

THOMAS COLMÁN LAWTON

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OVERVIEW

Thomas C. Lawton is Head of the Department of Management and Marketing, Professor of Strategy and International Business, and Director of the Global Competitiveness Institute at University College Cork, Ireland. He is also an Associate at the Møller Institute, Churchill College, University of Cambridge, UK, and Visiting Professor of Business Administration and affiliated faculty of the Center for Business, Government and Society at the Tuck School of Business at Dartmouth in the USA.

Professor Lawton is an internationally recognized strategic management and international business author, educator, and advisor. He has published eight books and over 60 peer-reviewed articles in scientific journals including *Administrative Science Quarterly*, *Global Strategy Journal*, *Journal of Management Studies*, and *Journal of World Business*.

He has lived and worked in France, Ireland, Italy, the United Kingdom, and the United States, and is the Editor-in-Chief of *Long Range Planning*, a leading international journal for the field of strategic management. His research focuses on business model innovation and nonmarket strategies for stakeholder engagement and political risk management when entering and embedding in foreign markets. His work has explored and advanced our understanding of how companies innovate and compete beyond market settings, partnering with government in industrial policy initiatives, engaging external stakeholders through intermediaries like trade associations, and managing and mitigating contextual risk when investing internationally.

1. GENERAL INFORMATION

1.1 Current Faculty Positions

| | |
|----------------|--|
| 2019 - present | Professor of Strategy and International Business, Cork University Business School, University College Cork |
| 2010 - present | Visiting Professor of Business Administration, Tuck School of Business at Dartmouth College |
| 2010 - present | Associate, Møller Institute, Churchill College, University of Cambridge |

1.2 Editorial Positions

| | |
|----------------|--|
| 2022 – present | Editor-in-Chief, <i>Long Range Planning (International Journal of Strategic Management)</i> . The journal has an impact factor of 8.5, a CiteScore of 12.2, and an ABS AJG ranking of 3. |
| 2015 – 2021 | Associate Editor, <i>Long Range Planning</i> . |
| 2015 - 2021 | Book Series Editor, <i>Strategy Matters</i> , Routledge/Taylor & Francis. Developing a set of research monographs on key topics and emerging issues in strategic management. |
| 2015 - present | Editorial Advisory Board member, <i>International Business Review</i> . |

1.3 Degree Qualifications

| | |
|----------------------------|--|
| 1991-1995 | PhD (<i>Political Science / International Political Economy</i>) European University Institute Florence, ITALY |
| <i>Thesis:</i> | Technology and the new diplomacy: the creation and control of EU industrial policy for semiconductors |
| <i>Supervisor:</i> | Prof Susan Strange |
| <i>Internal Examiner:</i> | Prof Roger Morgan |
| <i>External Examiners:</i> | Prof Michael Borrus (University of California, Berkeley) Prof Lynn Mytelka (Carleton University/UNCTAD) Prof Douglas Webber (INSEAD) |
| 1990-1991 | MSc Econ (<i>International Relations</i>) The London School of Economics London, UK |
| 1987-1990 | BA (<i>History/Sociology, Joint Honours</i>) University College Cork Cork, IRELAND |

1.4 Educational Awards

PhD Irish Government scholarship (1991-1994); European Commission Scholarship (1994-1995).

MSc Irish Examiner Postgraduate Research Scholarship, awarded by the national newspaper through University College Cork (1990-1991).

1.5 Previous Academic Appointments

| | | |
|---|---|---------------|
| 2018 - 2023 Professor | University of Surrey Business School Strategy and International Business | UK |
| 2012 - 2018 Professor | Open University Business School Strategy and International Management | UK |
| 2010 - 2012 Professor | EMLYON Business School Strategy and International Business | FRANCE |
| 2008 - 2010 Professor | Cranfield School of Management Strategic Management | UK |
| 2002 - 2008 Senior Lecturer | Imperial College London Business School Strategy and International Business | UK |
| 1996 - 2002 Lecturer | Royal Holloway University of London European Business | UK |
| 1995 - 1996 Marie Skłodowska-Curie European Postdoctoral Fellow (<i>HCM</i>) | University of Essex European Commission financed research project on EU air transport deregulation based in the Department of Government and under the directorship of Professor Jeremy Richardson. | UK |

2. RESEARCH AND PUBLICATIONS

| | All | Since 2019 |
|-----------|-------|------------|
| Citations | 3,821 | 1,771 |
| h-index | 30 | 19 |
| i10-index | 51 | 27 |

ORCID ID orcid.org/0000-0001-8560-3836

Scopus ID 55856924100

Citation Awards

2018 *Global Strategy Journal* Top 20 most downloaded papers included M.A. De Villa, T. Rajwani, T.C. Lawton, and K. Mellahi, 'To engage or not to engage with host governments: Corporate political activity and host country political risk'.

2018 *International Journal of Management Reviews* Top 20 most downloaded papers included A. John and T.C. Lawton, 'International political risk management: perspectives, approaches, and emerging agendas'.

2016 Emerald Citations of Excellence: awarded annually by Emerald Group Publishing to highly cited papers in the areas of Business Management, Finance, Accounting, Economics and Marketing. Winning paper, Thomas Lawton, Steven McGuire, Tazeeb Rajwani (2013). 'Corporate political activity: a literature review and research agenda'. *International Journal of Management Reviews*.

2.1 Journal Articles (Accepted/Published, 2022 -)

* ABS Ranking *

1. Thomas C. Lawton, Duncan Angwin, Brice Dattée, Jean-Luc Arrègle, Paolo Barbieri (2024). Autonomy as a strategic dial: A dynamic framework for managing acquired subsidiaries. **California Management Review** (accepted, February 15, 2024). (AJG 3)
2. Vikrant Shirodkar, Tahiru A. Liedong, Tazeeb S. Rajwani, Thomas C. Lawton (2024). MNE nonmarket strategy in a changing world: Complexities, varieties, and a values-based approach. **International Business Review**. Vol. 33, No. 2, 102251. DOI: [10.1016/j.ibusrev.2023.102251](https://doi.org/10.1016/j.ibusrev.2023.102251) (AJG 3)
3. Stephanie Tonn Goulart Moura, Thomas C. Lawton, Christian Falaster (2024). Knowledge exploration in cross-border acquisitions: How does absorptive capacity matter? **Multinational Business Review** DOI: [10.1108/MBR-01-2023-0012](https://doi.org/10.1108/MBR-01-2023-0012) (AJG 3)
4. Christopher A. Hartwell, Thomas C. Lawton, and Ishmael Tingbani (2023). Obstacles to collective action during a crisis: A meta-organizational perspective. **European Management Review**. 1-19. DOI: [10.1111/emre.12596](https://doi.org/10.1111/emre.12596) (AJG 3)
5. Thomas C. Lawton, Maria Andrea De Villa Correa, Sandra Milena Santamaria Alvarez (2023). Making sense of socio-political risks in international business: A configurational approach to embrace complexity. **Journal of International Management, special Issue on Novel methodological approaches to studying socio-political risks**. DOI: [10.1016/j.intman.2023.101066](https://doi.org/10.1016/j.intman.2023.101066) (AJG 3)

