

GEORGE IOANNOU, Ph.D.
Professor of Production and Operations Management

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A. Research Interests

Production Systems (Planning, Scheduling and Control), Business Process Modeling and Optimization
Supply Chain Management (Inventory Management, Warehousing Design & Operations, Strategy)
Manufacturing Facilities (Cellular-Hybrid-Lines) Design and Material Handling Systems
Information Technology Applications (MRP, MRP II, DRP, ERP), Operations Management

B. Education

- Ph.D. in Mechanical Engineering 1995
University of Maryland, College Park, MD
- M.Sc./D.I.C. in Industrial Robotics and Manufacturing Automation 1991
Imperial College of Science, Technology and Medicine, London, UK
- Eng. Diploma in Mechanical Engineering 1990
National Technical University, Athens, Greece

C. Academic Experience

- Professor of Production and Operations Management 2009 – present
Department of Management Science and Technology,
Athens University of Economics and Business
- Acting Program Director, International MBA 2007 – present
Athens University of Economics and Business
- Associate Professor 2004 – 2008
Department of Management Science and Technology,
Athens University of Economics and Business
- Assistant Professor 2000 – 2004
Department of Management Science and Technology,
Athens University of Economics and Business
- Assistant Professor 1999 - 2000
Department of Operations Research and Marketing,
Athens University of Economics and Business
- Head 2000 - present
Operations Management & ERP Systems Center
Management Sciences Laboratory, AUEB
- Director 1996 – 1998
Manufacturing Systems Integration Laboratory
Virginia Polytechnic Institute and State University
- Assistant Professor 1996 – 1998
Department of Industrial and Systems Engineering
Virginia Polytechnic Institute and State University
- Graduate Research Assistant 1991- 1995
Institute for Systems Research, University of Maryland
- Fellow 1990 - 1991
Center for Robotics and Automated Systems, Imperial College

D. Professional – Academic Activities

- Member of the Editorial Board of the Journals: i) *Production Planning and Control*, ii) *Astrolavos*
- Member of the Scientific Program Committees of the following Academic Conferences:

- 2nd International Conference on Applied Operational Research, Åbo Akademi University, Finland (ICAOR 2010)
- 1st International Conference on Applied Operational Research (ICAOR 2008)
- IFIP Second International Conference on Research and Practical Issues of Enterprise Information Systems, (CONFENIS 2007)
- 2nd Conference of the Technical Chamber of Greece: Greek Industry – Towards the Knowledge Economy (TEE 2006)
- International Conference on Advances in Materials, Product Design & Manufacturing Systems (ICMPM 2005)
- 8th International Conference on Electronic Commerce Research (NAEC 2005 – Networking and Electronic Commerce Research)
- Reviewer for: IIE Transactions, Operations Research, IEEE Transactions on Robotics and Automation, Interfaces, Applied Mathematical Modeling, International Journal of Flexible Manufacturing Systems, International Journal of Flexible Automation and Integrated Manufacturing, Journal of Intelligent Manufacturing, Production Planning and Control, International Journal of Production Research, Computers and Industrial Engineering, Operational Research, International Journal of Systems Science, Journal of Food Engineering, International Transactions in Operational Research, International Journal of Production Economics, OMEGA, European Journal of Operational Research, Journal of the Operational Research Society, IEEE Transactions of Industrial Informatics.
- Professional Society Memberships: IIE and INFORMS.
- Registered Professional Engineer: Technical Chamber of Greece, Athens, Greece (since 1990).

E. Publications

E1. Thesis and Dissertations

1. Ioannou, G., 1995. "Integrated Manufacturing Facility Design." Doctoral Dissertation, Department of Mechanical Engineering and Institute for Systems Research, University of Maryland at College Park, USA.
2. Ioannou, G., 1991. "Stiffness Control for Robotic Assembly." Master's Thesis, Centre for Robotics and Automated Systems, Imperial College of Science, Technology and Medicine, University of London, UK (Grade: Distinction).
3. Ioannou, G., 1990. "Computer-aided Control Systems Design." Diploma Thesis, Department of Mechanical Engineering, National Technical University of Athens, Greece (Grade: 10/10).

E2. Books, Chapters, Edited Volumes

1. Ioannou, G., 1996. "Integrating shop layout and material handling system design decisions." In *Progress in Material Handling Research 1996*, R.J. Graves, L.F. McGinnis, D.J. Medeiros, R.E. Ward and M.R. Wilhelm (Editors), Braun-Brumfield, Inc., Ann Arbor, MI, pp. 227-244.
2. Ioannou, G. and W.G. Sullivan, 1996. "Justification of investment in modern material handling technology using activity-based costs." In *Progress in Material Handling Research 1996*, R.J. Graves, L.F. McGinnis, D.J. Medeiros, R.E. Ward and M.R. Wilhelm (Editors), Braun-Brumfield, Inc., Ann Arbor, MI, pp. 573-594.
3. Chen, F.F. and R. Mantel; contributions by G. Ioannou, H. Roos, J. van den Berg, M.R. Wilhelm, 1996. "Infrastructure and networking in material handling research and development." In *Progress in Material Handling Research 1996*, R.J. Graves, L.F. McGinnis, D.J. Medeiros, R.E. Ward and M.R. Wilhelm (Editors), Braun-Brumfield, Inc., Ann Arbor, MI, pp. 25-28.
4. Baird, K., Barfield, W., Shewchuk J.P., and Ioannou, G., 2001. "Applications of wearable computers and augmented reality to manufacturing." In *Fundamentals of Wearable Computers and Augmented Reality*, W. Barfield and T. Caudell (Editors), Lawrence Erlbaum Associates, Inc., NJ, pp. 695-714.

5. Tarantilis, C., C. Kiranoudis and G. Ioannou, 2004. "Distribution and Service Operations Management in Greek Enterprises – Methods, Systems and Case Studies", Sideris Publications, forthcoming (in Greek).
6. Ioannou, G., 2005. "Production and Operations Management", Stamoulis Publications, Athens, Greece (in Greek).
7. Repoussis P. P., D. C. Paraskevopoulos, G. Zobolas, C. D. Tarantilis and G. Ioannou, 2005. A decision support system for effective management of waste lube oils recycling operations. In A. Jaskiewicz, M. Kaczmarek, J. Zak (Editors), *Advanced Operations Research and Artificial Intelligence Methods in Transportation*, IFOR Publishing House, pp. 587-594.
8. Ioannou, G., 2006. "Enterprise Resource Planning Systems - Applications with MBS-Navision", Stamoulis Publications, Athens, Greece (in Greek).
9. Argyropoulou, M., Ioannou, G., Motwani, J., Schwarz, T. and Soderquist, K., 2006. ERP Implementation by U.S. and Greek Companies: A Cross – Cultural Analysis. In P. Petratos (Editor), *Current Computing Developments in E-Commerce, Security, HCI, DB, Collaborative and Cooperative Systems*, Atiner Publications, pp. 373-386.
10. Kritikos, M.N. and G. Ioannou, 2007. A non-parametric method for the multi-criteria vehicle routing problem with time windows. In N. Matsatsinis and K. Zopounidis (Eds.), *Multi-criteria Decision Systems*, Klidarithomos Publications, pp. 41-54.
11. Zobolas, G.I., C.D. Tarantilis and G. Ioannou, 2007. Exact, heuristic and metaheuristic algorithms for solving shop scheduling problems. In F. Xhafa and A. Abraham (Editors), *Meta-heuristics for Scheduling in Industrial and Manufacturing Applications*, Springer Engineering Series, pp. 1-40.
12. Repoussis, P., C. Tarantilis and G. Ioannou, 2007. An evolutionary algorithm for the open vehicle routing problem with time windows. In F.B. Pereira and J. Tavares (Editors), *Bio-inspired Approaches for the Vehicle Routing Problem*, Springer Engineering Series, pp. 55-75.
13. Argyropoulou, M., Ioannou, G., Koufopoulos, D. and Motwani J.. 2009. Measuring the Impact of an ERP Project at SMEs: A Framework and Empirical Investigation. In Maria Manuela Cruz-Cunha (Editor), *Enterprise Information Systems for Business Integration in SMEs: Technological, Organizational, and Social Dimensions*, Chapter 1, ISBN: 978-1-60566, IGI Global, (AIRM).
14. Argyropoulou M., M.K. Sharma, T. Lazarides, D. Koufopoulos and G. Ioannou. Measuring Supply Chain Performance in SMEs. In Gunasekaran, A. and Sandhu, M., (Editors), *Handbook of Business and Information Management Systems, Advances in Information Resources Management* book series, IGI Global, ISBN: 1537-3367, to appear.
15. Argyropoulou, M., G. Ioannou, D. Koufopoulos and J. Motwani. The 'Six Imperatives' Framework for the Evaluation of an ERP Project. In Kumar, S., Bendoly, E., Esteves, L. (Editors), *Frontiers of Research, in Enterprise Systems: A Handbook*, Sage Publications, to appear.

