

# Curriculum Vitae

of

## Dr. Georgios Batsakis

ALBA GRADUATE BUSINESS SCHOOL, THE AMERICAN COLLEGE OF GREECE  
6-8 XENIAS STR., ATHENS, GREECE

### PERSONAL INFORMATION

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Public profiles: [Google Scholar](#); [LinkedIn](#); [ResearchGate](#)

Citizenship: Greek; British

### CURRENT ACADEMIC POSITIONS

2018 – present Associate Professor (with tenure) of International Business, Alba Graduate Business School, The American College of Greece, Athens, Greece

2019 – present Associate Professor of International Business (fractional appointment), Brunel University London, Brunel Business School, London, United Kingdom

### PAST ACADEMIC POSITIONS

2017 – 2018 Assistant Professor of International Business, Alba Graduate Business School, The American College of Greece, Athens, Greece

2015 – 2018 Assistant Professor of International Business, Brunel University London, Brunel Business School, London, United Kingdom

2013 – 2015 Postdoctoral researcher in International Business, University of Kent, Kent Business School, Canterbury, United Kingdom

2010 – 2013 Teaching assistant, Brunel University London, Brunel Business School, London, United Kingdom

2009 – 2010 Research assistant, Alba Graduate Business School, Athens, Greece

## EDUCATION

Doctor of Philosophy in Management Studies	2010 – 2013	Brunel University London, Brunel Business School, London, United Kingdom (AACSB-accredited) Dissertation title: ‘ <i>Examining Multinational Corporations R&amp;D Subsidiaries’ Embeddedness in Multiple Networks of Knowledge</i> ’ Supervisors: Prof. Suma Athreye & Prof. Satwinder Singh External examiner: Prof. Lucia Piscitello
PG Diploma in Econometrics	2011 – 2012	Birkbeck, University of London, Department of Economics, Mathematics and Statistics, London, United Kingdom
Master of Science in Economics & Business	2008 – 2009	Erasmus University Rotterdam, Erasmus School of Economics, Rotterdam, The Netherlands Subject: Entrepreneurship, Strategy, and Organisation Economics Supervisors: Prof. Roy Thurik & Prof. Peter van der Zwan
Bachelor of Science in Business Administration	2002 – 2006	University of The Aegean, School of Business, Greece

## RESEARCH OUTPUT

### Publications in peer-reviewed journals

1. Batsakis, G., Konara, P., & Theoharakis, V. (2023). Digital sales channels and the relationship between product and international diversification: Evidence from going digital retail MNEs. *Global Strategy Journal* (ABS: 4, ABDC: A, Impact factor: 7.393).
2. Batsakis, G., Robotis, A., Koulamas C., & Zeritis, F. (2023). Contract types, institutional distance and operational performance. Evidence from global trade flows in the LNG industry. *British Journal of Management* (ABS: 4, ABDC: A, Impact factor: 7.450)].
3. Konara, P., Batsakis, G., & Shirodkar, V. (2022). ‘Distance’ in intellectual property protection and MNEs’ foreign subsidiary innovation performance. *Journal of Product Innovation Management*, 39(4), 534-558 (ABS: 4, ABDC: A\*, Impact factor: 9.885).
4. Shirodkar, V., Batsakis, G., Konara, P & Mohr, A. (2022). Disentangling the effects of domestic corporate political activity and political connections on firms’ internationalisation: Evidence from US retail MNEs. *International Business Review*, 31(1), 101889 (ABS: 3, ABDC: A, Impact factor: 8.047).
5. Foroudi, P., Gupta, S., Patel, P., Batsakis, G., Väättänen, J. & Czinkota, M. (2022). The effect of home country characteristics on the internationalization of EMNEs: The moderating role of knowledge stock. *International Business Review*, 101893 (ABS: 3, ABDC: A, Impact factor: 8.047).
6. Batsakis, G. & Theoharakis, V. (2021). Achieving the paradox of concurrent internationalization speed: internationalizing rapidly in both breadth and depth. *Management International Review*, 61(4), 429-467 (ABS: 3, ABDC: A, Impact factor: 4.492)].

