

ANGELIKI POULYMENAKOU



Angeliki Poulymenakou is Associate Professor of Information Systems Management in the Department of Management Science & Technology and the Dean of the School of Business in the Athens University of Economics and Business. Prior to this, she has served for 5 years as Lecturer in Information Systems at the London School of Economics and Political Science. She holds a first degree in Mathematics from the National and Kapodistrian University of Athens, and MSc and PhD degrees in Information Systems both from the London School of Economics and Political Science.

Her research interests over the years have addressed advanced knowledge analysis and management methods (PhD), dynamic inter-organisational networks, IT enabled organisational change and new methods of work, business processes management implications of ERP, e-learning particularly in workplace contexts, e-government, digital entrepreneurship, and digital platforms, networks and innovation. She has published 28 papers in international journals, 60 papers in peer reviewed international conferences and two books (by Springer Berlin and Kluwer Academic Publishers). Currently she serves on the editorial board of three international journals, while she has served on the program committee and as associate editor for international information systems conferences for multiple years (ICIS, ECIS, IFIP). She has been program co-chair and organising chair for the International Federation for Information Processing Conferences on Organisational Information Systems, ICTs and socio-economic development and IS and Virtuality, and the Mediterranean Conference on Information Systems.

She has acted as research coordinator in 20 EU and national funded Research and Development projects in the areas of digital learning and knowledge management, digital organisational networks and ICTs and socio-economic research, most of them involving collaboration with academic and industrial partners across Europe. Since 2001 she is the Director of the Organisational Information Systems Research Group in ELTRUN and currently the director of the ISTLab of the Department of Management Science and Technology of the AUEB. She has supervised or co-supervised 12 doctoral dissertations, she is a member of the doctoral studies committee of the DMST and a founding member of the Council in the Centre for Life-Long Learning of the AUEB. Prior to that she was the scientific and technical coordinator of the task force for the development of the distance learning program which now offers over 60 courses. She is a member of the PhD Studies Committee of DMST AUEB and the executive committees of the MSc in Business Analytics and the MSc in Human Resource Management of the AUEB. Since 2007 she is the academic co-ordinator of the global SAP university alliances programme for AUEB. Since 2022 she serves as a member of the Council of the Diplomatic Academy of the Hellenic Ministry of Foreign Affairs.

Academic Qualifications

PhD in Information Systems, London School of Economics and Political Science, 1995. Thesis title: *A Contingency Approach to Knowledge Acquisition - Critical Factors for Knowledge Based Systems Development*.

MSc in Analysis, Design and Management of Information Systems, London School of Economics and Political Science, 1987.

First Degree in Mathematics, University of Athens, 1985.

Awards related to academic studies

Foreign and Commonwealth Scholarship (1989-90), British Council, Athens. Awarded for PhD research (one of 10 selected out of 220 for that year's intake)

Presentation of PhD in-progress research in Doctoral Consortium in Information Systems (12th International Conference on Information Systems (ICIS), New York, December 13-15, 1991). The research was selected for UK Doctoral Consortium in City University, London as one of 5 selected out of 40 representing UK for that year's intake.

Academic experience – Staff appointments

2009 – today	Associate Professor of Information Systems Management, Department of Management Science and Technology, Athens University of Economics and Business
2002 – 2009	Assistant Professor (tenured) of Information Systems Management, Department of Management Science and Technology, Athens University of Economics and Business
1999 – 2002	Lecturer in Information Systems Management, Department of Informatics, Athens University of Economics and Business
1996 – 1999	Adjunct Assistant Professor in the MBA program of the Athens University of Economics and Business, the undergraduate program of the Department of Production Engineering and Management of the Technical University of Crete, and the Department of Mathematics of the University of the Aegean.
1992 – 1997	Lecturer in Information Systems, Information Systems Department, London School of Economics and Political Science.
1994 – 1996	Academic coordinator for the course <i>Introduction to Information Systems</i> , Pathway X, University of London External Degree Program (average registrations for the course: 800 students from over 50 countries worldwide)
1991 – 1993	Research Fellow (working in European funded Programs on Information Technology and Systems), Department of Business Computing, City University.

Academic experience – Other Appointments

2009	Conference co-chair and proceedings co-editor, IFIP WG9.5 (Virtuality and Society) Conference on "Images of Virtuality", Athens.
2009	Program Chair and proceedings co-editor, Mediterranean Conference on Information Systems, Athens.
2003	Organizing Chair and proceedings co-editor, IFIP WG8.2 (Information Systems in Organizations) and WG9.4 (ICTs and Development) joint Conference on "Information Systems and Globalization", Athens.
2007- today	Scientific Coordinator of the Organizational Information Systems Research Group (OIS) of the Information Systems and Technologies Laboratory (ISTLab), Department of Management Science and Technology.
2000- 2007	Deputy director of ELTRUN (the eBusiness research center) and Scientific Coordinator of the ELTRUN/OIS research unit of the AUEB.
2003- today	Academic Committee Member of the MSc in Human Resource Management of the Athens University of Economics and Business.
1995- 1999	External examiner, MSc in Cognitive Science and Intelligent Systems, School of Computing, University of Westminster.
1995-1996	Course Director, MSc in Information Systems Development, London School of Economics and Political Science.