E3. Journals

1. Harhalakis, G., G. Ioannou, I. Minis, and R. Nagi, 1994. "Manufacturing cell formation under random product demand". *International Journal of Production Research*, **32**(1), 47-64.
2. Herrmann, J.W., G. Ioannou, I. Minis, R. Nagi and J.M. Proth, 1995. "Design of material flow networks in manufacturing facilities". *Journal of Manufacturing Systems*, **14**(4), 277-289.
3. Delaney, D., J.W. Herrmann, G. Ioannou, T. Lu, I. Minis, A.H. Mirza and R. Palmer, 1995. "Design and implementation of a hybrid manufacturing facility". *Computers and Industrial Engineering*, **29**(3), 315-321.
4. Herrmann, J.W., G. Ioannou, I. Minis and J.M. Proth, 1995. "A dual ascent approach to the fixed-charge capacitated network design problem". *European Journal of Operational Research*, **95**(4), 476-490.
5. Ioannou, G. and I. Minis, 1998. "A review of current research on manufacturing shop design integration". *Journal of Intelligent Manufacturing*, **9**(1), 57-72.
6. Herrmann, J.W., G. Ioannou, I. Minis and J.M. Proth, 1999. "Minimization of acquisition and operational costs in horizontal material handling system design," *IIE Transactions*, **31**(7), 679-693.

7. Ioannou, G. and W.G. Sullivan, 1999. "Use of activity-based costing and economic value analysis for the justification of capital investments in automated material handling systems". *International Journal of Production Research*, **37**(9), 2109-2134.
8. Ioannou, G., M. Kritikos and G. Prastacos, 2001. "A greedy look ahead heuristic for the vehicle routing problem with time window constraints". *Journal of the Operational Research Society*, **52**(6), 523-537.
9. Ioannou, G., G.P. Prastacos and G. Skintzi, 2001. "Inventory positioning in single product supply chains". *Les Cahiers du Management Technologique*, **11**(2), 33-40.
10. Ioannou, G., M. Kritikos and G. Prastacos, 2002. "Map-Route: A GIS-based decision support system for intra-city vehicle routing with time windows". *Journal of the Operational Research Society*, **53**(8), 842-854.
11. Ioannou, G., A. Karakerezis and M. Mavri, 2002. "Branch network and modular service optimization for community banking". *International Transactions in Operational Research*, **9**(5), 531-547.
12. Ioannou, G., M. Kritikos and G. Prastacos, 2003. "A problem generator-solver heuristic for vehicle routing with soft time windows." *OMEGA*, **31**(1), 41-53.
13. Skintzi, G., T. Coats, G. Ioannou and G. Prastacos, 2003. "Modeling of facilities for head injuries in London". *Operational Research: an International Journal*, **3**(3), 197-212.
14. Ioannou, G. and M. Kritikos, 2004. "A synthesis of assignment and heuristic solutions for vehicle routing with time windows". *Journal of the Operational Research Society*, **55**(1), 2-11.
15. Ioannou, G., G. Prastacos and G. Skintzi, 2004. "Inventory positioning in multiple product supply chains". *Annals of Operations Research*, **126**, 195-214.
16. Ioannou, G., K. Pramataris and G. Prastacos, 2004. "A Quality Function Deployment approach to web-site design: Applications for electronic retailing." *Les Cahiers du Management Technologique*, **13**(3), 51-66.
17. Papalexandris, A., G. Ioannou, and G. Prastacos, 2004. "Implementing the balanced scorecard in Greece: A software firm's experience". *Long Range Planning*, **37**(4), 351-366.
18. Ioannou, G. and C. Papadogiannis, 2004. "Theory of constraints-based methodology for effective ERP implementation". *International Journal of Production Research*, **42**(23), 4927-4954.
19. Mavri, M. and G. Ioannou, 2004. "An empirical study for credit card approvals in the Greek banking sector". *Operational Research: an International Journal*, **4**(1), 29-44.
20. Tarantilis, C.D., G. Ioannou, C. Kiranoudis and G.P. Prastacos, 2004. "A threshold accepting approach to the open vehicle routing problem". *RAIRO-Operations Research*, **38**(4), 345-360.
21. Ioannou, G. and M. Kritikos, 2004. "Optimization of material handling in production and warehousing facilities". *Operational Research: an International Journal*, **4**(3), 317-331.
22. Papalexandris, A., G. Ioannou, G. Prastacos and K.E. Soderquist, 2005. "An integrated methodology for putting the Balanced Scorecard into action". *European Management Journal*, **23**(2), 214-227.
23. Ioannou, G., 2005. "Streamlining the supply chain of the Hellenic Sugar Industry". *Journal of Food Engineering, Special Issue: Operational Research and Food Logistics*, **70**(3), 323-332.
24. Tarantilis, C.D., G. Ioannou and G. Prastacos, 2005. "Advanced vehicle routing algorithms for complex operations management problems". *Journal of Food Engineering, Special Issue: Operational Research and Food Logistics*, **70**(3), 455-471.
25. Tarantilis, C.D., G. Ioannou, C. Kiranoudis and G. Prastacos, 2005. "Solving the open vehicle routing problem via a single parameter metaheuristic". *Journal of the Operational Research Society*, **56**(5), 588-596.
26. Ioannou, G., 2006. "Time-phased creation of hybrid manufacturing systems". *International Journal of Production Economics*, **102**(2), 183-198.
27. Repoussis, P.P., D.C. Paraskevopoulos, C.D. Tarantilis and G. Ioannou, 2006. "A reactive greedy randomized variable neighborhood tabu search for the vehicle routing problem with time windows". *Lecture Notes in Computer Science*, **4030**, 124-138.