7. Mohr, A. & Batsakis, G. (2019). The contingent effect of TMT international experience on firms' internationalization speed. *British Journal of Management*, 30(4), 869-887 (ABS: 4, ABDC: A, Impact factor: 7.450).
8. Batsakis, G., Theoharakis, V., Azar, G., Singh, S., & Singh, R. (2019). The contingent effect of product relatedness on B2B firms' pricing strategy. Evidence from India. *Industrial Marketing Management*, 83, 266-274 (ABS: 3, ABDC: A\*, Impact factor: 8.890).
9. Theoharakis, V., Angelis, Y., & Batsakis, G. (2019). Architectural marketing capabilities of exporting ventures: the contingent effect of distributor capabilities. *International Marketing Review*, 36(6), 1026-1041 (ABS: 3, ABDC: A, Impact factor: 5.774).
10. Batsakis, G. & Singh, S. (2019). Added distance, entry mode choice, and the moderating effect of experience: The case of British MNEs in emerging markets. *Thunderbird International Business Review*, 61 (4), 581-594 (ABS: 2, ABDC: B).
11. Sarpong, D., Eyres, E., & Batsakis, G. (2019). Narrating the future: A distinctive capability approach to strategic foresight. *Technological Forecasting and Social Change*, 140, 105-114 (ABS: 3, ABDC: A, Impact factor: 10.884).
12. Mohr, A., Batsakis, G., & Stone, Z. (2018). Explaining the effect of rapid internationalization on horizontal foreign divestment in the retail sector. An extended Penrosean perspective. *Journal of International Business Studies*, 49(7), 779-808 (FT 50, ABS: 4\*, ABDC: A\*, Impact factor: 11.103).
13. Singh, S, Tabassum, N., Darwish, T. & Batsakis, G. (2018). Corporate Governance and Tobin's Q as a Measure of Organizational Performance. *British Journal of Management*, 29(1), 171-190 (ABS: 4, ABDC: A, Impact factor: 7.450).
14. Batsakis, G., Wood, G., Azar, G., & Singh, S. (2018). International diversification and firm performance in the post-acquisition period: A resource dependence perspective. *Journal of Business Research*, 93, 151- 159 (ABS: 3, ABDC: A, Impact factor: 10.969).
15. Mohr, A. & Batsakis, G. (2018). Firm resources, cultural distance and simultaneous international expansion in the retail sector. *International Business Review*, 27(1), 113-124 (ABS: 3, ABDC: A, Impact factor: 8.047).
16. Batsakis, G. & Mohr, A. (2017). Revisiting the relationship between product diversification and internationalization process in the context of emerging market MNEs. *Journal of World Business*, 52(4), pp. 564-577 (ABS: 4, ABDC: A\*, Impact factor: 8.635).
17. Mohr, A. & Batsakis, G. (2017). Internationalisation Speed and MNE Performance: A Study of the Market-seeking Expansion of Retail MNEs. *Management International Review*, 57(2), pp. 153-177 (ABS: 3, ABDC: A, Impact factor: 4.492).
18. Athreye, S., Batsakis, G., & Singh, S. (2016). Local, global, and internal knowledge sourcing: the trilemma of foreign-based R&D subsidiaries. *Journal of Business Research*, 69(12), pp. 5694-5702 (ABS: 3, ABDC: A, Impact factor: 10.969).

19. Batsakis, G. (2016). Host location knowledge sourcing and subsidiary innovative performance: examining the moderating role of alternative sources of knowledge and IPR distance. *International Journal of Innovation Management*, 20(6) (ABS: 2).
20. Mohr, A. & Batsakis, G. (2014). Intangible Assets, International Experience and Internationalisation Speed of Retailers. *International Marketing Review*, 31(6), pp. 601-620. (ABS: 3, ABDC: A, Impact factor: 5.774).
21. Batsakis, G. (2014). Impediments on the way to entrepreneurship: some new evidence from the EU's Post-socialist world. *Journal of Small Business and Enterprise Development*, 21(3), pp. 385 - 402. (ABS: 2).

**Chapters in edited books**

22. Anderson, U., Athreye, S., & Batsakis, G. (2016). Complementarity and substitution in the knowledge networks of R&D subsidiaries. In Ambos, T.C., Ambos, B., & Birkinshaw, J. (Eds.), *Research in Global Strategic Management - Volume 17: Perspectives on Headquarters-Subsidiary Relationships in the Contemporary MNC*. Emerald.