Other Related Experience

2012	Academic Member of the Cross-Ministerial Committee for the Human Capital Management system of the Hellenic State.
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- 2004** Participation in the study: "The impact of e-Government on the citizen's trust in government", in collaboration with the IS & INNO Group, Department of Management, London School of Economics and Political Science (LSE).
- 2001- today** Ministry of Development, General Secretariat for Industry, Member of the co-ordinating committee of the Greek e-business forum.

Research activities – Publications

Part A – Journal papers, Books, Book Chapters

Journal Papers

Avgerou, C., Masiero, S. & Poulymenakou, A., 2019. Trusting e-voting amid experiences of electoral malpractice: The case of Indian elections. *Journal of Information Technology*, 34(3), pp. 263-289.

Pouloudi, N., Poulymenakou, A. & Pramataris, K., 2012. A profile of information systems research in the Mediterranean region. *European Journal of Information Systems*, 21(4), pp. 345-357.

Avgerou, C. Boyi L. & Poulymenakou, A. (2011), "Exploring the Socio-Economic Structures of Internet-Enabled Development: A Study of Grassroots Netpreneurs in China", *The Electronic Journal of Information Systems in Developing Countries*, vol 49.

Interpreting the trustworthiness of ICT-mediated government: lessons from electronic voting in Brazil (with C. Avgerou, A. Ganzaroli, and N. Reinhard). *Journal of IT for Development*, 2008.

Developing a Usability Evaluation Method for e-Learning Applications: Beyond Functional Usability (with P. Zaharias). *International Journal of Human Computer Interaction*, 2009.

Technology Adaptation: Capturing the appropriation dynamics of Web-based collaboration support in a project team setting (with A. Nikas). In *Journal of e-collaboration*, Vol. 4, Issue 2, January-March 2008, pp.1-28.

Investigating antecedents and drivers affecting the adoption of collaboration technologies in the construction industry (with A. Nikas and P. Kriaris). In *Journal of Automation in Construction*, Vol. 16, Issue 5, August 2007.

Implementing Learner-Centered Design: The interplay between usability and instructional design practices (with P. Zaharias). In *Journal of Interactive Technology and Smart Education*, Vol. 3, Issue 2, 2006, pp. 87-100.

Learning to fly in persistent digital worlds: The case of massively multiplayer online role-playing games (with A. Papargyris). In *ACM SIGGROUP Bulletin*, Vol. 25, No. 1, January 2005, 41-49.

Adopting a lifecycle perspective to explain the transition from technological innovation to alliance management (with E. Prasopoulou). In *Management Decision*, Vol. 42, No. 9, September 2004, 1115-1130.

Understanding knowledge management interventions: evidence from supporting (e-) banking activities (with K. Samiotis and G. Doukidis). In *Knowledge and Process Management*, Vol. 10, No. 3, July / September 2003, 175-182.

Quality and electronic commerce: a partnership for growth (with L. Tsironis). In the TQM Magazine, Vol. 15, No. 3, 2003, 137-151.

Identifying training needs for ICT skills enhancement in South-Eastern Europe: Implications for designing web-based training courses (with P. Zaharias). In Educational Technology and Society, Vol. 6, No. 1, January 2003, 50-54.

Knowledge Management in e-Banking: A Competence Based Perspective (with K. Samiotis). In Journal of Computer Information Systems, Vol. XXXII, No. 5, 2002, 102-109.

Dynamic e-learning settings through advanced semantics. The value justification of a knowledge management-oriented metadata schema (with M. Lytras and A. Pouloudi). In International Journal on e-Learning, Vol. 1, No. 4, 2002, 49-61.

The relationship between information and communication technologies and management (with Y. Spanos and G. Prastakos). In Information and Management, Vol. 39, No. 8, September 2002, 659-675.

A framework for technology convergence in learning and working (with M. Lytras and A. Pouloudi). In Educational Technology & Society, Vol. 5, No. 2, 2002, 99-106.

New forms of CPFR (with K. Pramataris, D. Papakiriakopoulos, and G. Doukidis). In ECR Journal, Vol. 2, No. 2, Winter 2002, 38-43.

Electronic commerce competitiveness in the public sector: the importance of stakeholder involvement (with A. Papazafeiropoulou and N. Pouloudi). In International Journal of Technology Management, Vol. 3, No. 1, 2002, 82-95.

