

PERSONAL INFORMATION

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Nationality: Hellenic



EDUCATION

2018 **Post-doctoral Studies**, “Exploring a U-shape Relationship between Instrumental Organizational Values and Corporate Governance”, Athens University of Economics and Business, funded by the Research Center, School of Business

2016 **Post-doctoral Studies**, “Coupling Compliance with Values: A Synthesis for Effective Corporate Governance”, Athens University of Economics and Business, funded by the Research Center, School of Business

2014 **Ph.D.** in Strategy and Corporate Governance, Athens University of Economics and Business, Department of Management Science and Technology; thesis title: *“Coupling Compliance with Values: An Integrative Approach for Effective Corporate Governance”*. Supervisory Committee: Prof. Spyros Lioukas, Prof. Stelios Zyglidopoulos, Prof. Ioannis Spanos; distinction

2002 **MBA International Program**, Specialization in Business Administration, Athens University of Economics and Business, Department of Management Science and Technology, distinction

2001 **BSc in Economics**, Athens University of Economics and Business, 8.53/10, distinction

PROFESSIONAL QUALIFICATIONS

1/2020 ie Faculty training program “Go Blended & 2.0 teaching”, ie HST University
2/2018 Certification in Distance Learning Education, Hellenic Open University

RESEARCH INTERESTS

- Strategic Management
- Corporate Governance
- Business Ethics
- CSR and Sustainability

TEACHING EXPERIENCE

1. Teaching

- 2019- present **Visiting/Adjunct faculty, ie School of Human Sciences and Technology**, Master in Corporate and Marketing Communication, Course: *Corporate Social Responsibility & Social Impact* (part-time students, in English)
- 2017- present **Adjunct faculty, Athens University of Economics and Business (AUEB)**, MBA International Program, Course: *Business Ethics and Corporate Governance* (Full time & Part time students, in English)
- 2017- present **Adjunct faculty, Hellenic Open University**, Master in Business Administration MBA, Course: MBA61 - *Managing of People and Organizations* (Part time students, in English), BA in Public Management, Course: DHD23 - *Principles of Management* (Part time students, in Greek), BA in Public Management, Course: DHD42 – *Business Ethics in the Public Sector* (Part time students, in Greek)
- 2019- 2020 **Adjunct faculty, International Hellenic University (IHU)**, MSc in International Accounting, Auditing, and Financial Management, Course: *Accountability, Governance and Regulation* (part time students, in English)
- 2010 –present **Tutor, Executive & Continuous Education Programs - E-learning, National and Kapodistrian University of Athens (UoA)**: online/distance tutoring (interaction with diverse students, classroom management, instructional design, development of e-learning programs (development of the academic curriculum, syllabus, and the writing of educational material and evaluation tests for five courses in the Business Administration field)
- Indicative Courses taught: Strategy, Strategic Planning, Business Administration, Innovation and Business Strategy, Leadership & Management, Entrepreneurship, Human Resources Management, Change Management, CSR & Business Ethics, Introduction to Economics, Business Economics, etc. (in Greek & in English)
- 2004 – 2018 **Teaching Assistant**, AUEB, contributed in terms of lectures, seminars, workshops, assessment, and material preparation, in both English and Greek, for various courses in the graduate and undergraduate level including: “Business Ethics and Corporate Governance”, “International Business”, “The Econometrics of Financial Markets” at the International MBA Program in English; “Ethics and Corruption in the Public Sector” at the MSc in Public Policy and Public Management; “Management Theories” at the MSc in Management Science and Technology, “Strategy and Innovation - Special Issues”, “Contemporary Issues in Management and Technology”, “Quantitative Methods in Finance” at the Department of Management Science and Technology; “Business Ethics” at the Department of Accounting and Finance.
- 2009 **Class Teacher**, MBA of Kentucky in Greece, Technological Institute of Piraeus & Kentucky University, Course: Managerial Economics (in English)

2. Supervision of dissertations

- 2017-19 Supervision of (21) MBA dissertations (in English) in the areas of Management and Strategic Management, Hellenic Open University, Master in Business Administration MBA
- 2007-21 Supervision of (8) MBA Field study projects (in English) in the areas of Strategic Management, Corporate Governance and CSR, Athens University of Economics and Business, International MBA Program

3. Other teaching

- 1/2020 -2/2020 **New York College, Mini MBA**, Course: Strategic Management (Executives – in English)
- 6/2011- 6/2011 Seminar Lectures in “Corporate Entrepreneurship & Corporate Governance” for the Academics – FEFEDI, Athens Workshop “Formation des Formateurs”, Athens University of Economics and Business, Athens, Greece