**Papers in review process (titles undisclosed due to blind review)**

23. Singh, S., Darwish, T., Batsakis, G. & Potocnik, K. (2<sup>nd</sup> Revise and Resubmit, *British Journal of Management* [ABS: 4, ABDC: A, Impact factor: 7.450]).
24. Batsakis, G., Li, C., Theoharakis, V. & Konara, P. (2<sup>nd</sup> Review round, *Journal of Retailing* [ABS: 4, ABDC: A\*, Impact factor: 11.190]).
25. Azar, G., Batsakis, G., Drogendijk, R., Geng, R., & Pakseresht, A. (Under Review, *British Journal of Management* [ABS: 4, ABDC: A, Impact factor: 7.450]).
26. Batsakis, G., Konara, P., Mohr, A., & Koritos, C. (Under Review, *Global Strategy Journal* [ABS: 4, ABDC: A, Impact factor: 7.393]).

**Working papers (titles and target journals are tentative)**

27. Bridging the Divide: An Interdisciplinary Systematic Literature Review on the Evolution of Artificial Intelligence in Management and Technology Literatures (with Cui, Z., Li, X., Robotis, A., & Braganza, A.). Target journal: *Research Policy* [ABS: 4\*] (final revisions).
28. The moderating effect of implementation readiness on the relationship between Technology adoption and firm Performance. Evidence from the UK (with Azar, G., & Georgiadis, A.). Target journal: *Journal of Product Innovation Management* [ABS: 4] (writing-up).
29. Regulatory reforms and venture capital: International evidence (with Tzioumis, K.). Target journal: *Journal of Business Venturing* [ABS: 4] (writing-up).

### **Papers presented in conference proceedings**

30. Cui, Z., Li, X., Batsakis, G., Robotis, A., & Braganza, A. (2022). An Interdisciplinary Systematic Review on Artificial Intelligence in Management and Technology. In: *The Academy of Management Conference*, August 5-9, Virtual.
31. Batsakis, G., Konara, P., & Theoharakis, V. (2022). The Contingent Effect of Digital Sales Intensity on the Relationship Between Product and International Diversification: Evidence From Going Digital Retail MNEs. In: *The Academy of International Business Conference*, July 15, Virtual.
32. Batsakis, G., Konara, P. & Theoharakis, V. (2020). In Pursuit of Complementarity in the Internationalisation Process: Evidence from Hybrid Retailers. In: *American Marketing Association Winter Academic Conference*, February 14-16, San Diego, CA.
33. Batsakis, G., Konara, P. & Theoharakis, V. (2019). Revisiting the relationship between product and international diversification. Adding the digital dimension. In: *The European International Business Academy Conference*, December 13-15, Leeds, UK.
34. Batsakis, G. & Theoharakis, V. (2019). Concurrent Internationalization Speed, CEO Characteristics and Firm Performance: A Paradox Perspective. In: *The Academy of International Business Conference*, June 24-27, Copenhagen.
35. Batsakis, G., Konara, P. & Theoharakis, V. (2019). Adding the digital dimension in the relationship between product and international diversification. Evidence from hybrid retail MNEs. In: *The Academy of International Business Conference UK & Ireland Chapter*, April 25-27, Brighton, UK.
36. Konara, P., Batsakis, G. & Shirodkar, V. (2018). Innovating in Foreign Subsidiaries in Isomorphic IP Regimes vs. Non-Isomorphic IP Regimes. In: *The Academy of Management Annual Conference*, August 10-14, Chicago, IL.
37. Batsakis, G., Konara, P. & Shirodkar, V. (2017). Home-government lobbying and international diversification: Evidence from U.S. retail MNEs. In: *The European International Business Academy Conference*, December 14-16, Milan, Italy.
38. Singh, S. & Batsakis, G. (2017). Added Distance, Entry Mode Choice, and the Moderating Effect of Experience: The Case of British MNEs in Emerging Markets. In: *The Academy of International Business*, July 2-5, Dubai, UAE.
39. Batsakis, G., Azar, G., & Singh, S. (2017). Pricing Strategies of Domestic Vs Multinational Firms in an Emerging Market: An Empirical Study. In: *The Academy of International Business*, July 2-5, Dubai, UAE.
40. Mohr, A., Batsakis, G., & Stone, Z. (2016). Explaining foreign divestment in the retailing sector. A Penrosean perspective. In: *The European International Business Academy Conference*, December 2-4, Vienna, Austria.
41. Mohr, A., Batsakis, G., & Stone, Z. (2016). Explaining foreign divestment in the retailing sector. A Penrosean perspective. In: *The Academy of International Business Conference UK & Ireland Chapter*, April 7-9, London, UK.