Designing on-line learning courses: Implications for usability (with P. Zaharias and K. Vassilopoulou). In Scientific Journal on Applied Information Technology, Vol. 1, No. 1, 2002.

Knowledge management convergence - expanding learning frontiers (with M. Lytras and A. Pouloudi). In Journal of Knowledge Management Vol. 6, No. 1, 2002, 40-51.

Embedding security practices in contemporary information systems development approaches (with T. Tryfonas and E. Kiountouzis). In Information Management and Computer Security Vol. 9, No. 4, August 2001, 183-197.

Towards new web application development practices. (with W. Drakos, A. Papazafeiropoulou, and G. Doukidis). In Australian Journal of Information Systems (Special Edition -Electronic Commerce), November 1998, pp. 107-113.

The role of evaluation in dealing with information systems failure: conceptual explorations (with V. Serafeimidis). In Failure and Lessons Learned in Information Technology Management, Vol. 1, No. 3, 1997, 167- 177.

A contingency framework for the investigation of information systems failure (with A. Holmes). European Journal of Information Systems, Vol. 5, No. 1, 1996, 36-46.

The challenge of business process redesign for the information systems profession (with C. Avgerou and A. Cornford). New Technology, Work and Employment, Vol. 10, No. 2, 1995, 132-141.

Knowledge acquisition for organisational problem solving: developing expert systems and beyond (with T. Cornford and E. Whitley). In Expert Systems with Applications: An International Journal, Vol. 5, No. 1-2, 1992, 121-130.

The Spring model for knowledge-based systems analysis: a case study (with E. Whitley and T. Cornford). In Database, Vol. 23, No. 2, Spring 1992, 1-5.

Books

Managing Dynamic Networks: Organizational perspectives of technology enabled inter-firm collaboration (with S. Klein), Springer: Berlin, 2006. ISBN: 3-540-25367-X

Organizational Information Systems in the Context of Globalization, Vol. 126 of International Federation for Information Processing (with M. Korpela and R. Montealegre), Kluwer Academic Publishers, Boston, MA, 2003, [4 citations].

Book Chapters

Nikas, A., & Poulymenakou, A. (2010). Capturing the Appropriation Dynamics of Web-Based Collaboration Support in Project Team's Work Context. In N. Kock (Ed.), *Interdisciplinary Perspectives on E-Collaboration: Emerging Trends and Applications*, pp. 95-116.

Playing together in cyberspace: Collective action and shared meaning constitution in virtual worlds (with A. Papargyris). In N. Panteli and M. Chiasson (Ed.), *Exploring Virtuality within and beyond Organizations*, Palgrave Macmillan, 2008.

Critical success factors for e-learning adoption and sustainability: A holistic approach (with S.A. Borotis and P. Zaharias). In T. Kidd (Ed.), *Handbook of Research on Instructional Systems & Technology*, Idea Group Publishing, New York, 2007.

Towards a set of design guidelines for asynchronous e-learning applications (with P. Zaharias). In T. Kidd (Ed.), *Handbook of Research on Instructional Systems & Technology*, Idea Group Publishing, New York, 2007.

Unravelling the virtual university: The case of eMaster postgraduate Program (with E. Prasopoulou, and N. Pouloudi). In S. Klein & A. Poulymenakou (Eds.), *Managing Dynamic Networks: Organizational perspectives of technology enabled inter-firm collaboration* (pp. 259-279). Springer: Berlin, 2006.

Examining the emerging dynamics of an Information Infrastructure: The case of introducing a Web-based collaboration platform in the construction industry (with A. Nikas). In S. Klein & A. Poulymenakou (Eds.), *Managing Dynamic Networks: Organizational perspectives of technology enabled inter-firm collaboration* (pp. 239-258). Springer: Berlin, 2006.

Organizing principles for inter-firm networks (with E. Prasopoulou). In S. Klein & A. Poulymenakou (Eds.), *Managing Dynamic Networks: Organizational perspectives of technology enabled inter-firm collaboration* (pp. 283-308). Springer: Berlin, 2006.

Knowledge processes embedded in task structures: design of a technical and organizational solution (with K. Samiotis, A. Papargyris, P. Zaharias, and G. Giaglis). In G. Kouzelis, M. Pournari, M. Stoeppler, V. Tselfes (Eds.) *Knowledge in the new technologies*. Peter Lang Publishers, Frankfurt am Main, 2005.

IOIS and interfirm networks interdependencies and managerial challenges (with S. Klein, K. Riemer, D. Papakiriakopoulos, M. Gogolin, and A. Nikas). In Sean Eom (Ed.) *Inter-Organizational Information Systems in the Internet Age*. Idea Group Publishing, London UK, 2004.

Networked business organisations: an actionable research framework (with A. Nikas). In G. Doukidis, N. Mylonopoulos, and N. Pouloudi (Eds.) *Social and Economic Transformation in the Digital Era*. Idea Group Publishing, London UK, 2003. ISBN 1591402670.