28. Mavri, M. and G. Ioannou, 2006. "Consumers' perspectives on online banking services". *International Journal of Consumer Studies*, **30**(6), 552-560.
29. Kritikos, M.N., G. Ioannou and G.P. Prastacos, 2006. "Application of Data Envelopment Analysis to vehicle routing problems". *Astrolavos*, **6**, 136-155.
30. Ioannou, G. and M. Mavri, 2007. "Performance-net: A decision support system for reconfiguring a bank's branch network". *OMEGA*, **35**(2), 190-201.
31. Repoussis, P.P., C.D. Tarantilis and G. Ioannou, 2007. "The open vehicle routing problem with time windows". *Journal of the Operational Research Society*, **58**(3), 355-367.
32. Argyropoulou, M., G. Ioannou and G.P. Prastacos, 2007. "ERP implementation at small and medium-sized enterprises: An initial study of the Greek Market". *International Journal of Integrated Supply Management*, **3**(4), 406-425.
33. Ioannou, G., 2007. "An integrated model and a synthetic solution approach for concurrent layout and material handling system design". *Computers and Industrial Engineering*, **52**(4), 459-485.
34. Kritikos, M. and G. Ioannou, 2007. "Sequencing material handling operations in production facilities". *International Transactions in Operational Research*, **14**(2), 291-307.
35. Mavri, M., V. Aggelis and G. Ioannou, 2007. "Credit rating approximation and forecast of the customer's interaction with a bank". *Astrolavos*, **7**, pp. 106-120.
36. Repoussis, P.P., C.D. Tarantilis and G. Ioannou, 2007. "A hybrid metaheuristic for a real life vehicle routing problem". *Lecture Notes in Computer Science*, **4310**, 247-254.
37. Mavri, M., and G. Ioannou, 2008. "Customer switching behavior in Greek banking services using survival analysis". *Managerial Finance*, **34**(3), 186-197.
38. Skintzi, G., G. Ioannou and G. Prastacos, 2008. "Investigating warehousing policies". *International Journal of Production Economics*, **112**(2), 955-970.
39. Zobolas G., C.D. Tarantilis and G. Ioannou, 2008. "Extending capacity planning by positive lead times and optional overtime, earliness and tardiness for effective Master Production Scheduling". *International Journal of Production Research*, **46**(12), 3359-3386.
40. Argyropoulou, M., G. Ioannou, K.E. Soderquist and J. Motwani, 2008. "Managing ERP system evaluation and selection in SMEs using the 'six-imperatives' methodology". *International Journal of Procurement Management*, **1**(4), 430-452.
41. Mavri, M., V. Angelis, G. Ioannou, E. Gaki and I. Koufodontis, 2008. "A two-stage dynamic credit scoring model based on customer's profile and time horizon". *Journal of Financial Services Marketing*, **13**(1), 15-30.
42. Argyropoulou M., G. Ioannou, D. Koufopoulos and J. Motwani, 2008. "Performance drivers of ERP systems in small and medium-sized Enterprises". *International Journal of Enterprise Network Management*, **2**(3), 333-349.
43. Paraskevopoulos, D.C., P.P. Repoussis, C.D. Tarantilis, G. Ioannou and G.P. Prastacos, 2008. "A reactive variable neighborhood tabu search for the heterogeneous fleet vehicle routing problem with time windows". *Journal of Heuristics*, **14**(5), 425-455.
44. Repoussis, P.P., D. Paraskevopoulos, G. Zobolas, C.D. Tarantilis and G. Ioannou, 2009. "A web-based decision support system for waste lube oils collection and recycling". *European Journal of Operational Research*, **195**(3), 676-700.
45. Zobolas, G., C.D. Tarantilis and G. Ioannou, 2009. "Minimizing makespan in permutation flow shop scheduling problems via a hybrid metaheuristic algorithm". *Computers and Operations Research*, **36**(4), 1249-1267.
46. Zobolas, G., C.D. Tarantilis and G. Ioannou, 2009. "A hybrid evolutionary algorithm for the job shop scheduling problem". *Journal of the Operational Research Society*, **60**(2), 221-235.
47. Repoussis P.P., C.D. Tarantilis and Ioannou G. "Arc-guided evolutionary algorithm for the vehicle routing problem with time windows. *IEEE Transactions on Evolutionary Computation*, **13**(3), 624-647.
48. Argyropoulou M., G. Ioannou, D. Koufopoulos and J. Motwani, 2009. "Measuring the Impact of an ERP Project at SMEs: A Framework and Empirical Investigation". *International Journal of Enterprise Information Systems*, **5**(3), 1-13.

49. Zobolas, G., C.D. Tarantilis and G. Ioannou, 2009. "Solving the open shop scheduling problem via a hybrid genetic-variable neighborhood search algorithm". *Cybernetics and Systems*, **40**(4), 259-285.
50. Repoussis P.P., Tarantilis C.D., Bräysy O. and Ioannou G. A hybrid evolution strategy for the open vehicle routing problem. *Computers & Operations Research*, forthcoming (doi:10.1016/j.cor.2008.11.003).
51. Ioannou, G., M.N. Kritikos and G.P. Prastacos. "An assignment-based heuristic for vehicle routing with time windows". *Operational Research: an International Journal*, forthcoming.
52. Argyropoulou M., G. Ioannou, D. Koufopoulos and J. Motwani, Measuring supply chain performance in SMEs. *Supply Chain Management: an International Journal*, forthcoming.
53. Soderquist, K.E., A. Papalexandris, G. Ioannou and G.P. Prastacos. "Task-based to competency-based: A typology and process supporting a critical HRM transition". *Personnel Review*, forthcoming.
54. Kritikos, M. and G. Ioannou. "The balanced cargo vehicle routing problem with time windows". *International Journal of Production Economics*, forthcoming.

E4. Conferences

1. Ioannou, G., Minis, I., Nagi, R., and Proth, J.M., 1994. "Design of material handling flow paths," *Proceedings of the 1994 NSF Design and Manufacturing Grantees Conference*, Cambridge MA, January 5-7.
2. Herrmann, J.W., G. Ioannou, I. Minis and J.M. Proth, 1994. "Design for control of material handling systems." *ORSA/TIMS Joint National Meeting*, Detroit, MI, October 23-26.
3. Herrmann, J.W., Ioannou, G., Minis, I., and Proth, J.M., 1995. "Planning for unit-load horizontal material handling systems," *Proceedings of the 1995 NSF Design and Manufacturing Grantees Conference*, La Jolla, CA, January 4-6.
4. Herrmann, J.W., G. Ioannou, I. Minis and J.M. Proth, 1995. "Integrated manufacturing facility design." *INFORMS National Meeting*, Los Angeles CA. April 23-26.
5. Ioannou, G., 1995. "A global model for the manufacturing shop design problem," *Proceedings of the 1st HIMAC Workshop*, Technical University of Crete, Chania, Greece, October 18-20.
6. Herrmann, J.W., G. Ioannou and I. Minis, 1995. "Cell formation and hybrid shop layout." *INFORMS National Meeting*, Invited Session, New Orleans, LA, October.
7. Deisenroth, M.P. and G. Ioannou, 1996. "The plant layout project revisited." In the *Proceedings of the 1996 ASEE Annual Conference*, Washington DC, June 22-27.
8. Ioannou, G. and S.C. Sarin, 1997. "Design for de-manufacturing and generation of disassembly plans: The current state of knowledge." *Proceedings of the 7th International Conference on Flexible Automation and Intelligent Manufacturing*, Middlesborough, UK, June 25-27, pp. 216-227.
9. Ioannou, G. and W.G. Sullivan, 1998. "A method for transforming functional facilities into focused cells or hybrid manufacturing systems," presented at the *1998 International Material Handling Research Colloquium*, Phoenix AZ. June.
10. Stamatelopoulos, F., M. Grammatikou and G. Ioannou, 2000. "Management requirements for e-business systems". In the *Proceedings of the Hewlett Packard - OVUA 7th Plenary Workshop on e-Services Management*, June 12-14, Santorini, Greece.
11. Ioannou, G., M. Grammatikou and F. Stamatelopoulos, 2000. "Quality of Service Requirements for e-Business Systems over Enterprise Resource Planning Platforms". *Proceedings of the 10th International Conference on Flexible Automation and Intelligent Manufacturing*, Dublin, IR.
12. Ioannou, G., M. Kritikos and G.P. Prastacos, 2000. "Heuristic methods for the vehicle routing problem with soft time windows". *Proceedings of the Hellenic Mathematical Association conference*, September, pp. 112-124.
13. Ioannou, G., G. Prastacos and G. Skintzi, 2001. "Inventory positioning in single product supply chains". *Proceeding of the 3rd International Conference on the Analysis and Design of Manufacturing Systems*, Tinos, Greece, May, pp. 49-58.