6. Amrita Saha, Vikrant Shirodkar, and Thomas C. Lawton (2023). Bimodal lobbying and trade policy outcomes: Evidence from corporate political activity under uncertainty in India. **Journal of International Business Policy**. Vol. 6, No. 1, pp. 26-46. DOI: [10.1057/s42214-022-00145-w](https://doi.org/10.1057/s42214-022-00145-w) (AJG 3)
7. Thomas C. Lawton, Stephanie Tonn Goulart Moura, Damian Tobin, Bernardo Silva-Rêgo (2023). Geopolitics of the digital economy: Implications for states and firms. **AIB Insights**. Vol. 23, No. 1. DOI: [10.46697/001c.67966](https://doi.org/10.46697/001c.67966)
8. Thomas C. Lawton and Roberto Vassolo (2022). Dynamics in strategic management research: An agenda for LRP. **Long Range Planning** Editorial. Vol. 55, No. 5, 102246. DOI: [10.1016/j.lrp.2022.102246](https://doi.org/10.1016/j.lrp.2022.102246) (AJG 3)
9. Charles Mbalyohere and Thomas C. Lawton (2022). Engaging informal institutions through corporate political activity: Capabilities for subnational embeddedness in emerging economies. **International Business Review**. Vol. 31, No. 2. 101927. DOI: [10.1016/j.ibusrev.2021.101927](https://doi.org/10.1016/j.ibusrev.2021.101927) (AJG 3)
10. Brice Dattée, Jean-Luc Arrègle, Paolo Barbieri, Thomas C. Lawton, and Duncan N. Angwin (2022). The Dynamics of organizational autonomy: Oscillations at Automobili Lamborghini. **Administrative Science Quarterly**. Vol. 67, No. 3, pp. 721-768. DOI: [10.1177/0001839222109185](https://doi.org/10.1177/0001839222109185) (AJG 4*)

2.2 Review Articles

11. Thomas C. Lawton (2022). Business lobbying in the European Union. **Journal of International Business Studies**, *Book Review*. DOI: [10.1057/s41267-022-00542-6](https://doi.org/10.1057/s41267-022-00542-6)

2.3 Journal Articles (Under Review)

12. Andrew Perchard, Niall G MacKenzie, Thomas C. Lawton, Eun Sun Godwin, and Edda Nicolson. Navigating changing institutional complexity over time: Evidence from firm-state relations in home and host country contexts. **Journal of International Business Studies**. Special issue on “Integrating historical approaches in international business: moving beyond “history matters” (1st round revise and resubmit).
13. Andrew Perchard, Niall G MacKenzie, Thomas C. Lawton. Deglobalization in a born global industry: The antecedents and dynamics of nonmarket strategy in aluminium. **Journal of Management Studies**, special issue on “Historical perspectives on deglobalization’s antecedents, outcomes, and managerial responses” (1st round revise and resubmit).
14. Charles Mbalyohere, Thomas Lawton. Tackling institutional nascency with strategic sensemaking: A study of MNE nonmarket strategies in sub-Saharan Africa. **Management International Review** (*Under Review*).
15. Stephanie Tonn Goulart Moura, Thomas C. Lawton, Damian Tobin. How do multinational enterprises respond to geopolitics? A review and research agenda. **International Journal of Management Reviews** (1st round revise and resubmit).

2.4 Journal Articles (Work in Progress)

Drafted or Drafting

16. Nicola Croxton, Raquel Garcia-Garcia, Thomas C. Lawton. Time to forget? How corporate political activity prolongs the performance consequences of corporate social irresponsibility. **British Journal of Management**.
17. Nicola Croxton, Raquel García-García, Thomas C. Lawton. Nonmarket strategy actions and market strategy choices: Factors influencing the configuration and implementation of cross-border mergers and acquisitions. **Journal of Business Ethics**.
18. Yueling Sima, Thomas C. Lawton, Justin Doran, Nóirín McCarthy. State agencies and SME internationalization: A review and research agenda. **Journal of Management**.
19. George O. White, Tazeeb Rajwani, Thomas C. Lawton, Mirko Benischke. Laying down the law? Direct and indirect effects of ethical codes, monitoring, and legal affairs on MNE supply chains. **Journal of International Business Studies**.
20. Maria Andrea De Villa, Sandra Milena Santamaria Alvarez, Thomas C. Lawton. Nonmarket strategy and corporate reputation: A study of practice and process in digital MNEs. **Strategic Management Journal**.
21. Andrew Perchard, Niall G. MacKenzie, Thomas C. Lawton. Alloying market and ideology: Corporate executives and nonmarket strategy in the global aluminium industry. **Organization Science**.

2.5 Journal Special Issue Editorships

22. Tazeeb S. Rajwani, Tahiru A. Liedong, Thomas C. Lawton, Vikrant Shirodkar. MNE Nonmarket Strategy: Complexities and Varieties. **International Business Review**. Special issue. Vol. 32, No. 2, *April 2024*.
23. George O. White, Tazeeb Rajwani, Thomas C. Lawton. Open for business in a closed world: Managing MNE nonmarket strategy in times of populism and geopolitical uncertainty. **Multinational Business Review**. Special issue. *Published, September 2021*.
24. Shlomo Tarba, Justin Jansen, Tom Mom, Sebastian Raisch, James Hayton, Thomas Lawton. The microfoundations of organizational ambidexterity. Special issue. **Long Range Planning**. *Published, December 2020*.
25. Jonas Puck, Thomas Lawton, Alexander Mohr. Corporate political activity and the MNC. Focused issue. **Management International Review**. *Published, October 2018*.
26. Thomas Lawton and Tazeeb Rajwani. Do trade associations matter? Exploring role and influence in scholarship and society. Dialog section. **Journal of Management Inquiry**. *Published, November 2017*.