The Learning enactment of Process Knowledge: An Approach Anchored on Work Practices (with K. Samiotis). In V. Hlupic (Ed.) *Knowledge and Business Process Management*, Idea Book Publishing, London, UK, 2002.

Personalised Services and Promotions in Internet Retailing (with K. Pramadari, A. Vrehopoulos, N. Mylonopoulos, and G. Papamichail). In B. Stanford-Smith and P.T. Kidd (Eds.) *E-Business: Key Issues, Applications, Technologies*, IOS Press, 2000, 796-802.

The Shift Towards Electronic Commerce: Market Transformation and Employment Impact (with P. Miliotis and G. Doukidis). In C. Nikolaou and C. Stefanidis (Eds.) *Research and Advanced Technology in Digital Libraries*, Vol. 1513 of Lecture Notes in Computer Science, Springer-Verlag, Heidelberg, 1998, 857-872.

Project Management in A. Forti (Ed.) *Manual for Training in Research and Innovation Management*, World Scientific, Singapore. Also, in A. Forti (Ed.) *Research and Innovation Management* (United Nations Industrial Development Organisation (UNIDO) and Russian Academy of Sciences, Nauka, Moscow, 1993) (in Russian).

The MERMAID Project (with A. Cowderoy and J. Jenkins) in P. Geriner, T. Gullledge and W. Hutzler (Ed.) *Software Engineering Economics and Declining Budgets*, Springer-Verlag, Berlin & Heidelberg, 1994.

Part B – Conferences and other publications (after 2000)

International conference papers accepted based on full paper review

The construction of Collective Memory in Massively Multiplayer Online Game Communities (with A. Papargyris). In Proceedings of International Working Conference on Virtuality and Society: Massive Virtual Communities (IFIP WG 9.5). Leuphana University Luneburg, Germany, July 1-2, 2008.

Delineating Collaboration Intensity Dimensions in Project- Teams (with A. Nikas). In Proceedings of the Academy of Management Conference, Philadelphia, August 3-8, 2007.

ICT and Citizens' Trust in Government: Lessons from Electronic Voting in Brazil (with C. Avgerou, A. Ganzaroli, and N. Reinhard). In Proceedings of the IFIP WG 9.4. International Conference on Social Implications of Computers in Developing Countries, Sao Paolo, Brazil, May 28-30, 2007.

Examining employees' acceptance of e-learning: an application of the theory of planned behaviour (with S. Borotis). In Proceedings of the 6th IASTED International Conference on Web-Based Education (WBE 2007), Chamonix, March 14-16, 2007.

When instruction meets design: embedding instructional theory elements into eLearning (with A. Moraiti and E. Bisbiki). Workshop "eLearning and Human-Computer Interaction: Exploring Design Synergies for more Effective Learning Experiences" (In conjunction with the 10th IFIP TC13 International Conference on Human-Computer Interaction (Interact 2005)), Rome, Italy, September 12-16, 2005.

Impacts of web-based collaboration in managerial control and work practices: the case of introducing a web-based collaboration platform in a construction consortium (with A. Nikas). In the Proceedings of the 16th International Resources Management Association, San Diego, California, USA, May 15-18, 2005.

Embedding eLearning in corporate training: lessons from a case study (with S.A. Borotis and V.A. Karamanis). In Proceedings of the 4th IASTED International Conference on Web-Based Education (WBE 2005), Grindelwald, Switzerland, February 21-23, 2005.

E-learning readiness components: key issues to consider before adopting e-learning interventions (with S.A. Borotis). In Proceedings of E-Learn 2004, Washington, D.C., USA, November 1-5, 2004, 1622-1629. [5 citations]

Designing affective-oriented e-learning courses: An empirical study exploring quantitative relations between usability attributes and motivation to learn (with P. Zaharias and K. Vassilopoulou). In Proceedings of EDMEDIA 2004, Lugano, Switzerland, June 21-26, 2004, 4422-4432.

Instructional strategy for designing e-learning courses for adult learners (with V. Karamanis and P. Zaharias). In Proceedings of EDMEDIA 2004, Lugano, Switzerland, June 21-26, 2004, 3909-3914.

Evolving knowledge: an exploration of affinities between knowledge management and communities of practice (with A. Papargyris). In Proceedings of 4th European Conference on Knowledge Management, Oxford, UK, September 18-19, 2003. [2 citations]

Implementing the learner-centered design paradigm for web-based training curricula (with P. Zaharias). In Proceedings of ETRAIN2003: E-Training Practices for Professional Organisations, Pori, Finland, July 7-11, 2003.

Applying qualitative research in e-learning. Discussion and findings from three case studies. Investigating the quality of e-learning towards a knowledge management-oriented metadata schema (with M.D. Lytras and N. Pouloudi). In Proceedings of ED-MEDIA 2002, Denver, Colorado, USA, June 26-29, 2002, 1192-1194.

Debriefing knowledge management interventions: the role of technological design and organisational fit (with K. Samiotis). In Research-in-Progress Papers, IFIP (WG 8.2 and WG 9.4) - IS Perspectives and Challenges in the Context of Globalisation, Athens, Greece, June 15-17, 2003, [2 citations]

Knowledge processes embedded in task structures: Implications for the design of a technical and organisational solution (with A. Papargyris, and K. Samiotis.). In Practical Aspects of Knowledge Management: 4th International Conference on Knowledge Management (PAKM 2002), D. Karagiannis, and U. Reimer (eds.), Volume 2569 of Lecture Notes in Computer Science, Springer, Vienna, Austria, December 2-3, 2002, 425-436

On-line learning courses: A review and usability attributes (with P. Zaharias, and K. Vassilopoulou). In Proceedings of E-Learn 2002, Montreal, Canada, October 15-19, 2002.

Using a practice-based perspective to inform the design of knowledge management systems: evidence from a case study (with K. Samiotis). In the Proceedings of the 10th European Conference on Information Systems, Gdansk, Poland, June 6-8, 2002.

Building e-Business models: an analytical framework and development guidelines (with D. Papakiriakopoulos and G. Doukidis). In the Proceedings of the 14th Bled Electronic Commerce Conference, Bled, Slovenia, June 25 - 26, 2001, [2 citations].

The impact of information and communication technologies on firm structure. Evidence from an economy in transition (with Y. Spanos and G. Prastakos). In the Proceedings of the 2000 IEEE International Conference on Management of Innovation and Technology, Singapore, November 12-15, 2000.

International conference papers accepted based on review of abstract

Collective action in Persistent Virtual Worlds - A video poster (with A. Papargyris). 5th International Workshop on Phenomenology, Organisation, and Technology, September 21-23, 2006, Amsterdam.

A study on how participants in persistent virtual environments interpret and constitute the meanings of their collective actions (with A. Papargyris). In Proceedings of First International Workshop on Virtuality and Society: Emerging Themes (IFIP WG 9.5), June 16, 2006.

Exploring conceptions of context in persistent virtual environments – social construction and the negotiation of meaning (with A. Papargyris). In Proceedings of The Virtual – a room without borders? Stockholm, Sweden, September 15-16, 2005.

Empowering workplace eLearning program design: the key role of training needs assessment (with V.A. Karamanis and S.A. Borotis.). In Proceedings of 11th International Conference on Human-Computer Interaction (HCI International 2005), Las Vegas, Nevada, USA, July 22-27, 2005.

Adopting knowledge management: how managers perceive its intervention affordances (with K. Samiotis). In Proceedings of 6th European Conference on Organizational Knowledge, Learning, and Capabilities (OKLC'05), Waltham, Massachusetts, USA, March 17-19, 2005.

A network life cycle perspective on managing an inter-organizational network (with E. Prasopoulou). In Proceedings of eChallenges e2003, Bologna, Italy, October 22-24, 2003.

Networked business organisations: an actionable research framework (with A. Nikas and K. Samiotis). In Proceedings of eBusiness and eWork 2002 - Conference and Exhibition (e-2002), Prague, Czech Republic, October 16-18, 2002.

E-business models. A proposed framework (with K. Vassilopoulou, A. Pouloudi, and A. Patronidou). In Proceedings of eBusiness and eWork 2002 - Conference and Exhibition (e-2002), Prague, Czech Republic, October 16-18, 2002, 1003-1009, [5 citations].

Developing e-learning services for the enhancement of ICT skills in enlargement European countries (with P. Zaharias, and A. Ramfos). In Proceedings of eBusiness and eWork 2002 - Conference and Exhibition (e-2002), Prague, Czech Republic, October 16-18, 2002.

The enactment of competencies through IT: a work-practice perspective (with K. Samiotis and G. Doukidis). In the Proceedings of the 3rd European Conference on Organisational Knowledge, Learning, and Capabilities, ALBA, Athens, Greece, April 5-6, 2002.

Learning on process knowledge: a technological and methodological proposition (with K. Samiotis and P. Zaharias). In the Proceedings of eBusiness and eWork 2001 (EMMSEC 2001), Conference and Exhibition, Venice, Italy, October 17-19, 2001.

Interactive and multimedia interfaces for knowledge management and learning systems: enabling self and work-based learning (with K. Samiotis and P. Zaharias). In the Proceedings of 9th International Conference on Human-Computer Interaction (HCI International 2001), New Orleans, LA, USA, August 5-10, 2001.

Web-based testing: providing learners with customized feedback and instructors with a powerful tool for constructing tests (with P. Zaharias and K. Samiotis). In the Proceedings of 9th International Conference on Human-Computer Interaction (HCI International 2001), New Orleans, LA, USA, August 5-10, 2001.