14. Mavri, M. and Ioannou, G., 2001. "PERFORMANCE: A decision support system for evaluating and reconfiguring a bank's branch network". *Proceedings of the European Summer Institute IRIT*, September, Toulouse, France.
15. Botsi, P., Ioannou, G. and Papadogiannis, C., 2001. "Vendor selection for e-business implementation using the Analytical Hierarchy Process". *Proceedings of the 4th International Conference on Electronic Commerce Research (ICECR-4)*, November 8-11, Dallas, Texas, USA, vol. 1, pp. 45-58.
16. Ioannou, G., G. Skintzi and G.P. Prastacos, 2002. "Pricing Outsourcing in the Supply Chain". *16th Triennial Conference of the International Federation of Operational Research Societies*, July, Edinburgh, UK.
17. Ioannou, G., A. Papalexandris, G. Prastacos and E. Soderquist, 2002. "Implementing Balanced Scorecard at a software development company". *Proceedings of the IEEE International Engineering Management Conference*, St. John's College, Cambridge, UK, August 18-20, pp.743-748.
18. Skintzi, G., G. Ioannou and G. Prastacos, 2002. "Pricing Outsourcing in the Supply Chain". *16th triennial conference of the International Federation of Operations Research Societies*. Conference Theme: OR in a globalised, networked world economy, July, Edimborough, UK.
19. Ioannou, G., M. Kritikos and G. Prastacos, 2002. "A assignment-based heuristic for vehicle routing with time windows". *Proceedings of the 15th Conference of the Hellenic Operational Research Society*, Tripoli, Greece, November.
20. Mavri, M. and G. Ioannou, 2003. "A choice model for consumers' behavior in online banking services". *Proceedings of the EURO-INFORMS Conference "New Opportunities for Operational Research"*, Istanbul, Turkey, July.
21. Ioannou, G. and C. Papadogiannis, 2003. "Bottlenecks of ERP implementations: Evidence from a multinational SAP R/3 deployment project". *Proceedings of the 17th International Conference on Production Research*, Blacksburg, VA, August 3-6.
22. Ioannou, G. and M. Kritikos, 2003. "Optimization of material handling in production and warehousing facilities". *Proceedings of the 16th Conference of the Hellenic Operational Research Society*, Larissa, September.
23. Mavri, M. and G. Ioannou, 2003. "An empirical study for online banking services from the users' perspective", *Proceedings of the 16th Conference of the Hellenic Operational Research Society*, Larissa, September.
24. Mavri, M. and G. Ioannou, 2003. "A choice model for consumer behavior in banking services". *3rd Workshop on Polycriteria Analysis*, Chania, Crete, October.
25. Mavri, M. and G. Ioannou, 2003. "Customer's behaviour in online banking services", *EUMOptiFin 1 (EU-Workshop Mathematical Optimization Models for Financial Institutions*, Vienna, Austria, January 13-17.
26. Skintzi, G., T. Coats, G. Ioannou and G. Prastacos, 2003. "Modeling facilities for head injuries in London". *3rd Workshop on Polycriteria Analysis*, Chania, Crete, October.
27. Skintzi, G., G. Ioannou and G. Prastacos, 2003. "Applications of Real Options in Supply Chain Management". *Workshop EUMOptFin 1: The technology of asset and liability modeling*, Βιέννη, Αυστρία, January 13-17.
28. Mavri, M. and Ioannou, G., 2004. "Modeling products and consumes' profile in the context of customer relationship management", *Proceedings of the EURO-INFORMS: EURO XX Managing Electronic Services* (Ρόδος, Ελλάδα).
29. Mavri, M. and G. Ioannou, 2004 "An empirical study for credit card approvals in the Greek banking sector" *EUMOptiFin 3 (EU-Workshop) "The drivers of performance of large Financial Institutions"*, Bergamo, Italy, 16-21 May.
30. Skintzi, G., G. Ioannou and G. Prastacos, 2004. "Multi-node serial supply chains: Investigation of inventory management policies", *Proceedings of the EURO-INFORMS: EURO XX Managing Electronic Services* (Rhodes, Greece).

31. Skintzi, G., G. Ioannou and G. Prastacos, 2004. "Inventory Positioning in Multiple Product Supply Chains" *EUMOptiFin 3 (EU-Workshop) "The drivers of performance of large Financial Institutions"*, Bergamo, Italy, 16-21 May.
32. Paraskevopoulos, D., C.D. Tarantilis, G. Ioannou, and G.P. Prastacos, 2004. "Operational planning of material handling systems based on a vehicle routing metaheuristic", *Proceedings of the EURO-INFORMS: EURO XX "Managing Electronic Services* (Rhodes, Greece).
33. Repoussis, P., C.D. Tarantilis, G. Ioannou, and G.P. Prastacos, 2004. "The open vehicle routing problem with time windows", *Proceedings of the EURO-INFORMS: EURO XX "Managing Electronic Services* (Rhodes, Greece).
34. Zobolas, G., C.D. Tarantilis, H. Mitropoulos, and G. Ioannou, 2004. "A Genetic Algorithm for Efficient Production Scheduling", *Proceedings of the EURO-INFORMS: EURO XX "Managing Electronic Services* (Rhodes, Greece).
35. S. Dimitriou, A. Ioannou, P. Tsoi, G. Ioannou and C.D. Tarantilis, 2004. "Assessing the comparative efficiency of BT Retail call centers using Data Envelopment Analysis", *Proceedings of the EURO-INFORMS: EURO XX "Managing Electronic Services* (Rhodes, Greece).
36. Paraskevopoulos, D.C., P. Repoussis, C.D. Tarantilis, G. Ioannou and G.P. Prastacos, 2005. "A decision support system for waste lube oils collection". *Proceedings of the 11th International Conference on Industrial Engineering and Engineering Management (IEEM)*, Senyang, China, volume 1, pp. 121-126.
37. Dimitriou, S., G. Ioannou and G.P. Prastacos, 2005. "Dynamic Lead Time Estimation in a Make-To-Order Job Shop". *EurOMA International Conference on Operations and Global Competitiveness*, Budapest, Hungary, June 19-22, ed K. Demeter, pp. 1153-1163.
38. Skintzi, G., G. Ioannou and G.P. Prastacos, 2005. "Investigating inventory control tactics in two node capacitated supply chains". *ORP³ 2005*, Valencia, Spain, September 6-10.
39. Karantana, T., G. Ioannou and G.P. Prastacos, 2005. "Managing Supply Chain Risks: Taxonomy and Measures". *EurOMA International Conference on Operations and Global Competitiveness*, Budapest, Hungary, June 19-22.
40. Mavri, M. and G. Ioannou, 2005. "Product-net: A DSS for banking sector in the context of the new economy". *EurOMA International Conference on Operations and Global Competitiveness*, Budapest, Hungary, June 19-22.
41. Skintzi, G., G. Ioannou and G.P. Prastacos, 2005. "Flexible warehousing policies". *EurOMA International Conference on Operations and Global Competitiveness*, Budapest, Hungary, June 19-22.
42. Repoussis, P.P., Paraskevopoulos, D.C., Zobolas, G., Tarantilis, C.D. and Ioannou, G. 2005. "A decision support system for effective management of waste lube oils recycling operations", *Proceedings of the Joined Conference 10th Euro Working Group Transportation and 16th Mini-EURO*, Poznan University of Technology, Poznan, Poland.
43. Repoussis, P.P., Tarantilis, C.D., Ioannou, G. and Prastacos, G.P. 2005. "A simple GRASP for the Vehicle Routing Problem with Time Windows", *17th National Conference of the Hellenic Operations Research Society*, University of Patras, Rio, Greece.
44. Paraskevopoulos, D.C., Tarantilis, C.D., Ioannou, G. and Prastacos, G.P. 2005. "A tabu search metaheuristic for the multi-depot vehicle routing problem with time windows". *Proceedings of the 2nd Student Conference on Management Science & Technology*, 18 May, Athens University of Economics and Business, Athens, Greece.
45. Dimitriou, S., Tarantilis, C.D., Ioannou, G. and Prastacos, G.P. 2005. "Coordination and optimization of supply chains", *Proceedings of the 2nd Student Conference on Management Science & Technology*, 18 May, Athens University of Economics and Business, Athens, Greece.
46. Repoussis, P.P., Tarantilis, C.D., Ioannou, G. and Prastacos, G.P. 2005. "An advanced heuristic algorithm for the vehicle routing problem with time windows", *Proceedings of the 2nd Student Conference on Management Science & Technology*, 18 May, Athens University of Economics and Business, Athens, Greece.
47. Dimitriou S., M. Mavri, G. Ioannou, G. Prastacos 2005. "The role of shared resources in lead time performance of a banking network". *Proceedings of the 3rd Workshop on Poly-criteria Analysis for*