42. Mohr, A. & Batsakis, G. (2014). Internationalisation Speed and MNE Performance: The Inverted U-Curve Hypothesis. In: *The Academy of International Business*, June 23-26, Vancouver, Canada.
43. Mohr, A. & Batsakis, G. (2014). Explaining Simultaneous Internationalisation. In: *The Academy of International Business Conference UK & Ireland Chapter*, April 10-12, York, UK.
44. Andersson, U., Athreye, S., & Batsakis, G. (2013). Complementarity and Substitution in the Knowledge Networks of R&D Subsidiaries. In: *The European International Business Academy Conference*, December 12-14, Bremen, Germany.
45. Batsakis, G. (2013). Examining R&D Subsidiaries' Innovative Performance under the Multiple Embeddedness Context: A Multilevel Analysis. In: *The Academy of International Business Conference UK & Ireland Chapter*, March 21-23, Birmingham, UK.
46. Athreye, S., Batsakis, G., & Singh, S. (2012). The Dual External Embeddedness of Geographically Distributed R&D. In: *The Academy of International Business Conference*, June 30 - July 3, Washington, DC.
47. Athreye, S., Batsakis, G., & Singh, S. (2012). The Multiple Embeddedness of MNEs' Foreign R&D Subsidiaries in External Home, External Host and Internal Networks. In: *DRUID Conference*, June 19-21, Copenhagen.
48. Batsakis, G. (2012). R&D Subsidiaries' Innovative Performance "revisited": A Multilevel Approach. In: *DRUID Conference*, June 19-21, Copenhagen.

## TEACHING EXPERIENCE

I. Alba Graduate Business School at The American College of Greece (2017-present)

### Graduate courses (MSc and MBA level)

- *Career Development* (MSc, 2018 - 2020)
- *Entrepreneurial Strategy and International Growth* (MSc, 2017 - 2021)
- *Entrepreneurship* (MBA, 2017 - present)
- *Entrepreneurship in Tourism* (MSc, 2019 – 2021)
- *Global Business and Trade* (MSc, 2017 -2021)
- *International Business* (MSc, 2021 – present)
- *Lean Entrepreneurship* (Alba - Eurobank MBA, 2021 - present)
- *Strategy Formulation and Implementation* (MSc, 2021 – present)
- *Strategy in Tourism* (MSc, 2021 - present)
- *Entrepreneurship: The Bootcamp Experience* (MBA, 2022 - present)

### Executive education

Courses taught: Business Economics, *Business Planning and Reporting*, *Economics of International Business*.

Clients:

- WIND Telecommunications
- TITAN Group
- Hellenic Marine Equipment Manufacturers and Exports
- Sunlight Group
- Executives from pharmaceuticals and energy companies

Field Trip lectures given to Universities such as:

- TIAS, Executive MBA
- RSM - Erasmus University, MBA
- University of St. Gallen, Executive MBA
- University of Kent, MBA
- Roger Williams University, MBA
- Bern University of Applied Sciences, Executive MBA
- Bremen University of Applied Sciences, Executive MBA

II. Brunel University London

Lectures

- *International Business Strategy* (Module leader, core PG,)
- *Strategic Management* (Module leader, elective UG3, 2016-17)
- *Business Economics* (MBA, 2015-16)
- *Entrepreneurship & Marketing in Business* (core UG2, 2016-present)

Seminars

- *Issues & Controversies in Management* (core UG3, 2015-16, 2016-17)
- *International Business in Emerging Markets* (core UG2, 2015-16, 2016-17)
- *International Business Environment* (Teaching assistant, core UG1, 2011-2012)
- *International Technology Management* (Teaching assistant, elective UG3, 2010-2011)

Supervision of MSc dissertations - Brunel University London

- Supervised dozens of MSc dissertations in the areas of Strategy, International Business, Entrepreneurship and Marketing.