2.6 Journal Articles (Pre-2022)

27. Jing-Lin Duanmu and Thomas C. Lawton (2021). Foreign buyout of international equity joint ventures in China: When does performance improve? **Journal of World Business**. Vol. 56, No. 5. 101243. <https://doi.org/10.1016/j.jwb.2021.101243> (AJG 4)

28. George O. White, Tazeeb Rajwani, Thomas C. Lawton (2021). Open for business in a closed world? Managing MNE nonmarket strategy in times of populism and geopolitical uncertainty. **Multinational Business Review**. Vol. 29, No. 4, pp. 441-450. <https://doi.org/10.1108/MBR-06-2021-0077>. (AJG 3)
29. Thomas C. Lawton, Sinziana Dorobantu, Tazeeb Rajwani, Pei Sun (2020). The implications of COVID-19 for nonmarket strategy research. **Journal of Management Studies**. Vol. 57, No. 8, pp. 1732-1736. <https://doi.org/10.1111/joms.12627>. (AJG 4*)
30. Shlomo Y. Tarba, Justin Jansen, Tom Mom, Sebastian Raisch, Thomas C. Lawton (2020). A micro-foundational perspective of organizational ambidexterity: Critical review and research directions. **Long Range Planning**. Vol. 53, No. 6. <https://doi.org/10.1016/j.lrp.2020.102048>. (AJG 3)
31. Tahiru Azaaviele Liedong, Tazeeb Rajwani, Thomas C. Lawton (2020). Information and nonmarket strategy: Conceptualizing the interrelationship between big data and corporate political activity. **Technological Forecasting & Social Change**. Vol. 157. DOI: 10.1016/j.techfore.2020.120039. <https://doi.org/10.1016/j.techfore.2020.120039>. (AJG 3)
32. Maria Andrea De Villa, Tazeeb Rajwani, Thomas C. Lawton and Kamel Mellahi (2019). To engage or not to engage with host governments: Corporate political activity and host country political risk. **Global Strategy Journal**. Vol. 9, No. 2, pp. 208-242. <https://doi.org/10.1002/gsj.1205>. (AJG 4)
33. Jonas Puck, Alex Mohr, Thomas C. Lawton (2018). The corporate political activity of MNCs: Taking stock and moving forward. **Management International Review**. Vol. 58, No. 5, pp. 663-673. <https://doi.org/10.1007/s11575-018-0364-0>. (AJG 3)
34. Charles Mbalyohere and Thomas C. Lawton (2018). Engaging stakeholders through corporate political activity: Insights from MNE nonmarket strategy in an emerging African market. **Journal of International Management**. Vol. 24, No. 4, pp. 369-385. <https://doi.org/10.1016/j.intman.2018.04.006>. (AJG 3)
35. Anna John and Thomas C. Lawton (2018). International political risk management: Perspectives, approaches and emerging agendas. **International Journal of Management Reviews**. Vol. 20, No. 4, pp. 847-879. <https://doi.org/10.1111/ijmr.12166>. (AJG 3)
36. Thomas C. Lawton, Tazeeb Rajwani and Amy Minto (2018). Why trade associations matter: Exploring function, meaning, and influence. **Journal of Management Inquiry**. Vol. 27, No. 1, pp. 5-9. <https://doi.org/10.1177/1056492616688853>. (AJG 3)
37. Thomas C. Lawton and Tazeeb Rajwani (2018). Introduction: revisiting the roles and responsibilities of trade associations. **Journal of Management Inquiry**. Vol. 27, No. 1, pp. 3-4. <https://doi.org/10.1177/1056492616688996>. (AJG 3)
38. Charles Mbalyohere, Thomas C. Lawton, Roshan Boojihawon, Howard Viney (2017). Corporate political activity and location-based advantage: MNE responses to institutional realities in Uganda's electricity industry. **Journal of World Business**. Vol. 52, No. 6, pp. 743-759. <https://doi.org/10.1016/j.jwb.2017.06.006>. (AJG 4)
39. Tazeeb Rajwani, Thomas C. Lawton, Nelson Phillips (2015). The voice of industry: why management researchers should pay more attention to trade associations. **Strategic Organization**, Vol. 13, No. 3, pp. 224-232. <https://doi.org/10.1177/1476127015590963>. (AJG 3)