- Decision Making*, Department of Production Engineering and Management, Technical University of Crete, Chania, September 29-30.
48. Soderquist, K.E., G. Ioannou, L. Kyrgidou and A. Papalexandris, 2005. "What do Competencies Look Like? Developing and Applying a Typology of Job-Related Competencies". *International Conference on Managing Global Trends and Challenges in a Turbulent Economy*, Department of Business Administration, University of the Aegean, Chios, October 13-15.
 49. Prastacos G.P., Dimitriou S., Karantana T. and Ioannou G., 2005. "The Impact of Risk on Supply Chain Coordination Strategies". *International Conference on Applied Business Research*, Beijing, China, December.
 50. Argyropoulou, M., G. Ioannou, E. Soderquist and G.P. Prastacos, 2005. "A structured methodology for ERP system Evaluation and Selection". *Proceedings of the 2005 Networking and Electronic Commerce Research Conference (NAEC2005)*, Riva Del Garda, Italy, October, pp 31-52.
 51. Ioannou G. and A. Macris, 2006. "A University perspective for academic use of Microsoft Dynamics NAV: Merging educational material with practice and advancing research with the software's tools", *Microsoft Convergence 2006*, Dallas, TX.
 52. Dimitriou S., Tarantilis C., Ioannou G., Prastacos G., 2006. "Updating Lead Time Estimates in MRP calculations", *3rd Student Conference in Management Science and Technology*, May, Athens.
 53. Karantana T., Ioannou G., Prastacos G., 2006. "Managing Risk in Supply Chains: Taxonomy and Risk Measures". *Proceedings of 3rd Student Conference Department of Management Science and Technology (AUER)*, Athens, May.
 54. Repoussis, P.P., Paraskevopoulos, D.C., C.D. Tarantilis, G. Ioannou and G.P. Prastacos, 2006. "Advanced construction heuristics for the vehicle routing problem with time windows". *Proceedings of the 3rd Student Conference on Management Science and Technology*, AUER.
 55. Paraskevopoulos, D.C., P.P. Repoussis, C.D. Tarantilis, G. Ioannou and G.P. Prastacos, 2006. "Hybrid metaheuristic algorithms for vehicle routing and scheduling". *Proceedings of the 3rd Student Conference on Management Science and Technology*, AUER.
 56. Zobolas G., Tarantilis C.D., Ioannou G., 2006. "Job-shop scheduling optimization using the Differential Evolution Algorithm", *Proceedings of the 3rd Student Conference of Management Science and Technology*, Athens, Greece.
 57. Karantana T., Ioannou G., Prastacos G., 2006. "Understanding the drivers and factors that increase supply chains exposure to internal and external risks". *Proceedings of EurOMA International Conference: Moving up the Value Chain*, Glasgow, June.
 58. Papalexandris, A., Kyrgidou, L., Soderquist, K.E., Ioannou, G., Prastacos, G.P., 2006. "Implementing a Competency Framework at the Maritime Sector". *Academy of Management Conference*, Atlanta, Georgia, August.
 59. Kyrgidou, L., Papalexandris, A., Soderquist, K.E., Ioannou, G., Prastacos, G.P., 2006. "Putting Competencies into Action in Greek shipping: Implementing a competency typology as a unique source of competitive advantage". *Proceedings of the 2006 IEMC Conference*, Salvador, Bahia, Brazil, September.
 60. Argyropoulou, M., G. Ioannou and G.P. Prastacos, 2006. "ERP Implementation at SME's: An initial study of the Greek Market". *Proceedings of the EurOMA 2006 Conference*, Glasgow, Scotland, June, pp 43-52.
 61. Argyropoulou, M., G. Ioannou, J. Motwani, T. V. Schwarz, and K. E. Soderquist, 2006. "ERP Implementation by U.S. and Greek companies: A Cross-cultural Analysis". *2nd International Conference on Computer Science and Information Systems*, Athens, Greece, June.
 62. Repoussis, P. P., C.D. Tarantilis and G. Ioannou, 2006. "A Hybrid Metaheuristic for a Real Life Vehicle Routing Problem". *6th Conference on Numerical Methods and Applications - NM&A'06*, Borovets, Bulgaria.
 63. Repoussis, P. P., C.D. Tarantilis, G. Ioannou and G.P. Prastacos. 2006. "An Intelligent Reactive GRASP for the Vehicle Routing Problem with Time Windows", *XXI European Conference of Operation Research*, Reykjavik, Island.
 64. Mavri, M. and G. Ioannou, 2006. "A two-stage credit scoring model using generalized linear models under different levels of bank's credit risk". *2nd European Conference on Management of*

- Technology* (Technology and Global Integration) IAMOT, Aston Business School, Birmingham, UK, September 10-12.
65. Repoussis, P.P., C.D. Tarantilis, G. Ioannou and G.P. Prastacos, 2006. "Web Based Fleet Management DSS: A Case Study from Waste Recycling Industry". *XXI European Conference of Operation Research*, Reykjavik, Island.
 66. Repoussis, P.P., D. C. Paraskevopoulos, C. D. Tarantilis and G. Ioannou, 2006. "A Reactive Greedy Randomized Variable Neighborhood Tabu Search for the vehicle routing problem with time windows". *3rd International Workshop on Hybrid Metaheuristics*, Gran Canaria, Spain.
 67. Kritikos, M. And G. Ioannou, 2006. "A non-parametric method for the vehicle routing problem with time windows with balanced load objective". *23rd Conference of the Hellenic Mathematical Society*, Patras, November.
 68. Argyropoulou M., Ioannou G., and Koufopoulos D. (2007). A framework for measuring the impact of ERP implementation at Greek SMEs. *Proceedings of the 2007 European Conference on IS Management, Leadership and Governance*, Winchester, 18-20 April, pp. 15-24.
 69. Zobolas G., C.D. Tarantilis and G. Ioannou (2007). Flowshop scheduling optimization with the use of Genetic Algorithms: A comparison with classical construction heuristics. *4th Student Conference of Management Science and Technology*, Athens, Greece.
 70. Argyropoulou M., G. Ioannou and D. Koufopoulos (2007). Measuring the performance of ERP projects at SMEs. *Proceedings of the EurOMA 2007 Conference*, Ankara, Turkey, June.
 71. Skintzi, G., G. Prastacos and G. Ioannou (2007). Non-cooperative and cooperative strategies in a three-node supply chain. *19th National Conference of the Hellenic Operational Research Society, OR in Supply Chain Management*, Arta, June 21-23.
 72. Repoussis, P., C.D. Tarantilis and G. Ioannou (2007). An adaptive memory-based hybrid metaheuristic for the vehicle routing problem with time windows. *19th National Conference of the Hellenic Operational Research Society, OR in Supply Chain Management*, Arta, June 21-23.
 73. Pateraki, M., G. Ioannou and G. Prastacos (2007). A review and comparison of outsourcing theories. *19th National Conference of the Hellenic Operational Research Society, OR in Supply Chain Management*, Arta, June 21-23.
 74. Argyropoulou, M., D. Koufopoulos and G. Ioannou (2007). Measuring the Enterprise Resource Planning performance in Greek SMEs. *19th National Conference of the Hellenic Operational Research Society, OR in Supply Chain Management*, Arta, June 21-23.
 75. Zobolas, G., C.D. Tarantilis and G. Ioannou (2007). Solving the open-shop scheduling problem via a hybrid metaheuristic. *19th National Conference of the Hellenic Operational Research Society, OR in Supply Chain Management*, Arta, June 21-23.
 76. Zobolas G., C.D. Tarantilis and G. Ioannou (2007). A Hybrid Metaheuristic Algorithm for the Permutation Flow Shop Scheduling Problem. *Euro XXII, 22nd European Conference on Operational Research*, Prague, Czech Republic, July.
 77. Repoussis, P., C.D. Tarantilis and G. Ioannou (2007). Solving the open vehicle routing problem with time windows by adaptive memory programming. *Euro XXII, 22nd European Conference on Operational Research*, Prague, Czech Republic, July.
 78. Argyropoulou, M., M.K. Sharma, D. Koufopoulos and G. Ioannou (2008). Measuring the performance of Supply Chain Management: A balanced scorecard approach. *Proceedings of the 15th International EurOMA 2008 Conference: Tradition and Innovation in Operations Management*, University of Groningen, The Netherlands, June.
 79. Paraskevopoulos, D.C., C.D. Tarantilis and G. Ioannou (2008). Constructive Heuristics for the Resource Constrained Project Scheduling Problem. *5th Student Conference of Management Science and Technology*, Athens, Greece, May.
 80. Mavri, M., V. Angelis, G. Ioannou, E. Gaki and I. Koufodontis, (2008). A two stage credit scoring model based on customers' profile and time horizon. *Proceedings of the 1st Biannual International Conference on Strategic Developments in Services Marketing*, pp 88-96, Chios, Greece.
 81. Repoussis P.P., Tarantilis C.D. and Ioannou, G. (2008). Solving Heterogeneous Vehicle Routing and Scheduling Problems via Adaptive Memory Programming. *Proceedings of the 10th*

International Conference on Application of Advanced Technology in Transportation (AATT) 2008, 27-31 May, Athens, Greece.