Supervision of doctoral students - Brunel University London

1. Nattacia Dabescki; *Speed of Multinational Expansion: Integrated Analysis of Antecedents and Outcomes* (Completed in 2019)
2. Amit Rawal; *Bouncing Back from Bankruptcy to Venture Again: Narratives of Entrepreneurial Antifragility* (Completed in 2021)
3. Zequn Cui (expected completion in 2023)
4. Amir Rahimipour Anaraki (expected completion in 2025)

III. University of Kent (2013-2015)

Lectures

- *Innovation and Knowledge Management in MNEs* (Kent executive MBA, 2013-2014)
- *International Marketing* (core PG, 2014-2015)

IV. Doctoral committees

- *Internal examiner*, Heba Alqurashi (2017)
- *Internal examiner*, Adel Fadhil (2019)

**TEACHING EVALUATIONS AS COURSE LEADER (2015 – ) Average score 4.4 / 5.0**

<b>University</b>	<b>Module title</b>	<b>Level</b>	<b>Academic Year</b>	<b>Score</b>
Alba	Entrepreneurship (Section I)	MBA	2021-22	4.5/5.0
Alba	Entrepreneurship (Section II)	MBA	2021-22	4.4/5.0
Alba	Strategy in Tourism	PG	2021-22	4.2/5.0
Alba	International Business	PG	2021-22	4.2/5.0
Alba	Strategy Formulation & Implementation	PG	2021-22	4.2/5.0
Alba	Business Economics (Online)	Exec	2021-22	4.6/5.0
Alba	Business Economics (Hybrid)	Exec	2021-22	4.6/5.0
Alba	Business Economics (Hybrid)	Exec	2021-22	4.5/5.0
Alba	Business Economics (Hybrid)	Exec	2021-22	4.1/5.0
Alba	Business Planning and Reporting	Exec	2021-22	3.6/5.0
Brunel	International Business Strategy (Hybrid)	PG	2021-22	4.5/5.0
Alba	Global Business & Trade (Online)	PG	2020-21	4.2/5.0
Alba	Entrepreneurship in Tourism (Online)	PG	2020-21	4.2/5.0
Alba	Entrepr. Strategy & International Growth (Online)	PG	2020-21	4.4/5.0
Alba	Entrepreneurship (Section I) (Online)	MBA	2020-21	4.4/5.0
Alba	Entrepreneurship (Section II) (Online)	MBA	2020-21	4.8/5.0
Alba	Business Economics (Online)	Exec	2020-21	4.7/5.0
Alba	Business Economics (Online)	Exec	2020-21	4.4/5.0
Brunel	International Business Strategy (Online)	PG	2020-21	4.3/5.0
Alba	Global Business & Trade (Online)	PG	2019-20	4.1/5.0
Alba	Entrepreneurship in Tourism (Online)	PG	2019-20	4.1/5.0
Alba	Entrepr. Strategy & International Growth (Online)	PG	2019-20	4.2/5.0
Alba	Entrepreneurship (Section I)	MBA	2019-20	4.9/5.0
Alba	Entrepreneurship (Section II)	MBA	2019-20	4.5/5.0
Alba	Business Economics	Exec	2019-20	4.5/5.0
Alba	Business Economics	Exec	2019-20	3.8/5.0
Brunel	International Business Strategy	PG	2019-20	4.5/5.0
Alba	Global Business & Trade	PG	2018-19	4.3/5.0
Alba	Entrepr. Strategy & International Growth	PG	2018-19	4.4/5.0
Alba	Entrepreneurship (Section I)	MBA	2018-19	4.5/5.0
Alba	Entrepreneurship (Section II)	MBA	2018-19	4.1/5.0
Alba	Business Economics	Exec	2018-19	4.5/5.0
Brunel	International Business Strategy	PG	2018-19	4.6/5.0
Alba	Entrepreneurship (Section I)	MBA	2017-18	4.6/5.0
Alba	Entrepreneurship (Section II)	MBA	2017-18	4.3/5.0
Alba	Global Business & Trade	PG	2017-18	4.5/5.0
Alba	Business Economics	Exec	2017-18	4.5/5.0



Alba	Entrepr. Strategy & International Growth	PG	2017-18	4.2/5.0
Brunel	International Business Strategy	PG	2017-18	4.6/5.0
Brunel	International Business Strategy	PG	2016-17	4.6/5.0
Brunel	Strategic Management	UG	2016-17	3.8/5.0
Brunel	International Business Strategy	PG	2015-16	4.6/5.0
Brunel	Business Economics	MBA	2015-16	4.8/5.0