40. Maria Andrea De Villa Correa, Tazeeb Rajwani, Thomas Lawton (2015). Market entry modes in a multipolar world: untangling the moderating effect of the political environment. **International Business Review**, Vol. 24, No. 3, pp. 419-429. <https://doi.org/10.1016/j.ibusrev.2014.10.001>. (AJG 3)
41. Alan Pilkington and Thomas C. Lawton (2014). Divided by a common language? Transnational insights into epistemological and methodological approaches to strategic management research in English speaking countries. **Long Range Planning**, Vol. 47, No. 5, pp. 299-311. <https://doi.org/10.1016/j.lrp.2013.08.001>. (AJG 3)
42. Jonathan Doh, Thomas Lawton, Tazeeb Rajwani, Sotirios Paroutis (2014). Why your company may need a chief external officer: upgrading external affairs can help align strategy and improve competitive advantage. **Organizational Dynamics**, Vol. 43, No. 2, pp. 96-104. <https://doi.org/10.1016/j.orgdyn.2014.03.003>. (AJG 3)
43. Thomas Lawton, Steven McGuire, Tazeeb Rajwani (2013). Corporate political activity: a literature review and research agenda. **International Journal of Management Reviews**, Vol. 15, No. 1, pp. 86-105. <https://doi.org/10.1111/j.1468-2370.2012.00337.x>. (AJG 3)
44. Thomas Lawton, Tazeeb Rajwani, Jonathan Doh (2013). The antecedents of political capabilities: a study of ownership, cross-border activity and organization at legacy airlines in a deregulatory context. **International Business Review**, Vol. 22, No. 1, February, pp. 228-242. <https://doi.org/10.1016/j.ibusrev.2012.04.001>. (AJG 3)
45. Jonathan Doh, Thomas Lawton, Tazeeb Rajwani (2012). Advancing nonmarket strategy research: institutional perspectives in a changing world. **Academy of Management Perspectives**, August, Vol. 26, No. 3, pp. 22-39. <https://doi.org/10.5465/amp.2012.0041>. (AJG 4)
46. Thomas Lawton, Tazeeb Rajwani, Patrick Reinmoeller (2012). Do you have a survival instinct? Leveraging genetic codes to achieve fit in hostile business environments. **Business Horizons**, Vol. 55, No. 1, pp. 81-91. <https://doi.org/10.1016/j.bushor.2011.10.002>. (AJG 2)
47. Thomas Lawton, Tazeeb Rajwani, Conor O'Kane (2011). Strategic reorientation and business turnaround: the case of global legacy airlines. **Journal of Strategy and Management**, Vol. 4, No. 2, pp. 215-237.
48. Thomas Lawton, Tazeeb Rajwani (2011). Designing lobbying capabilities: managerial choices in unpredictable environments. **European Business Review**, Vol. 23, No. 2, pp. 167-189.
49. Thomas Lawton, Johan Lindeque, Steven McGuire (2009). Multilateralism and the multinational enterprise: the WTO's influence on strategy process. **Business and Politics**, Vol. 11, No. 2, pp. 1-26.
50. Sydney Finkelstein, Charles Harvey, Thomas Lawton (2008). Vision by design: a reflexive approach to enterprise regeneration. **Journal of Business Strategy**, Vol. 29, No. 2, pp. 4-13.
51. Thomas Lawton, Charles Harvey, Sydney Finkelstein (2007). Taking by storm: a breakout strategy. **Journal of Business Strategy**, Vol. 28, No. 2, pp. 22-29.
52. Thomas Lawton, Denis Harrington (2006). Banking on global success: internationalization strategy and its limitations (the case of Allied Irish Banks). **Thunderbird International Business Review**, Vol. 48, No. 3, pp. 405-424.

53. Thomas Lawton, Steven McGuire (2005). Adjusting to liberalization: tracing the impact of the WTO on the European textiles and chemicals industries. **Business and Politics**, Vol. 7, No.2, pp. 1-25.
54. Denis Harrington, Thomas Lawton, Tazeeb Rajwani (2005). Embracing and exploiting industry turbulence: the strategic transformation of Aer Lingus. **European Management Journal**, Vol. 23, No.4, pp. 450-57.
55. Thomas Lawton and Stanislav Solomko (2005). When being the lowest cost is not enough: building a successful low fare airline business model in Asia. **Journal of Air Transport Management**, Vol. 11, No.6, pp. 355-62.
56. Steven McGuire and Thomas Lawton (2003). Governing the electronic market space: appraising the apparent global consensus on e-commerce self-regulation. **Management International Review**, Vol. 42, No.1, pp. 51-71, Special Issue on 'International Business Development and the Internet'.
57. Thomas Lawton (2003). Managing strategically in turbulent times: insights from the low fare airline business. **Irish Journal of Management**, Vol. 24, No.1, pp. 173-93.
58. Thomas Lawton (2002). Missing the target: assessing the role of government in bridging the European equity gap and enhancing economic growth. **Venture Capital: International Journal of Entrepreneurial Finance**, Vol.4, No.1, pp. 7-23.
59. Thomas Lawton, Steven McGuire (2001). Supranational governance and corporate strategy: the emerging role of the World Trade Organization. **International Business Review**, Vol. 10, No. 2, pp. 217-33.
60. Thomas Lawton, Kevin Michaels (2001). 'Advancing to the virtual value chain: learning from the Dell model'. **Irish Journal of Management**, Vol.22, No.1, pp. 91-112.
61. Thomas Lawton (2000). Flying lessons: learning from Ryanair's cost reduction culture. **Journal of Air Transportation**, Vol. 5 No.1, pp. 89-106.
62. Thomas Lawton (1999). The limits of price leadership: needs-based positioning strategy and the long term competitiveness of Europe's low fare airlines. **Long Range Planning**, Vol.32, No.6, pp. 573-86.
63. Thomas Lawton (1999). Evaluating European competitiveness: measurements and models for a successful business environment. **European Business Journal**, Vol.11, No.4, pp. 195-205.
64. Thomas Lawton (1999). Governing the skies: conditions for the Europeanization of airline policy. **Journal of Public Policy**, Vol.19, No.1, pp. 91-112.
65. Thomas Lawton (1996). Industrial policy partners: explaining the European level firm-Commission interplay for electronics. **Policy and Politics**, Vol.24, No.4, pp. 425-36.

2.7 Books (Published)

66. Thomas C. Lawton and Tazeeb Rajwani, (eds.) **The Routledge Companion to Non-Market Strategy**, London, UK: Routledge, 426 pages (2015; handbook collection).
67. Thomas C. Lawton, Jonathan P. Doh, Tazeeb Rajwani. **Aligning for Advantage: competitive strategies for the political and social arenas**. Oxford, UK: Oxford University Press, 256 pages. (2014; research monograph).

68. Thomas Lawton (Ed.) **Strategic Management in Aviation: critical essays**. Aldershot, UK/Burlington, Vermont: Ashgate, 416 pages. (2007; edited collection).
69. Sydney Finkelstein, Charles Harvey, Thomas Lawton. **Breakout Strategy: meeting the challenge of double-digit growth**. New York: McGraw-Hill, 334 pages (2007; research monograph).
- * *Japanese version published by Nikkei Business Publications in November 2007.*
70. Thomas Lawton. **Cleared for Take-Off: structure and strategy in the low fare airlines business**, Aldershot, UK/Burlington, Vermont: Ashgate Studies in Aviation Management and Economics, 221 pages (2002; research monograph).
71. Thomas Lawton, James Rosenau, Amy Verdun. (Eds.) **Strange Power: shaping the parameters of international relations and international political economy**, Aldershot/Burlington: Ashgate, 480 pages (hardback and paperback) (2000; edited collection).
72. Thomas Lawton (Ed.) **European Industrial Policy and Competitiveness: concepts and instruments**, Basingstoke: Macmillan Business/New York: St. Martin's Press, 278 pages (hardback and paperback). (1999; edited collection).
73. Thomas Lawton. **Technology and the New Diplomacy: the creation and control of EC industrial policy for semiconductors**, Aldershot/Brookfield: Avebury, 282 pages (1997; research monograph).