E5. Research papers in progress

1. Argyropoulou, M., G. Ioannou, K.E. Soderquist and J. Motwani. 'Managing ERP system evaluation and selection in SMEs using the 'six-imperatives' methodology', *European Journal of Information Systems*, under review.
2. Dimitriou, S., G. Ioannou and P. Tsoi. "Assessing the comparative efficiency of British Telecom call-centres using Data Envelopment Analysis", *International Transactions of Operations Research*, under review.
3. Dimitriou S., G. Ioannou and G. Prastacos. "Lead Time Estimation in MRP for Make-To-Order Manufacturing Systems", *International Journal of Production Economics*, under review.
4. Papalexandris, A., L. Kyrgidou, G. Ioannou and G.P. Prastacos. "Putting Strategic Competencies into Action: A Framework for Successful Implementation". *Journal of Change Management*, under review.
5. Repoussis P.P., Tarantilis C.D. and Ioannou G. "The Vehicle Routing Problem with Multiple Compartments and Commodities". Technical Report, Athens University of Economics & Business.
6. Repoussis P.P., Tarantilis C.D. and Ioannou G. "Waste management and recycling from an operational perspective: the case of used lubricants collection and regeneration in Greece". Technical Report, Athens University of Economics & Business.

E6. Lecture Notes

1. Ioannou, G., 2000. *Production Management*. Lecture Notes, Department of Operations Research and Marketing, Athens University of Economics & Business.
2. Ioannou, G., 2003. *Production and Operations Management*. Lecture Notes, Department of Management Science & Technology, Athens University of Economics & Business.
3. Ioannou, G., 2000. *Decision Support Systems*, Lecture Notes, Department of Operations Research and Marketing, Athens University of Economics & Business.
4. Ioannou, G., 2002. *Production and Operations Management*. Lecture Notes, Graduate Program in Decision Sciences, Athens University of Economics & Business.
5. Ioannou, G., 2001. *Strategic Inventory Control and Warehousing*. Lecture Notes, Graduate Program in Decision Sciences, Athens University of Economics & Business.
6. Ioannou, G., 2002. *Managing Performance*. Lecture Notes, MBA Graduate Program, Henley Business School.
7. Ioannou, G., 2002. *Production and Operations Management*. Lecture Notes, Executive MBA Graduate Program, Athens University of Economics & Business.

F. Honors and Awards

- Excellence in Education Award, Microsoft Corporation, EMEA Convergence, Munich, Germany, 2006
- Teaching Excellence Award, International MBA, 2006.
- Teaching Excellence Award, International MBA, 2004.
- Teaching Excellence Award, Executive MBA, 2004.
- Teaching Excellence Award, Graduate Program in Decision Sciences, 2003.
- Award for Best Student Project, Virginia Tech; 1997.
- Award for Best Student Project, Virginia Tech; 1996.
- Award for Travel and Conference Presentation, University of Maryland; 1995.
- Award for Advanced Studies, Science and Engineering Research Council, UK; 1990.

G. Executive – Graduate Seminars

USA

1. Layout and material handling system design, invited lecture series at the Northern Virginia Graduate Center, Falls Church, VA, Summer 1996 (audience: military personnel pursuing a Masters in Engineering Administration).
2. State-of-the-art methods for manufacturing systems design. CIT sponsored seminar, Roanoke Conference Center, Roanoke, VA, October 1996 (audience: managers of manufacturing plants throughout the state of Virginia).
3. Warehouse design and operation. Joint Training and Analysis Simulation Center, Crystal City, VA, April 1997 (audience: navy personnel responsible for setting-up, operating, and managing warehouses).
4. Evaluating Material Handling Requirements and Facilities Design. VPMEP sponsored seminar, Lynchburg, VA, September 1997 (audience: production/distribution managers and industrial engineers from Virginia-based industries).
5. Virginia's Center for Microelectronics Manufacturing. Dominion Semiconductor, Manassas, VA, May 1998 (audience: Vice President and all level managers of Dominion Semiconductor – a joint venture of IBM and Toshiba).
6. Material flow control. Insteel Wire Products, Fredericksburg, VA, June 1998 (audience: Vice President – Operations, Plant managers and Quality managers).
7. The role and need for ERP systems in today's competitive marketplace (ERP technology status and trends). Alliant TechSystems, Radford, Va, July 1998. (Audience: President, Vice President – Operations, Plant managers and Industrial Engineers).

Greece

8. Introduction to Health Information Systems. Audience: Medical Doctors, Clinical Facilities Personnel. Sponsored by the Hellenic Anticancer Society. 30 hours, Spring 1999.
9. Marketing Information Systems. Lecture Series for graduate students. Athens University of Economics and Business. 36 hours, Spring 1999.
10. Enterprise Resource Planning Systems. Lecture Series within the Graduate Program in Decision Sciences. Spring 2000.

H. Funded Research Projects

1. "The Manufacturing Systems Integration Laboratory: A hub for cooperative research in emerging aspects of manufacturing systems." Period: 1996-1997. Sponsor: SCHEV.
2. "Integrated design of manufacturing shops." Period: 1996-1997. Sponsor: State of Virginia Core Research.
3. "Development of production-related training material." Period: 1998. Sponsors: ReachOUT Program and Insteel Wire Products.
4. "Enhancement of the hardware capabilities of the Manufacturing Systems Integration Laboratory." Period: 1996-1998. Sponsor: SCHEV.
5. "Analysis of material flow, evaluation of material handling alternatives and study of production performance measures." Period: 1998. Sponsors: Insteel Wire Products and CIT. Co-PI: S.C. Sarin.
6. "Cost engineering and Industrial Engineering Support for the Navy CVX project." Period: 1998-1999. Sponsor: US Navy. Co-PIs: K. Triantis, M. Nussbaum and B. Hoopes.
7. "Generation of optimization-based design." Period: 1998-1999. Sponsor: National Science Foundation. Co-PI: S.C. Sarin.
8. "A technology development center for microelectronics manufacturing." Period: 1998-1999. Sponsor: CIT. Co-PIs: S.C. Sarin, K.P. White.
9. "Improving the effectiveness of the production operations in a chemical/mechanical hybrid processing line." Period: 1998-1999. Sponsors: Alliant Tech Systems and CIT. Co-PI: J. Kobza.
10. "Development of the Business Plan for the Greek National Network for Research and Development". Period: 2000-2001. Sponsor: GR-NET SA.

11. "Development of an effective platform (business and technology) for integrating distributed shipping operations – HAENA". Period: 2002. Sponsors: General Secretariat for Research and Technology and Avin Oil Trader SA.
12. "Design and implementation of enterprise-wide information systems for effective centralized purchasing and retail distribution in the consumer electronics sector". Period: 2002. Sponsors: General Secretariat for Research and Technology and Expert Hellas SA.
13. "Managing Business-to-Business Applications in the New Economy". Period: 2001-2003. Sponsor: M.J. Maillis SA.
14. "Cost analysis and feasibility study of camps". Period: 2003. Sponsor: EFEK-PELK.
15. "Waste management using WWW applications and systems". Period: 2004-2006. Sponsor: General Secretariat for Research and Technology and Cyclon SA.
16. "Innovative HRM approaches for the maritime sector". Period: 2004-2006. Sponsor: General Secretariat for Research and Technology (cooperation with Avin SA).
17. "Models and optimization approaches for banking operations in the new economy". Period: 2003-2005. Sponsor: Ministry of Education.
18. "Integrated operational optimization system for maritime companies based on internet applications". Period: 2005-2007. Sponsor: GSRT and PGA Maritime Company.
19. "Business process reengineering and technical support for IT system implementation for APPD". Period: 2005-2007. Sponsor: Information Society SA (cooperation with ICAP SA).
20. "Business process evaluation of DESMOS S.A.". Period: 2006-2008. Sponsor: DESMOS S.A.
21. "Intelligent methods for optimal integrated production planning and scheduling in continuous flow systems". Period: 2006-2008. Sponsor: General Secretariat for Research and Technology and CYCLON S.A.
22. "Capacity planning of administrative services through the application of the balanced scorecard method at the University of Cyprus." Period: 2008-2009. Sponsor: University of Cyprus.
23. "Development of educational material for telecom executives". Period: 2009-2010. Sponsor: OTE Academy.
24. "Development of an executive training program for public sector managers". Period 2009-2010. Sponsor: Epagelmatiki Katartisi S.A. - Ministry of Labor.