Learning in knowledge-intensive organizations: methods and tools for enabling organizational learning processes (with P. Zaharias and K. Samiotis). In the Proceedings of ICE 2001: Engineering the Knowledge Economy through Co-operation – 7th International Conference on Concurrent Enterprising, Bremen, Germany, June 27-29, 2001, [1 citation].

Personalised services and promotions in internet retailing (with K. Pramadari, A. Vrechopoulos, N. Mylonopoulos, and G. Papamichail). In Proceedings of eBusiness and eWork 2000 Conference, Madrid, Spain, October 18-20, 2000, 153-161.

Studying information systems at the organisational level; interpreting technology (with T. Cornford). In the Proceedings of the 2nd Americas Conference of the Association for Information Systems, Phoenix, Arizona, August 16-18, 1996. Also presented at the Invited Workshop on Requirements Engineering, organised within CAiSE'96 (Conference in Advanced Information Systems Engineering), Heraklion, Crete, Greece, May 20, 1996.

National conference papers accepted based on full paper review

Human Resource Information Systems use in Greece (with I. Talanti). In the Proceedings of the 3rd Student Scientific Symposium of Management Science and Technology, Athens, May 2006.

When Instruction Meets Interface Design: A Framework for Asynchronous eLearning Interface Design Guidelines (with A. Moraiti and E. Bisbiki). In the Proceedings of the Third International Conference on Open and Distance Learning “Applications of Pedagogy and Technology”, Patra, Greece, November 11 – 13, 2005.

Adoption of enterprise resource planning systems in Greece (with S. Borotis). In *Lecture Notes in Computer Science, Volume 3746*, pages 559-570, October 2005.

Developing the new web-based training environments: towards an instructional-based learning object strategy (with V. Karamanis and P. Zaharias). In Proceeding of the 9th Panhellenic Conference in Informatics (PCI 2003), Thessaloniki, Greece, November 21-23, 2003, 480-489.

Unlocking the secrets of information systems failure: the key role of evaluation (with V. Serafeimidis). Proceedings of the 5th National Conference of the Greek Computer Society, Athens, December 8-10, 1995.

A contingency approach to knowledge acquisition: a review of critical success factors to knowledge-based systems development. Proceedings of the Third National Conference of the Greek Computer Society, "Information Technology in the Nineties", Athens, Greece, May 1991.

Towards an integrated approach of knowledge acquisition theory and practice (with G. Doukidis). Proceedings of the Second National Conference of the Greek Computer Society, Thessaloniki, Greece, 4-6 November 1988, 429-438.

Other Publications

Predictions for 2008 (with S. Borotis), ACM eLearn Magazine, 2008.

HR Technologies and Human Resource Management in Greece (with I. Talanti), HR Professional, March 2007.

Predictions for 2007 (with S. Borotis), ACM eLearn Magazine, 2007.

The Internet and Technology Transfer (a joint publication of ELTRUN (eBusiness Research center in AUEB) and Cyberce Business Consultants). INNO Studies - 99 - 07, Innovation and SMEs Program, Brussels – Luxembourg, October 2001.

eBusiness in Large Greek Companies: issues and anticipations (with G. Doukidis, N. Georgopoulos, T. Motsios), EASE, 2001.

The Impact of Electronic Commerce on Employment (with G. Doukidis, M. Themistokleous and I. Terpsidis). Study commissioned jointly by Eurofiet and Eurocommerce, Brussels, March. To be published officially by DG5 (European Commission) in English, German, French and Greek, 1998.

The impact of the development of electronic commerce on the employment situation in European commerce (with G. Doukidis, I. Terpsidis, M. Themistokleous and P. Miliotis). Athens University of Economics and Business, Athens, 1998. [2 citations].

Electronic commerce: challenging issues and the impact on employment (with G. Doukidis, J. Terpsidis, M. Themistokleous, and P. Miliotis). European Union, DG5, Brussels, 1998. [1 citation].

Introduction to Information Systems (second edition). Course guide prepared for the BSc (Econ) Degree of the University of London External Program, 1994, ISBN: 0.718.7. 11904, University of London.

PhD Student Supervision

Konstantinos Samiotis, “Affordances in the adoption of Information Technology Innovations: The case of Knowledge Management”, 2004

Panagiotis Zaharias, “A usability evaluation method for e-learning courses”, 2004

Athanasios Nikas, “The adoption of collaborative technologies in project teams: Exploring the influence of collaboration intensity on individuals’ attitudes regarding collaborative technology adoption”, 2007.

Spiros Borotis, “E-learning adoption in Organizations”, 2009.

Anthony Papargyris, “Knowledge Sharing in Virtual Communities: A Collective Memory Perspective”, 2010.