2.8 Book Chapters

74. Thomas C. Lawton and Carl Joachim Koch. Corporate strategy and climate change. In Robert G. Hansen and Anant K. Sundaram (eds.) (2023) **Handbook of Business and Climate Change**. Northampton, MA: Edward Elgar.
75. Jonathan Doh, Tazeeb Rajwani, Thomas Lawton. An uncomfortable relationship: NGOs, trade associations, and the development of industry self-regulation. In Thomas Davies (ed.) (2018) **The Routledge Handbook of NGOs and International Relations**, London: Routledge.
76. Anna John, Thomas Lawton, Maureen Meadows. Managing cross-border M&A: three approaches to takeovers in Europe. In Gabriele Suder, Monica Riviere, and Johan Lindeque (eds.) (2018) **The Routledge Companion to European Business**, London: Routledge.
77. Thomas Lawton, Tazeeb Rajwani. Introduction: the evolution of non-market strategy in theory and practice. In Thomas C. Lawton and Tazeeb S. Rajwani (eds.) (2015) **The Routledge Companion to Non-Market Strategy**, London: Routledge.
78. Anna John, Tazeeb Rajwani, Thomas Lawton. Corporate Political Activity. In Thomas C. Lawton and Tazeeb S. Rajwani (eds.) (2015) **The Routledge Companion to Non-Market Strategy**, London: Routledge.
79. Thomas Lawton, Tazeeb Rajwani. Conclusion: where next for non-market strategy? In Thomas C. Lawton and Tazeeb S. Rajwani (eds.) (2015) **The Routledge Companion to Non-Market Strategy**, London: Routledge.

80. Thomas Lawton, Alan Gogbashian. Keeping the legacy carrier competitive: How can mature airlines stay ahead in the low fare airline era? In John F. O'Connell and George Williams (eds.) (2011) **Air Transport in the 21st Century: key strategic developments**, Aldershot: Ashgate.
81. Thomas Lawton, Denis Harrington, James Cunningham. U2: keeping the rhythm. In James Cunningham and Brian Harney (eds.) (2009) **Strategy and Strategists**, Oxford: Oxford University Press.
82. Jonathan Story, Thomas Lawton. The global dynamics of business-state relations. In David Coen, Wyn Grant and Graham Wilson (eds.) (2010). **The Oxford Handbook of Business and Government**, Oxford: Oxford University Press.
83. Thomas Lawton, Denis Harrington, James Cunningham. U2: keeping the rhythm. In James Cunningham and Denis Harrington (eds.) (2009) **Irish Management 2.0: new managerial priorities in a changing economy**, Dublin: Blackhall.
84. Thomas Lawton, Ku-Ho Lin. Domestic inter-firm networks and corporate internationalization: A cross-industry study of Taiwanese SMEs. In Ilan Alon and John R. McIntyre (eds.) (2008) **The Globalization of Chinese Enterprises**, Basingstoke: Palgrave Macmillan.
85. Thomas Lawton, Steven McGuire. Does the WTO Matter? in Sushil Vachani (ed.) (2007) **Transformations in Global Governance: implications for multinationals and other stakeholders**, Northampton, MA: Edward Elgar.
86. Thomas Lawton, Steven McGuire, G.P.E. Walzenbach. Polycentric governance meets the new economy: The United States, the European Union and transnational regulation. In G.P.E. Walzenbach (ed.) (2006) **European Governance: policy making between politicization and control**, Aldershot/Burlington: Ashgate.
87. Denis Harrington, Thomas Lawton, Tazeeb Rajwani. Aer Lingus. in Thomas Cooney (ed.) (2005) **Irish Cases in Entrepreneurship**, Dublin: Blackhall.
88. Steven McGuire, Thomas Lawton. National rules on strategy context: Embraer and Brazil's aerospace program. In S. Benjamin Prasad and Pervez N. Ghauri (eds.) (2004) **Global Firms and Emerging Markets in the Age of Anxiety**, Praeger: Westport, CT.
89. Thomas Lawton. The new global electronic economy: Consensus, confusion, contradictions. In George Von Furstenberg and John Kirton (eds.) (2001) **New Directions in Global Economic Governance: creating international order for the Twenty First Century**, G8 Series; Aldershot/Burlington: Ashgate.
90. Thomas Lawton. Uniting European industrial policy: A Commission agenda for integration. In Neil Nugent (ed.) (2000), **At the Heart of the Union: Studies of the European Commission**, London: Macmillan. 2nd edition (paperback).
91. Thomas Lawton, Kevin Michaels. The evolving global production structure: Implications for international political economy. In Lawton, Rosenau, Verdun (eds.) (2000) **Strange Power: Shaping the parameters of international relations and international political economy**, Aldershot/Burlington: Ashgate.
92. Thomas Lawton. Fostering invention and innovation: Europe's collaborative R&D initiatives. In Thomas C. Lawton (ed.) (1999) **European Industrial Policy and Competitiveness**, Basingstoke: Macmillan Business.

93. Thomas Lawton. Promoting competitiveness: Inward investment incentives and enterprise policy. In Thomas C. Lawton (ed.) (1999), **European Industrial Policy and Competitiveness**, Basingstoke: Macmillan Business. With Michael R. Hodges.
94. Thomas Lawton. The course of EC technology policy (European attempts to enhance industrial competitiveness through R&D collaboration). In K. Kuilwijk and R. Wright (eds.) (1996), **European Trade and Industry in the 21st Century: future directions in EC law and policy**, Nijmegen: Nexed.