I. Teaching Experience

USA

1. Facilities Planning and Material Handling. Undergraduate course, Virginia Polytechnic Institute and State University. Spring 1996, Fall 1996, Spring 1997, Spring 1998. USA.
2. Manufacturing Systems Engineering. Undergraduate course, Virginia Polytechnic Institute and State University. Summer 1996, Summer 1997. USA.
3. Layout and Location Theory. Graduate course, Virginia Polytechnic Institute and State University. Fall 1997, Fall 1998. USA.
4. Manufacturing Processes. Graduate course, Virginia Polytechnic Institute and State University. Spring 1996, Summer 1998. USA.
5. Production Planning and Control. Graduate Course, Virginia Polytechnic Institute and State University. Summer 1997. USA.

Greece

6. Production Management. Undergraduate Course, Department of Operations Research and Marketing, Athens University of Economics and Business. Spring 1999, 2000, 2001, 2002, 2003 and 2004.
7. Decision Support Systems. Undergraduate Course, Department of Operations Research and Marketing, Athens University of Economics and Business. Spring 1999, 2000, 2001 and 2002.
8. Production and Operations Management. Undergraduate Course, Department of Management Science and Technology. Athens University of Economics and Business, Spring 2003, 2004, 2005, 2006, 2007.
9. Management Science Applications. Undergraduate Course, Department of Management Science and Technology. Athens University of Economics and Business. Fall 2002, Fall 2003.

10. Production and Operations Management. Undergraduate course, ERASMUS Program, Athens University of Economics and Business, Spring 2002, Fall 2003, Spring 2004.
11. Enterprise Resource Planning Systems, Undergraduate Course, Athens University of Economics and Business, Spring 2004, Fall 2004, 2005, 2006, 2007.
12. Procurement and Demand Management, Undergraduate Course, Athens University of Economics and Business, Fall 2005.
13. Production and Operations Management. Graduate Course, Graduate Program in Decision Sciences, Athens University of Economics and Business. Fall 1999, Spring 2000, Spring 2001, Fall 2001, Spring 2002, Fall 2003.
14. Production and Operations Management, Executive MBA Program, Athens University of Economics and Business, Summer 2002, 2003, 2004, 2005, 2006, 2007.
15. Strategic Inventory Control and Warehousing. Graduate Course, Graduate Program in Decision Sciences, Athens University of Economics and Business. Spring 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007.
16. Marketing Information Systems. Graduate Course, Graduate Program in Marketing and Communications with New Technologies, Athens University of Economics and Business. Spring 2000.
17. Managing Performance. Graduate course, Henley MBA. Summer 2002 and 2003.
18. Production and Operations Management, International MBA Program, Athens University of Economics and Business, Spring 2005, 2006, 2007.

J. Consulting Experience

USA

1. *Westinghouse ESG*: Contributed to the design of manufacturing cells based on inter-cell traffic and part family data, and computed expected savings in material handling cost. Designed machine layout that maximizes flow in a common direction, for the most promising cells. Composed time-phased implementation plan for shop layout, that maximizes benefits over time while keeping machine relocation costs within budget constraints. Achieved savings in the order of \$200,000 per year. (Location: Baltimore, MD).
2. *Eastern Standard Co.*: Rearranged the layout of vertical blinds production area and organized machines into cells for easier management. Proposed layout redesign that improved material handling by 65%. Recommended several production management techniques for alleviating problems on the shop floor (Location: Baltimore, MD).
3. *Washington Aluminum Co.*: Evaluated the performance of the manufacturing operations at the Baltimore plant. Assessed the system needs for improved inventory turnover, production quality, and on-time finished goods delivery, and proposed specific modifications and enhancements (re-engineering) of the production management process that will result in \$130,000 savings per year, plus intangibles. Decomposed the set of manufacturing resources into independent work cells devoted to the production of individual product lines. (Location: Baltimore, MD).
4. *Rowe Furniture Inc.*: Re-engineered the production management system and implemented kanbans and Just-in-time (JIT) elements. Performed a feasibility study for the use of MRP software to coordinate multi-site production facilities for frame manufacturing and upholstery. The implementation of the final system resulted in improved on-time delivery by 30%, and decreased production lead times by 20%. (Location: Salem, VA).
5. *Litton Poly-Scientific, Inc.* Redesigned the machine shop and created independent focused cells. Designed work teams with multi-level skills and determined the optimal allocation (rotation) of workforce to cells. Implemented dynamic product-to-cell and worker-to-cell assignment according to product demands, cell capacities, and operator capabilities. Enhanced system productivity and job satisfaction for machine operators. Implicitly improved management-workforce relationships and product quality. (Location: Blacksburg, VA).
6. *Insteel Industries, Inc.* (wire products manufacturing). Streamlined the sales/marketing and production functions by re-engineering the sales quotation process. Provided capacity-related feedback and lead time estimates to sales personnel (on-line) for determining accurate (earliest) order delivery dates. Determined strategies for satisfying demand peaks (increase inventories and sub-contract work) during promotions (reduced product prices). (Fredericksburg VA).

7. *Alliant TechSystems* (propellant manufacturing). Performed requirements study for a full-scale implementation of an ERP system (accounting, purchasing, planning, Master Production Scheduling, job release, stocking levels, lot sizing etc.). Contributed to the rigorous design of the products' BOMs and Production Routings, as well as to the selection of local (machine-level) scheduling rules and global (factory level) production planning techniques. Developed a complete simulation model for the factory operations (Location: Radford, VA).
8. *Dominion Semiconductor*. Performed requirements study for ERP system implementation. Evaluated proposals for full-blown ERP from software vendors. Responsible for project management during implementation.
9. *Ericsson S.A.* Reorganization of multiple level warehouse system. Identification of ERP deficiencies of central (Sweden) inventory planning. Design and implementation of new intra- and inter-warehouse material replenishment. Determination of pull replacement policies.

Greece

10. *Nireus SA*: Selection of an Enterprise Resource Planning Information System that would support all transactional and managerial reporting needs of the Nireus Group of companies. The project involved requirements analysis, development of a Request for Proposals, evaluation of all vendor responses based on extensive quantitative and qualitative criteria, creation of business cases for ERP system testing, and delivery of a final proposal document for the system that best meets the ERP requirements and satisfies all the enterprise's constraints. The project emphasized requirements definition and vendor evaluations.
11. *American Express Bank – Personal Financial Services*: Selection of an Integrated Banking Information System for American Express Bank - Personal Financial Services that would support all traditional and alternative market channels of the new Bank. Most major core banking systems were evaluated as part of the project, e.g.: Fiserv, Midas Kapiti, Globus, PROFITS, Systems Access, etc. Furthermore, specialized software for Dealing Room Support, e-business, workflow and General Ledger application was also examined. As part of the project we: a) Developed both high level and analytical requirements for all Banking and Infrastructure Processes; b) Developed extensive Request for Proposals and Evaluation Criteria; c) Performed site visits at international locations (London, Singapore, etc.); d) Developed business scenarios (cases) for system evaluation (proof-of-concept); e) Evaluated vendor proposals and prepared selection documentation; f) Developed implementation plan for the proposed system
12. *Fiat Credit Hellas*: IT Requirements and Gap Analysis. Analysis of the minimum requirements for a core banking system coupled with the in-house developed loan processing and other IT applications. Determination of all requirements for the introduction of an enhanced Banking Information System via: a) A detailed feasibility study of the computational and telecommunication infrastructure and applications; b) A Gap Analysis for the existing Information System and the needs-expectations of the proposed Banking system; c) A proposal for a comprehensive business transformation based on Information Technology. The project resulted in the optimum mix of banking software modules and in house applications that would best support the operations of the new bank within the Fiat Group.
13. *Elliniki Technodomiki – Aktor Construction Company*: Feasibility study for the integration of the ERP systems (SAP and Compack/400, respectively) of the two construction companies, and suggested the implementation-deployment of additional SAP modules at the Group level, together with the realization of an Executive Information System for managerial decision making.
14. *AEGEK Construction Company*: Selection of an Enterprise Resource Planning Information System that would support all transactional and managerial reporting needs of AEGEK. Requirements analysis, development of a Request for Proposals, evaluation of all vendor responses based on extensive quantitative and qualitative criteria, creation of business cases for ERP system testing, and delivery of a final proposal document for the system that best meets the ERP requirements and satisfies all the enterprise's constraints.
15. *City of Athens*: E-certificates ordering and Management System. We developed a custom Internet system on the Oracle Database for ordering certificates via the Web and managing the citizens' database and the relevant transactions and payments. The project required the interface to ATHENA, an application developed in-house by the City of Athens.
16. *Hellenic Organization for Standardization (EAOT)*: Development of an e-business system for delivering on-line all ELOT standards together with an electronic payment system.