Ioanna Talanti, “E-Learning in the Workplace: Factors affecting employee’s on-the-job performance”, 2021.

Aggeliki Kostaki, “ICTs and Organizational Reform” (in progress).

Research Activities – Reviewer in International Journals and Conferences

- The Information Society (TIS) Journal
- Journal of Information Technology
- European Journal of Information Systems
- International Journal of Information & Management
- Omega

Research Activities – Reviewer in International Conferences

- Associate Editor: ICIS 2005, 2019, 2020, ECIS 2005.
- International Federation for Information Processing (IFIP), WG 8.2 (Information Systems in Organizations) Conference, 2006.
- International Federation for Information Processing (IFIP), WG 8.2 (Information Systems in Organizations) Conference, 2001.
- European Conference in Information Systems (ECIS) 1995, 1996, 1997, 1998, 1999, 2000, 2001.
- International Conference in Information Systems (ICIS) 1997.
- International Federation for Information Processing (IFIP), WG 9.4 (Information Systems in Developing Countries) Conference, 1998.

Research Activities – Program Committee Member in International Conferences

- IFIP International Conference on Information Systems in Organizations (WG 8.2), Limerick, Ireland, July 12-15, 2006.
- ICIS International Conference on Information System, Las Vegas, USA, December 11-14, 2005 (Editorial Position). Associate Editor in the Track “Social, Behavioral, and Organizational Aspects of Information Systems”. Discussant in 1 paper.
- Faculty member of CEMS Doctoral Consortium “Enterprise Networks and ICT”, Barcelona, Spain, October 2005.
- IFIP International Conference on Information Systems in Organizations (WG 8.2), Cleveland, Ohio, USA, August 1-3, 2005.
- IFIP International Conference on Information Systems in Organizations (WG 8.2), Manchester, UK, July 15-17, 2004.
- IFIP International Conference on Information Systems in Organizations (WG 8.2), Idaho, USA, July 25-29, 2001.
- European Conference on Information Systems: 1997, 1998, 1999, 2000, 2007
- International Conference on Information Systems (ICIS): 1997, 1998, 2002, 2005.
- Academic committee of Doctoral Consortium in the European Conference on Information Systems (ECIS) τα έτη 1997,1998, 1999, and 2001.
- IFIP International Conference of Information Systems in Developing Countries (WG 9.4), Bangkok, Thailand, February 18-20, 1998.
- Academic Committee of Doctoral Consortium in the 6th UK Doctoral Consortium, DeMontfort University, Milton Keynes, July 1996.

Research Activities – Member of the Editorial Board in International Journals

- Information Technology and People (2004 -2010)
- Journal of Strategic Information Systems (since 2005)
- Information and Management (2012 - 2015)
- Journal of Information Technology (since 2012)

Research Activities - Program Chair or Co-chair

IFIP WG 8.2 and 9.4, Athens 2003

IFIP WG 9.5, Athens, 2009

MCIS, Athens 2009

Selected R&D and Industry Projects

- BEST (Benchmarking Policies and Initiatives in Support of e-Learning for Enterprises in Europe). (2006-2007). (EU)
- DOMINO (Dynamic Organizational Management for Inter-firm Network Orchestrations. IST 2000-29545). Scientific coordinator for the project (consortium: 4 academic and 6 industrial partners) (2001-2003). (EU)
- TRAIN-SEE (Training in Information Technologies in South Eastern Europe. IST 2000-28181). Scientific coordinator for AUEB (2002-2003). (EU)
- MODEL (Multimedia for Open and Dynamic Executives Learning. IST 1999-12181). Scientific coordinator for AUEB (1999-2002). (EU)
- Digital Enterprise Research Network (DERN). Scientific coordinator for AUEB (2007-2008)
- Training Needs Assessment and e-learning (PENED Program). Scientific coordinator for AUEB (2003-2007) (GSRT)
- Enterprise Content Management (e-Classify, New Methods of Work Program). Scientific coordinator for AUEB (2003-2005) (GSRT)
- E-Learning and Human Resource Development (ELEVATE, E-Learning Program). Scientific coordinator for AUEB (2003- 2005) (GSRT)
- Design Patterns for e-learning systems (PENED Program). Scientific coordinator for AUEB (2000-2001). (GSRT)
- ERP adoption in Greek enterprises. HERMITAGE (Hellenic Enterprise Resource Management and Information Technology Advancement Network in Greek Enterprises). Networks of excellence Program. Scientific project coordinator (6 academic and 14 industrial partners) (1999-2001). (GSRT)
- E-commerce in the Retail Sector (EPET II Program). Scientific coordinator for AUEB (1998-2000). (GSRT)
- PhD – Knowledge acquisition for expert systems field survey in 40 London Stock Exchange listed companies.
- Value of information study for the oil exploration industry, in Shell Royal Dutch operational center in Aberdeen.
- Knowledge acquisition for an Expert System for Project Management (PIMS) PA consulting group London, Cap Gemini Grenoble.
- United Nations Development Organisation (UNIDO) Project Management training for mid-level government officials in Russian Federation and Hungary.
- Drug usage assessment for the Center for Drug Evaluation and Research (CDER), part of the U.S. Food and Drug Administration (FDA).
- Petróleos Mexicanos (PEMEX) quality assessment of SAP implementation.
- National Bank of Greece – e-Learning Design Development and Implementation for Anti-Money Laundering (AML) (10.000 trainees) and Mortgages (500 trainees). The first two e-Courses of the Bank.
- Alpha Bank - Development and Implementation of interactive case studies for training on mortgages. - Factors affecting employees' adoption of e-Learning.
- Piraeus Bank - Knowledge Management for business processes. - Knowledge Capital Strategy and Enterprise Content Management Platform with IS-IMPACT (EL) and EXODUS SA (EL).
- Eldorado Gold in Chalkidiki - Video training courses for Health and Safety.
- TRAINSEE - E-Learning course development on Strategic IT Mngt for DEI, Petrom Romania, OTE Bulgaria.
- The Impact of e-commerce on employment in the commerce sector in Europe (with CEC DG Employment and The European Confederation of Independent Trade Unions (CESI)).
- Dynamic Organisational Management for Inter-Firm Network Orchestrations (DOMINO) with DIOS A/S (DK), EXODUS AE (EL), NAMICS AG (DE), PROJECT ON LINE AE (EL), ECR SCHWEIZ (CH).
- Digital Enterprise Research Network (DERN) with FORTHnet AE (EL) and ALTEC ABEE (EL).