2.9 Media and Professional Publications

95. Irish economic planners will need to navigate a new international landscape. **Irish Times**. <https://www.irishtimes.com/business/work/irish-economic-planners-will-need-to-navigate-a-new-international-landscape-1.4482234>. February 12, 2021.
96. Future growth strategies with Thomas Lawton. **Irish Management Institute Talking Leadership Podcast**, No. 27. <https://www.imi.ie/insights/podcasts/episode-27-future-growth-strategies-thomas-lawton/>. May 2020.
97. Covid's lesson: the improbable can very quickly become the possible. **Irish Times**. <https://www.irishtimes.com/business/work/covid-s-lesson-the-improbable-can-very-quickly-become-the-possible-1.4247495>. May 8, 2020.
98. 8 tips for Irish companies looking for new international markets. **RTÉ Brainstorm**. <https://www.rte.ie/brainstorm/2019/0814/1068736-8-tips-for-irish-companies-looking-for-new-international-markets/>. August 14, 2019.
99. Do not underestimate non-market challenges. **SME for Growth/The Business Channel**, November 1, 2016.
100. A different kind of C(E)O. **Strategy + Business**, December 11, 2014.
101. Why two CEOs are better than one. **Fast Company**, May 30, 2014.
102. Government links complicate Malaysia Airlines' crisis response. **The Conversation**, March 21, 2014.
103. Why American Airlines and U.S. Airways tied the knot. **U.S. News & World Report**, March 1, 2013.
104. Why IT should be on the CEO's Agenda. **U.S. News & World Report**, January 4, 2013.
105. Why your company needs a second CEO. **U.S. News & World Report**, November 2, 2012.
106. What Europe can learn from American democracy. **U.S. News & World Report**, August 17, 2012.
107. American Airlines is thriving despite bankruptcy. **U.S. News & World Report**, June 15, 2012.
108. Big business social responsibility is nothing new. **U.S. News & World Report**, May 4, 2012.
109. How legacy airlines can be competitive again. **U.S. News & World Report**, March 23, 2012.

110. What to expect of the American Airlines bankruptcy. **U.S. News & World Report**, February 3, 2012.
111. Aerei, strade e treni In Pista 340 Assunzioni. **Il Corriere della Sera**, January 13, 2012.
112. Low cost carriers leave legacy airlines stuck in the mire. **Sunday Tribune**, October 18, 2009.
113. Don't turn a crisis into a panic: Four strategic responses to the global recession. **Capgemini Consulting Review**, Summer 2009.
114. Flying through the storm. **Management Focus**, Issue 27, Autumn 2009.
115. Following in their tracks: How U2 can do the business for students. **Irish Independent**, Thursday, January 22, 2009.
116. 'Diseñar la visión'. With Sydney Finkelstein and Charles Harvey. **Gestión**, Vol.13, No.5, September/October 2008 (Spain and Latin America).
117. Building breakout strategy: Positive and negative leadership capabilities in action. With Sydney Finkelstein and Charles Harvey. **Perform: performance management in action**, Vol. 5, Issue 1, 2008 (UK).
118. Guru interview: Dr. Thomas Lawton. **Emerald Management First**, August 2007 (USA).
119. Invitación a Quebrar las Reglas. **Gestión**, Vol.13, No.1, January/February 2008 (Spain and Latin America).
120. Building breakout leadership. With Sydney Finkelstein and Charles Harvey. **South East Business Magazine**, February 2007 (Ireland).
121. Building breakout strategy: Positive and negative leadership capabilities in action. With Sydney Finkelstein and Charles Harvey. **Effective Executive**, January 2007 (India).
122. Ryanair's bid for Aer Lingus. **TravelMole: online community for travel and tourism industry**, October 6, 2006 (global).

2.10 Case Studies and Working Papers (Published)

123. Thomas C. Lawton and Matthew Bolduc (2020). *General Motors in Europe: Should I stay or should I go?* **Tuck School of Business at Dartmouth Case Collection** (14 pages).
124. Thomas C. Lawton, Matthew Bolduc and Anne Givens (2018). *Partnering in the Middle East: A stakeholder approach*. **Tuck School of Business at Dartmouth Case Collection** (17 pages).
125. Thomas C. Lawton and Matthew Bolduc (2018). *Constellis and Olive Group: A model of international post-merger integration*. **Tuck School of Business at Dartmouth Case Collection** (11 pages).
126. Thomas C. Lawton and Nicole Daniele (2016). *Ford Motor Company: New strategies for international growth*. **Tuck School of Business at Dartmouth Case Collection**. Case reference 1-0109 (16 pages).

127. Thomas C. Lawton and Nicole Daniele (2016). *Corning in China: A primer on successful partnerships*. **Tuck School of Business at Dartmouth Case Collection**. Case reference 5-0033 (17 pages).
128. Ben Forrey, Andreas Schotter, Jonathan Doh and Thomas Lawton. (2012). *AirAsia X: Can the low cost model go long haul?* **Ivey Publishing**, the University of Western Ontario, Canada. Case reference 9B12M013 (22 pages).
- Teaching Note reference 8B12M013
129. Thomas Lawton and Jonathan Doh. (2008). *The ascendance of AirAsia: Building a successful budget airline in Asia*. **Ivey Publishing**, the University of Western Ontario, Canada. Case reference 9B08M054 (15 pages).
- Teaching Note reference 8B08M54 (8 pages).
- Chinese language version, reference number 9B08MC54.
- * Prize winner – ECCH best-selling case, 2009 and 2010.
130. Thomas Lawton and Jonathan Doh. 'Can the budget airline model succeed in Asia? The story of AirAsia', case study in Richard Hodgetts, Fred Luthans and Jonathan Doh (2005), **International Management**, 6th ed., New York: McGraw-Hill/Irwin.
131. Thomas Lawton and Denis Harrington. 'The internationalization of Allied Irish Banks', case study in Gerry Johnson and Kevan Scholes (2005), **Exploring Corporate Strategy**, 7th ed., London: FT Prentice Hall.
132. Thomas C. Lawton and Denis G. Harrington. (2003). *The internationalization of Allied Irish Banks*, **European Case Clearing House**. Case reference number 303-015-1 (24 pages).
- Teaching Note reference number 303-015-8 (12 pages).
- French language version, reference number F303-015-1.
- * Case selected for the 2003 John Molson MBA International Case Competition Final and finalist in the 2002 AIB-CIBER Case Competition sponsored by the Academy of International Business and Indiana University CIBER.
133. Thomas Lawton. (1996). *The creation and control of EC industrial policy: Lessons from the electronics sector*. Dublin City University Business School, **Research Paper No.7**.

2.11 Research Funding (Recent)

Applied (awaiting decision)

Andrea Martínez Noya and Raquel García García, Universidad de Oviedo, Spain (PIs). Ana Valdés Llana, Esteban García Canal, Pablo Sánchez Lorda, Laura Fernández Méndez, Nicola Croxton, Mauro Fernández Guillén, Thomas C. Lawton (Co-Is). Behavioral biases and sociopolitical trends as drivers of corporate strategy and corporate governance. **Proyectos de Generación de Conocimiento 2023 call of the Ministerio de Ciencia, Innovación y Universidades de España**. Total Direct Costs: €97,278.00.

Awarded

Programme: H2020 - Proposal Preparation Support. Institution: University College Cork. Project ID: CS20210947. **Enterprise Ireland**. PI: Mark McIntee (Co-I: Thomas Lawton). Title:

Special Training Academy for Radiology and Radiation Therapy. Start Date: 08/07/2021. Duration: 9 months. Grant: €11,434.

Thomas Lawton (PI). The non-market strategic engagement of multinational enterprises in Africa's Great Lakes region. **HEFCE Newton Fund Official Development Assistance**. £14,758 awarded (2017).

Raquel García-García (Co-I) and Thomas Lawton (PI). Differentiating through CSR: Exploring nonmarket capability building processes and practices. **British Academy / Leverhulme Small Research Grant**. £9,992 awarded for collaborative project with the CSR trade association, Heart of the City (2016-17).

Thomas Lawton, Raquel García-García, Esteban García-Canal, Laura Fernández-Méndez. Nonmarket strategies: Analyzing performance impact. **Santander Universities Network**. £5,000 awarded for research collaboration with the University of Oviedo and the Universidad Pontificia de Comillas ICAI-ICADE (2015-2016).

Thomas Lawton and Giles Mohan. *GCRF Consortium Building*. **Open University International Development and Inclusive Innovation Strategic Research Area**. £5,070 awarded to build a consortium to bid for RCUK Global Challenges Research Funding (2017-2018).

Shortlisted but Unsuccessful Bids

Co-I on **STARRT (Strategic Training Academy for Radiology and Radiation Therapy) Horizon Europe MSCA Doctoral Network 2021**. Call: HORIZON-MSCA-DN-2021. Submitted: 16 November 2021.

Co-I Society for the Advancement of Management Studies – British Academy of Management (**SAMS-BAM) Grant Scheme 2021**. Corporate political activity, top management teams and strategic performance in British and Irish firms. Shortlisted. Interview took place on 17 September 2021.

Augustine Awuah Peprah (Researcher), Thomas C. Lawton (Supervisor), S. Armagan Tarim (Co-Supervisor). Modelling and managing cross-border risk: A multi-stage decision-making approach to international political risk management. **Horizon 2020: Marie Skłodowska-Curie Individual Fellowships**. Proposal number: 101027125. Bid for €196,590.72 submitted on 9 September 2020.

Raquel García-García (PI) and Thomas Lawton (Co-I). Doing good by doing right: Evaluating mentoring and apprenticeship partnerships between professional services firms and schools in deprived communities. **ESRC New Investigator Grant**. Bid for £238,846, submitted on 31 March 2017.

Ursula Ott, Thomas Lawton, Yazid Abdullahi, Ibrahim Kasirye, Joseph Maweje, Dev Kumar Boojihawon, Charles Mbalyohere. The non-market strategic engagement of multinational enterprises in Africa's Great Lakes region. **ESRC RCUK Growing Research Capability (invitation only)**. Bid for £2,366,815.16 (of which my portion would have been £468,472.13). Submitted on 6 December 2016.

Thomas Lawton, Steven McGuire, Anna John, What value do trade associations add? A study of non-market strategy practice and member firm outcomes at the Federation of Small Businesses in Wales. **ESRC-KEO (industry partnership with the FSB Wales)**. Bid for £98,484, submitted on 19 December 2013.

Kamel Mellahi, George Frynas, Thomas Lawton, Tazeeb Rajwani. Opening the black box of integrated nonmarket practices. **ESRC Research Seminars and Strategic Networks Competition 2015/16**. Bid for £25,472, submitted on 8 April 2015.

Thomas Lawton, Howard Viney, Tazeeb Rajwani, Paul Baines. **Government Affairs Research Club (GARC)**, a collaborative, membership-based research club between the Open University Business School and Cranfield School of Management. Intended as a center of excellence for cutting edge business-government affairs and advocacy management research. *Launched: 20 November 2014.*

5. TEACHING AND GRADUATE SUPERVISION

5.1 Courses (1996 - present)

| Course Name | Academic Year(s) | Level of students |
|---------------------------------|------------------|-----------------------------------|
| Breakout Strategy | 2005 - | Full Time/Exec MBA |
| International Strategy | 2008 - | MBA/MSc |
| Business Strategy Simulation | 2019 - | MSc |
| Strategic Management | 2008 - | MBA/MSc |
| Breakthrough Strategic Thinking | 2008 – 2010 | Open Enrolment Executive Program |
| Strategic Management Theory | 2010 - 2012 | PhD Workshop Series |
| International Business | 2002 – 2007 | Final Year Undergrad |
| Business Strategy | 2002 – 2008 | Final Year Undergrad |
| Strategic Management | 2002 – 2004 | Full Time MBA |
| Public Sector Management | 2002 – 2004 | Full Time/Exec MBA |
| International Business Strategy | 1999 – 2001 | MBA |
| European Business | 1996 – 1999 | Undergraduate, 2 nd yr |
| Strategic Management | 1996 – 1999 | Undergraduate, 3 rd yr |

Teaching Evaluations

Based on standard UK and U.S. teaching evaluation criteria, my average across courses since 1996 is 4.5 out of 5.0 and is regularly as high as 4.8/4.9.

5.2 Research Supervision

Doctoral (Current)

2022 –

Mauricio Hilbck Rios

2021 - Stephanie Tonn Goulart Moura

2021 - Yueling Sima

Doctoral (Previous)

2017 - 2020 Nicola Croxton. 'Acting with impunity? the reputational outcome and performance impact of corporate social irresponsibility'.

PhD awarded, October 2020 (Open University)

2012 - 2015 Charles Mbalyohere. 'Corporate political activity in sub-Saharan Africa: the influence of MNEs on the institutionalization of Uganda's electricity industry'.

PhD awarded, December 2015 (Open University)

2009 - 2014 Maria Andrea De Villa Correa, 'Developing adaptive capabilities: a critical view of Colombian food companies internationalizing in uncertain political contexts'.

PhD awarded, April 2014 (Cranfield University)

2003 - 2007 Tazeeb Rajwani, 'Developing lobbying as a dynamic capability: a comparative study of the European long haul airline industry, 1996-2005'.

PhD awarded, June 2007 (Imperial College London).

2001 - 2005 Ku-Ho Lin, 'The internationalization process of Taiwanese SMEs: a comparative analysis of the Automotive and Electronic industries'.

PhD awarded, April 2005 (RHUL).

Masters

1997 - 65 MBA/EMBA, 2 MA and 34 MSc dissertations.

5.3 External Research Examination (PhD)

March 2024 'The impact of strategic network on corporate strategic decisions: evidence from China'. Tao Chen, **University of Surrey, U.K.**

December 2019 'Market emergence through non-market collaboration: pursuing non-market strategies with competitors'. Joel Locksley Allen, **University of Auckland, New Zealand.**

February 2018 'Exploring the international dimensions of corporate political activity (CPA)'. Andrew Barron, **Université Jean Moulin Lyon, France.**

September 2017 'A study on alliance factors that influence firm performance: alliance strategy, alliance diversity and alliance capability'.

Kathy Li, **King's College London, U.K.**

- December 2016 'The impact of network diversity and SME international performance: an empirical study of British manufacturing firms'. Wu Yi-Yin, **King's College London, UK.**
- November 2016 'The Internet as a new technology-based ecosystem: beyond industry structures, strategic groups, and traditional business models'. Nigel Walton, **Coventry University, U.K.**
- July 2015 'A resource-based view of the state: a case study of the Indian state'. Suresh George, **Coventry University, UK.**
- February 2015 'The impact of corporate provision of social welfare on the legitimacy of the state: providing anti-retroviral drugs in South Africa'. Siân Stephens, **Middlesex University, U.K.**
- March 2013 'Organisational learning and innovation in the pharmaceutical, biotechnology and life sciences industry'. Antonio Garzón-Vico, **University College Dublin, Ireland.**
- September 2011 'Strategic decision-making of Chinese managers on corporate social responsibility issues: a policy capturing study'. Shuo Wang, **Dublin City University, Ireland.**
- November 2008 'Top management leadership in the turnaround process'. Conor O'Kane, **National University of Ireland, Galway, Ireland.**
- July 2008 'The effect of the distribution structure on mode of entry of FMCG companies into India: a multiple case study approach'. Sundeep Manghat, **Imperial College London, U.K.**
- December 2007 'Japanese firms in the EU: Europeanization of lobbying strategies and enduring national characteristics'. Yukihiro Hamada, **University College London, U.K.**
- July 2004 'MNEs and strategy making in transforming institutional contexts: global brewers in Bulgaria and Romania'. Nadejda Popova, **Royal Holloway University of London, U.K.**
- April 2002 'Harmonizing international capital adequacy standards for securities firms: explaining success and failure in the EC and IOSCO negotiations'. Richard Kurtz, **The London School of Economics and Political Science, U.K.**
- November 2001 'Organisational learning in selected multinational companies in Ireland'. Ted O'Keefe, **The Waterford Institute of Technology, Ireland.**
- December 2000 'Between rent seekers and free marketeers'. Nico Baljer, **The London School of Economics and Political Science, U.K.**

6. PROFESSIONAL ACTIVITIES

6.1 External Examiner

| | |
|-------------|--|
| 2020 – | Strategy modules, Henley MBA, Henley Business School, University of Reading. |
| 2021-23 | Strategy modules, MBA programme, Michael Smurfit Graduate Business School, University College Dublin. |
| 2017-22 | TRIUM Global EMBA (international program run jointly by the London School of Economics, HEC Paris, and New York University). |
| 2013 – 17 | International programs, Michael Smurfit Graduate Business School, University College Dublin. |
| 2008 - 2010 | Full-time MBA program, School of Business Studies, Trinity College Dublin. |
| 2003 – 2007 | MBA and MSc programs, strategic management and international business courses, School of Business, Waterford Institute of Technology, Ireland. |
| 2002 - 2006 | TRIUM Executive MBA (global program run jointly by New York University, HEC in Paris and LSE in London). |
| 2001 - 2005 | MSc in Politics of the World Economy, Department of International Relations, the London School of Economics and Political Science. |

6.2 Editorship, Editorial Board Memberships and Reviewing

| | |
|---------------------------------|--|
| Editor-in-Chief | <i>Long Range Planning</i> (2022 -) |
| Editor | <i>Strategy Matters</i> - Routledge Book Series (2015-2020) |
| Associate Editor | <i>Long Range Planning</i> (2015-2021) |
| Editorial Advisory Board Member | <i>International Business Review</i> (2015 -) <i>Irish Journal of Management</i> (2010 -) |

Ad-hoc reviewer for *British Journal of Management*, *Business & Society*, *California Management Review*, *International Business Review*, *International Journal of Management Reviews*, *Journal of European Public Policy*, *Journal of International Business Studies*, *Journal of Management Studies*, *Journal of World Business*, *Long Range Planning* and *Strategic Management Journal*.

6.3 Membership of Professional Associations

- Member of Academy of International Business, Academy of Management, British Academy of Management, European International Business Academy, Strategic Management Society.
- Founding Member, Strategic Management Forum.
- Fellow, Strategic Planning Society.

- Fellow, Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA).
- Fellow, Chartered Management Institute.
- Nominated to be Associate Program Chair, Strategy Practice Interest Group, Strategic Management Society, 2015.
- Elected Representative at Large, Strategy Practice Interest Group of the Strategic Management Society (2009-11).
- Invited member of the Teaching Committee, Business Policy and Strategy Group, Academy of Management (2004-06).

6.4 Executive Education and Leadership Development

I have served as a company director, and have 30 years of experience as a research-based consultant, speaker, and executive educator. My work has included advising entrepreneurs, managers, and leaders on how to enhance their strategic thinking and practice; and partnering with organizations to develop their present and future leaders and chart international growth trajectories. Clients include global corporations in aerospace and aviation, banking and finance, construction, medical devices, pharmaceuticals, and technology, as well as state agencies working with SMEs to grow and internationalize. I have facilitated senior management and board level workshops, delivered keynotes, and run executive programs on strategy, leadership and international business dynamics at universities and corporations in Asia, Europe, the Middle East, and North America. I also served as Academic Director of the Irish Management Institute (IMI), 2019-2023, on behalf of the University Leadership Team and by appointment to the President of University College Cork.

7. PERSONAL INTERESTS

Cycling, gym, swimming, tennis, and rugby. World cinema, theatre and music. Travel and international affairs. I am married to Katalin, and we have a daughter, Méabh Alyona, and a son, Ruaidhrí James.