17. *Expert Hellas SA*: Information Technology Strategy and Selection of an Enterprise Resource Planning Information System that would support all transactional and managerial reporting needs of Expert Hellas SA. Requirements analysis, development of a Request for Proposals, evaluation of all vendor responses based on extensive quantitative and qualitative criteria, creation of business cases for ERP system testing, and delivery of a final proposal document for the system that best meets the ERP requirements and satisfies all the enterprise's constraints. The project resulted in the selection of the JD Edwards ERP for implementation.
18. *ICL Hellas SA*: Development of information systems strategy and synthesis of a business plan for the expansion of the company's activities in the areas of information systems integration and e-business applications.
19. *Macro Cash-and-Carry SA*: Design of a Euro mitigation plan for all information systems of the company (SAP central system and various peripheral systems).
20. *OTEnet SA*: Development of a strategic business and technology plan for the creation of a web portal related to financial information, products and services. Design of sub-systems addressing interfaces with web customers, specification of applications and selection of web software platform.
21. *Postal Savings Bank*: Evaluation for the top Management of Postal Savings Bank (PSB) of Greece of the functionality of PROFITS, a core banking system developed by Intrasoftware to be implemented at the bank, and identification of gaps of the software with respect to the PSB requirements. Analysis of the peripheral systems proposed by Intrasoftware, with emphasis on the Dealing room. As part of the latter aspect of the project, we: a) Analyzed the functionality of Thompson Vision and Condor – Reuters; b) Highlighted the Strengths and Weaknesses of each package; c) Performed Gap Analysis between the needs-expectations of PSB and the systems' capabilities; d) Developed recommendations for systems implementation; e) Assisted PSB in commercial negotiations with the vendor
22. *Hanseatic Shipping Company*: Information Technology Strategy and Selection of an Information System that would support all transactional and managerial reporting needs of the company and all of its off-shore affiliates in Cyprus, Singapore, Philippines, Latvia, etc. The project involved requirements analysis, development of a Request for Proposals, evaluation of all vendor responses based on extensive quantitative and qualitative criteria, creation of business cases for system testing, and delivery of a final proposal document for the system that best meets the ERP requirements and satisfies all the enterprise's constraints.
23. *Intersys SA*: Selection of an Enterprise Resource Planning Information System that would support all transactional and managerial reporting needs of the company. The project involved requirements analysis, development of a Request for Proposals, evaluation of all vendor responses based on extensive quantitative and qualitative criteria, creation of business cases for system testing, and delivery of a final proposal.
24. *Hellenic Sugar Industry*: Redesign of the supply chain management system with emphasis of the warehouse network specification, the delivery plan and the distribution policies of the company, across the locations of factories, warehouses and customer storage points throughout Greece and for all the products and by-products of the manufacturing processes.
25. *AB Bank*: Selection of an Integrated Banking Information System for Aegean-Baltic Bank, a new bank specializing in syndicated loans for shipping companies. As part of the project we: a) Developed both analytical requirements for syndicated loans and other core Banking Processes; b) Developed extensive Request for Proposals and Evaluation Criteria; c) Developed business scenarios (cases) for system evaluation (proof-of-concept); d) Are evaluating vendor proposals and preparing selection documentation
26. *Agricultural Bank of Greece*: Selection of an information technology and systems company for strategic investment.
27. *Nova Scotia Bank*: Requirements and Gap Analysis for the integration of the Information System of Nova Scotia Bank (NSB) with the one of Agricultural Bank of Greece (ABG). Analysis of the minimum requirements for the interface of ABG's core banking system with external systems. Evaluation of all the computational and telecommunication infrastructure and applications of NSB. Proposal of a comprehensive business transformation plan with all necessary risk mitigation, project management and systems integrity safeguards.
28. *Compaq SA*: Selection of a software applications development company, with emphasis on web applications, for strategic investment.

29. *Allianz Group*: Business process mapping and optimisation. Streamlining of intra-company processes for standardization and compliance with International Group Policies.
30. *Friesland Hellas SA*: Redesign of the supply chain network. Analysis of customers' distribution, location and GIS mapping. Redesign of existing warehouse and proposal for an additional warehouse. Vehicle routing implication for product distribution. Strategic supply chain integration suggestions.
31. *Expert Hellas SA*: Implementation of the JD Edwards ERP system at the Headquarters of Expert Hellas SA in Thessalonica, together with Softecon SA, the local JD Edwards representative. Responsible for the project management, system documentation, acceptance testing, and interface design and development with the local POS system. Execution of a change management program, development of a deployment mechanism for the installation of the ERP system at three key stores-locations, preparation of the user manuals and assistance in the final parameterization of JD Edwards.
32. *Silver and Baryte Ores Mining Company*: Blueprint development and specification of the implementation plan (for all group, in Greece and abroad – Germany, France, USA, etc.) for the following SAP modules: FI, CO, SD, MM. Feasibility study for the implementation of PP, PM and Industry Solution Mining.
33. *Verxil SA*. Layout redesign of the manufacturing plant.
34. *EPA Attika (Natural Gas)*. Evaluation of the proposals for SAP implementation.
35. *HTSO (Hellenic Transmission System Operator)*. SAP implementation support and information system redesign.

K. Graduate Students Advised

USA

- | | | | | |
|------------------------|-------------|-------|-----|-------------|
| - Kiran K. Raghunathan | Chairman | MS | ISE | Summer 1998 |
| - Robert A. Hanson | Co-chairman | Ph.D. | ISE | Spring 1999 |
| - Flor Martinez | Co-chairman | MS | ISE | Summer 1999 |
| - Mukund Venkatesan | Co-chairman | MS | ISE | Summer 1999 |

Greece

- Mania Mavri, Ph.D., Athens University of Economics and Business (2005)
- Panagiotis Repoussis, Ph.D., Athens University of Economics and Business (2008)
- George Zobolas, Ph.D., Athens University of Economics and Business (2008)
- Georgia Skintzi, Ph.D., Athens University of Economics and Business (Co-advisor - 2005)
- Alexandros Papalexandris, Ph.D., Athens University of Economics and Business (Co-advisor - 2008)
- Maria Pateraki, Ph.D. Candidate, Athens University of Economics and Business (Co-advisor)
- Dimitris Paraskevopoulos, Ph.D. Candidate, Athens University of Economics and Business
- Panagiotis Kyriazis, Ph.D. Candidate, Athens University of Economics and Business
- 50 graduate students at the M.Sc. Program in Decision Sciences

L. Other Academic Activities

- Member, Telecommunications Committee, Technical Chamber of Greece (2006-today)
- Executive Member, Board of Directors, Hellenic Railroads (2008-today)
- Member, Research Committee, Technical Chamber of Greece (2002-2006)
- Member, Academic Advisory Council, Microsoft Corporation (2008-today)
- Member, Advisory Board, Attica Ventures (2006-today)
- Member, Research Committee, Athens University of Economics and Business (2006-today)
- Associate Member, National Scientific Committee of the School of Public Administration (2003)
- Evaluator of research proposals, Ministry of Education (2003)
- Member of the Evaluators of the Information Society SA (2003-2004)
- Academic Director, Business-to-Business Applications Working Group of the e-business Forum, General Secretariat of Industry, Ministry of Development (2001)

- Evaluator of Research and Development Proposals, European Commission (Brussels), National Science Foundation (USA), Ministry of Education (Greece)
- Departmental Representative at the Student Union of the Athens University of Economics and Business (2003)
- Departmental Representative to the Funding Body of the Library of the Athens University of Economics and Business (2003-2004)
- Representative of the Department of Management Science and Technology at the Senate of the Athens University of Economics and Business (2001-2002 and 2004-2005)
- Member of the Procurement and Hardware Committee of the Athens University of Economics and Business

M. Languages

- Greek (Native)
- English (Excellent)
- French (Excellent)