A. Papers Published in Academic Journals


The interaction between managerial cognitions and managerial actions plays an important role for an organization undergoing change. We propose an integrated framework baptized the CULTURE Model as the main mediator for explaining the interactions between these two concepts. The CULTURE Model, which is an acronym of Community, Understanding, Language, Trust, Unification, Reflection and Emotions, is built upon the theory of Communities of Practice and advances our understanding of the sharing of managers’ knowledge structures.


We develop a compact and integrated methodological framework for Balanced Scorecard (BSC) synthesis and implementation. By identifying shortcomings and critical success factors from literature and experience, the methodology aims at overcoming certain serious predicaments faced by many implementations. The methodology embodies activities related to Project Management, Change Management, Risk Management, Quality Assurance and Information Technology, areas that contribute considerably to BSC implementation success.


The paper explores the shift from traditional to New Public Management (NPM) in Greece. It analyses the major driving forces and the transformation programs developed and implemented in the country. Particular emphasis is made on the importance of leadership and management in these transformation programs.


Numerous methods have been developed in order to evaluate R&D and New Product Development performance, including evaluation of outputs, inputs and the processes involved. We provide an overview of the literature in the filed using as basis of classification of different measures and evaluation approaches an extended Balanced Scorecard framework.

The literature on R&D and New Product Development performance is rich in terms of descriptions of measurement techniques and methods, but pay less attention to the actual use of the results of measurement in decision-making. Based on in-depth interviews with R&D staff and controllers in three large corporations in the electronics industry, we validate and further specify key areas of use and impact of R&D performance measurement results and develop a roadmap both for practitioners and further research.


The pace of change experienced by modern businesses is phenomenal. Extensive work has been done recently to develop models and frameworks for addressing a variety of the issues associated with organizational change. This paper integrates and advances some of the models and concepts in an effort to develop an all-encompassing framework to guide managerial action. The paper develops an integrative model of organizational change encompassing all parts of the organization (i.e. strategy, structure, processes and human capital), that seeks to offer managers guidance as to the fundamental factors that need to be considered when planning and implementing change initiatives.


The paper proposes a new perspective in technology management research, focusing on the transversal impact of technology in all functions of the firm. We propose areas for research in the interface between technology and respectively finance, accounting/control, human resource management/organizational behavior, marketing, and operations management.


The automotive component sector remains under high pressure in terms of requests for innovation, cost reduction and quality improvement. This paper deals with the learning challenge induced by major changes in the supply chain, due in particular to the transfer of product development activities from OEMs to their suppliers. Emphasizing practical implications from eight in-depth case studies of the product development process in medium-sized automotive expert supplier firms, different operational learning situations are identified and the related managerial challenges analyzed.

The paper makes a critical connection between the principles and practices of lean supply on the one hand, and global sourcing on the other. Based on data from one global OEM and six of its systems suppliers, we conclude that there are many issues that prevent lean principles to be tapped into when global sourcing is practiced and that, as a consequence, global sourcing should not be used for complex components with high technology content.


We develop an extension of portfolio models used in order to support supplier selection in automotive component procurement by analyzing and integrating the link between product categories, supplier capabilities and product specifications. Case studies in OEMs and suppliers complemented with best practice benchmarks with Toyota Motor Corporation show that the connection between portfolio models and the specification process can streamline the entire procurement process.


The paper explores the role of specifications in the make-or-buy decision. Based on how specifications are generated and on the nature of the date they contain, they provide a critical input to outsourcing decision.


Through in-depth case studies of two development projects involving automotive OEMs, systems suppliers and expert suppliers, we identify three groups of user needs that are not currently satisfied by existing information system solutions: improvement of coordination and communication; enhancement of the access to new technological information; and support for the development of an organizational memory. We then explore what kind of information systems might help satisfy the above-mentioned needs.
B. Papers Presented in Conferences (a selection)


The methodology depicts the main activities, issues, dynamics, and complexities involved in the most critical stage of the ERP implementation cycle which is the evaluation and selection in that it emphasizes the fact that once a solution is selected it will affect all business operations. It highlights how ERP objectives should originate from individual organizational needs and how to translate business needs into tailor-made ERP objectives.


In this paper we develop a framework for the unfolding of planned change efforts, using as empirical field of investigation longitudinal case studies from Greek public organizations that currently are undergoing radical change. We investigate change processes with respect to the assumed presence and complementary interplay of the four change motors evolutionary, life cycle, dialectical, and teleological synthesized by Van de Ven & Poole. We present findings from a detailed longitudinal study of a new public service, in the shape of one-stop offices for citizen services, implemented at an inter-ministry level within the Greek public sector.


An individual job-related competency is the underlying set of behaviors of an individual that are related to effective work performance. Potentially, such competencies can give an organization sustainable competitive advantage. We develop, analyze and discuss a method for a forward-looking, dynamic and proactive approach to competency modeling. The method was applied in a longitudinal research project sponsored by a leading Greek Bank, currently undergoing fundamental corporate restructuring. We describe how the competency model was developed and how it facilitated strategy implementation and change.


The interaction between managerial cognitions and managerial actions plays an important role for an organization undergoing change. The interpretative processes through which managers enact with environmental and organisational context are crucial for how they act in the change management process. We discuss how the interaction between managerial cognitions and managerial actions within Communities of Practices affect the effectiveness of the change process.

This paper defines and identifies four core factors for the effectiveness of Knowledge Sharing Networks (KSNs). It analyses, first, the development of a socio-cultural environment, which enables and motivates actors and network participants to share knowledge, secondly, the processes of knowledge sharing within the knowledge sharing network, thirdly, the role of groupware technologies in such networks and fourthly, the significance of top management involvement in (leading and managing effectively the above three factors.


We develop a specific Balanced Scorecard (BSC) model, and present the experiences from its real-life implementation at a large software development company. Through the discussion of the actual implementation in a technology driven and oriented company, we illustrate the effect that the dynamic environment and the increased concerns about intellectual capital have on business strategy and the performance metrics inherent in the BSC model. We also identify and evaluate critical success factors and shortcomings of the particular project in order to derive guidelines for similar implementations.


Building on coevolution theory and existing knowledge about strategic and organizational change, this paper develops a conceptual framework for studying change in organizations as coevolution. The focus is on how organizations create constructed environmental conditions, hence forming the context for themselves and other organizations and their environment. The paper illustrates this problematic by focusing on the interplay between public and private organizations, and develops a set of propositions.

This paper reports on a study of the organization of Knowledge Management within 12 large-sized global corporations. Three distinctive forms of KM organization and their specific pros and cons are identified; central KM function, functionally located KM cells and project decentralized KM function.


We propose an architectural perspective based on the premise that building an organizational capability is comparable with designing and building an architectural edifice. If this assertion is valid, then our understanding of the nature of organizational capabilities and of the process of building them may be improved. With architecture man can obtain not only a defence against the natural environment, but also the benefits of a human environment; at the same time a prerequisite for and a symbol of the development of civilisation.

C. Books, Book Chapters and Other Publications


We analyze and discuss a novel approach to competency modeling explicitly aligned with strategic business needs and oriented to long-term future success. We draw on recent experience from a longitudinal case study of one of the top five Greek banks, illustrating the step-wise development of a competency framework with the objective of supporting and communicating strategy and change. We discuss key impacts from the implementation of the competency model during a large-scale change project.


Based on a questionnaire survey of 400 automotive suppliers, we cast light on the specification problem in the customer-supplier interface by developing a typology of different type of specifications. The typology was proven useful for improving product development lead-time and the functional performance of products developed in collaboration between suppliers and OEMs.


The booklet provides an introductory overview of innovation management in the following sub chapters: Why innovate? Is my company able to innovate? When innovate? What innovate? How to innovate?