## AWARDS & RECOGNITIONS

- Included in the “Poets & Quants 40 Under 40 MBA Professors” list for the year 2022 ([link](#))
- Exemplary teaching recognition, Brunel Business School, AY2021/22
- 2010 – 2013. Recipient of the Brunel Business School doctoral scholarship (approximately £55,000)

## GRANTS

- 2011 – 2012. Entrepreneurship and Innovation Unit, Athens University of Economics and Business. “Innovative Entrepreneurship”, Education and Lifelong Learning project, co-funded by the European Union (European Social Fund) and the Hellenic Republic (Ministry of Research and Education). Co-researcher. (contract €6,500)
- 2009-2010. Stelios Haji-Ioannou Start-up of the Year Competition, administered by AHEAD, Alba Graduate Business School. Co-investigator for Greece’s leading start-up competition (contract €60,000).

## PROFESSIONAL ACTIVITIES

### I. Reviewing service (ad-hoc)

- Journal of World Business, British Journal of Management, Global Strategy Journal, International Marketing Review, Journal of Business Research, Regional Studies, Management International Review, Journal of International Management, International Business Review, Long Range Planning, among others

### II. Affiliations

- Academy of International Business (Member)
- Academy of Management (Member)
- European International Business Academy (Member)
- Higher Education Academy (Fellow)

### III. External engagement

- Mentor - pre-seed stage startups (areas of involvement: MVP, proof of concept, demand validation)
- Mentor - VISA Innovation Program (2021-)
- Coach - Stage Two Competition
- Supervisor / Alba faculty responsible for supervising the Alba MBA team in the European Business Plan of the Year Competition (2021-) & Stage Two, the first pan-European competition for the best startups spinning out of leading European universities (2022-)
- Coordinator - 13th People Management Executive Seminar (2017)

- Judge - Disrupt Greece Competition, the startup event of the year (2018)
- Judge - for EGG (Enter – Grow – Go), Eurobank’s official startup accelerator, Athens, Greece (2018-)
- International Marketing Track Chair - 46th Academy of International Business UK & Ireland Chapter Conference (2019)

## **RESEARCH INTERESTS**

- Corporate strategy: Product and international diversification
- Global strategy: Temporal process of internationalisation, Foreign divestment and de-internationalization processes, Digitalization of MNEs

## **ADMINISTRATIVE DUTIES & PROGRAM - COURSE DESIGN**

- Alba Graduate Business School, Academic Director of the *Alba MSc in International Business and Management* (2021 – present)
- Alba Graduate Business School, Academic Director of internships for the *Alba MSc in International Business and Management* (2018 – 2020)
- Alba Graduate Business School, Research Seminar Series coordinator (2017 – present)
- Alba Graduate Business School, member of Ethics Committee and Fact-finding Committee (2020 – present)
- Re-designed the postgraduate program *Alba MSc in International Business and Management* (2021)
- Designed the *Strategic Management* course for the newly launched Alba online MBA (2022).
- Designed the *Entrepreneurship: The Bootcamp Experience* course for the revised Alba MBA (2022).
- Brunel Business School, Ethics coordinator

## **OTHER QUALIFICATIONS**

- Fellow of the Higher Education Academy
- Expertise in Applied econometrics (attended the PG certificate in Econometrics, Birkbeck College, 2011-2012)
- Statistical / Econometric Software: STATA, SPSS
- Competent use of various computer-based learning platforms (Moodle, Blackboard Learn)

## **REFERENCES**

Prof. Vasilis Theoharakis  
Professor of Strategic Marketing  
Director of the Executive MSc in Marketing and Leadership  
Cranfield University  
[V.Theoharakis@cranfield.ac.uk](mailto:V.Theoharakis@cranfield.ac.uk)

Prof. Alexander Mohr  
Professor of Export Management and Internationalization Processes  
Vienna University of Economics and Business  
Director of the MSc Export and Internationalization Management  
[alexander.mohr@wu.ac.at](mailto:alexander.mohr@wu.ac.at)

Prof. Christos Koulamas  
Ryder Eminent Scholar Chair in Management Information Systems  
Florida International University  
[koulamas@fiu.edu](mailto:koulamas@fiu.edu)