PROFESSIONAL EXPERIENCE

- Mar21-May23 **Researcher**, “S-factor: Acting for Sustainability: Exploring the Factors that Build Sustainable Organizations through Innovation”, Research project to Support Faculty Members & Researchers funded by the Hellenic Foundation for Research & Innovation (H.F.R.I)
- May18 - Mar19 **Post-doctoral Research**, “Exploring a U-shape Relationship between Instrumental Organizational Values and Corporate Governance”, funded by AUEB Research Center, School of Business
- Mar16 - Nov16 **Post-doctoral Research**, “Coupling Compliance with Values: A Synthesis for Effective Corporate Governance”, funded by AUEB Research Center, School of Business
- 2011 – present **Researcher/Consultant-Project Manager**, Management, Strategy & Entrepreneurship Laboratory, Athens Economics and Economics and Business (AUEB). Fields of research/work include the following:
- Strategy and sustainability advisory services (sustainability strategy for SMEs, strategy for shared value creation for the City of Athens, etc.)
 - Liaise with clients, senior level executives and various cross-functional & multi-cultural teams, stakeholder engagement and networking, demonstrating strong interpersonal, communication and team working skills
 - Project Management
- 2012 – 2015 **Consultant**, AVARIS Transport Engineers, Athens, part time. Fields of work include the following:
- Econometric modeling of transport demand in Greece and elaboration of strategic proposals
 - Working closely with the Managing Director/supporting management in preparing and delivering presentations and reports (e.g. socio-economic and tourism profile of Greece) to key international clients
- 2004 – 2008 **Researcher/Consultant-Project Manager**, Management Science Laboratory, Financial Engineering Research Unit, AUEB. Fields of research/ work include the following:
- For two consecutive years responsible for the conducting of the first corporate governance survey in Greece (e.g., tracking through research corporate governance trends & issues , data collection through questionnaires based survey and/or analyzing corporate governance

statements/reports, communicating with senior level executives across 200 firms, data analysis, developing of the two (2) relevant publications, preparing presentations and setting up of two (2) very successful communication events- very successful launch of the concept of corporate governance in the Greek business environment); publications have been used by all market participants as a benchmark for Greece's corporate governance

- Worked on extra 5 different projects, collecting and analyzing data, econometric modeling, elaboration of strategic proposals

2000 – 2003 **Research Assistant**, Athens Institute of Economic Policy Studies, AUEB

1999 **Research Assistant**, Business Trends Department, Foundation of Economic and Industrial Research (IOBE)

PUBLICATIONS

Journals

1. Fotaki M., Voudouris, I., Lioukas, S. and S. Zyglidopoulos. (2020). More accountable, more ethical, yet less trusted: Misplaced corporate governance in the era of big data. *British Journal of Management*, 32 (4), 947-968 (SSCI Impact Factor 2019: 3.023; ABS: 4).
2. Fotaki, M., Lioukas, S. and I. Voudouris. (2020). Ethos is Destiny: Organizational Values and Compliance in Corporate Governance. *Journal of Business Ethics*, 166, p.p. 19-37 (SSCI Impact Factor 2019: 4.141; ABS: 3).
3. Fotaki, M., Markellos R., and A. Kourtis (2021). "The wealth effects of human resources turnover: Evidence from the UK football transfer market", *International Journal of Finance and Economics*, forthcoming (SSCI Impact Factor 2019: 0,943; ABS: 3).

Working Papers

1. Zyglidopoulos S., N. Gadberg, L. Illia and M. Fotaki, Offsetting Stigma through CSP and Emotions: The Social Performance of Stigmatized Firms
2. Fotaki, M., Deligianni, I., and I. Voudouris, Entrepreneurial Orientation and Corporate Governance Deviance: A Configurational Analysis
3. Zyglidopoulos S., Fotaki, M. and J. Lee, What is still emerging about the Corporate Social Performance of Emerging Country Multinationals?
4. Fotaki M., Papagiannakis, G., and E. Chatzopoulou, "Level, Pace and Consistency of Corporate Sustainability Performance: the Role of Corporate Governance Mechanisms"
5. Fotaki, M., Zyglidopoulos, S. and S. Lioukas, "Decoupling Corporate Governance Policy Adoption from Implementation: the Effect of Managerial Attitudes"
6. Fotaki M., Lioukas, S. and I. Voudouris, "Corporate Governance and Corporate Culture: A Configurational Perspective"

CONFERENCES

1. