project at the Mobile Tribe. ESMT Case Study, No. ESMT–322–0196–1.



## **Conference presentations and seminars**

Symposium presentation. Academy of Management, Philadelphia, 2007.

Expansion strategy and industry evolution: The case of mobile telephony in Europe and Hungary. Academy of International Business, Beijing, 2006.

Why should I care? Voluntary CSR in weak institutional context. (Invitation to Conference Program Committee in 2008), Humboldt II International CSR conference, Berlin, 2006.

Corporate strategies in Hungary in transition and beyond. Keynote speech; 3rd International Workshop "Transition and Enterprise Restructuring in Eastern Europe," Center for East European Studies, Copenhagen Business School, Copenhagen, Denmark, 15–17 August 2002.

Corporate strategies in Hungary in transition. Paper and session chair, 3rd International Management Conference "Transition and integration economies," ESSCA, Angers, France, 29–30 November 2001.

A hazai vállalati stratégiatípusok és alakulásuk (Competitive strategies in Hungary in the nineties). Paper, conference on "Competitiveness on the eve of the 21st century", Centre for Competitiveness Research, Budapest University of Economic Sciences and Public Administration, 6 November 2001.

Determinants of post privatization performance: a political bargaining process framework. Paper, Strategic Management Society, 19th Annual Conference, Berlin, October 1999.

Determinants of post privatization performance: the role of politics. Paper, BUES – ESSCA international conference "Transitional countries: opportunities and difficulties," Budapest, May 1999.

Competitiveness by privatization: the case of a transitional economy. Paper & session chair, Ninth Annual Conference, American Society for Competitiveness, Boston, October 1998.

Vállalati stratégiák az átalakulás időszakában Magyarországon – taxonómia és néhány összefüggés (Corporate strategies in the era of transformation in Hungary – a taxonomy and some relationships). 50th Jubilee Scientific Session, Budapest University of Economic Sciences, Budapest. Conference volume, ed. J. Temesi, 876–885, 1998.

The corporate governance challenge in transitional economies: privatization, politics, performance. Paper, Strategic Management Society 17th Annual Conference, Barcelona, October 1997.

Privatization as organizational change: politicking and strategy making in transition. Paper presented at the 13th EGOS Colloquium, Budapest, July 1997.

### ***Development activities***

AA-2020 February PRT Chair Training Nashville: Peer Review Team Chair Training, The Association to Advance Collegiate Schools of Business (AACSB), Nashville, TN, USA. February 2, 2020.

### ***Languages***

Hungarian (native), English (high proficiency).

*Updated: November 2024*