- E-Learning Environment for Human Resource Development (ELEVATE) with EXODUS SA (EL), Piraeus Bank (EL) and Geniki Bank (EL).
- eClassify (Enterprise intellectual capital management system with automatic file categorisation support) with BPM SA (EL), EXODUS SA (EL), ILSP (EL), Piraeus Bank (EL).
- PROMETHEUS (Developing a methodology for analysing the needs of knowledge-intensive organisations) with Alpha Bank (EL).
- HERMITAGE (Hellenic Enterprise Resource Management and Information Technology Advancement Network in Greek Enterprises with ORACLE HELLAS (EL), SAP HELLAS (EL), SEPE (EL), RESPONSE (EL), SINGULAR SA (EL), COMPUTER LOGIC SA (EL), ZENON SA (EL), SEV (EL), PWC GR SA (EL), PLANNING SA (EL), DOL SA (EL), ELAIS SA (EL).
- CERTIFICATION (Certification of continuing education and qualification programmes - Certification of supplementary training.) with New Greek TV (EL), EMI Enterprise Consulting SA (EL), EOMMEX (EL), GSEVEE (EL), EXTREME MEDIA SOLUTIONS SA (EL), G. SKROUBELOS & ASSOC. (EL).
- Scientific and technical support in the framework of the project "Informatics Center of the Hellenic-American Educational Foundation" in HAEF.
- EDUCOMMERCE (Develop online educational and informational interactive content) and "compareONE" (Design and development of an e-learning programme on the e-bid management service) in CosmoOne SA (EL).
- "Design and implementation of an e-course for investments and investment products in the Directorate of Education" in Alpha Bank (EL).
- Survey on the impact of ICTs in employment in Greece. Presentation to the Hellenic Parliament Select Committee on Education and Employment (with prof. G Doukidis)
- ESPRIT – PIMS (Project Integrated Management System). Knowledge acquisition on cost assessment and effort in IT projects. ESPRIT 2 – MERMAID (Metrification and Resource Modelling AID). Cost and effort assessment models based on proportion and experience. ESPRIT 2 – smESPRIT (A small and medium enterprises Expert System for Planning and Reporting on Information Technology) Design and implementation of a research approach to the recovery of knowledge on information technology management in SMEs.
- ESPRIT 3- GOAL (Generic, Object-oriented multi-Application tool for Large inter-organisational projects). Identification of requirements and risk analysis in telecommunications program management support environments, with City University. ESPRIT 4 – Innovative marketing and e-commerce sales interventions in the retail sector. Develop business to consumer applications using intelligent agent technologies.
- Strategic Enterprise Architecture and IT Governance Plan 2021-2023 in Interamerican Group (EL).
- (On-going) eu-LISA (European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice). Consultancy services for the cultural change and transition to eu-lisa 2.0 operational model.
- (Forthcoming) GR digiGOV-innoHUB (Innovation Hub for Digital Governance and Digital Public Services Acceleration). Support the development of a new generation of Public services for citizens and businesses and transform it into a large innovation creator, buyer and investor through knowledge, resources and infrastructures, enrichment of the ecosystem of Digital Transformation actors and by facilitating the innovation of Public Administration Sector.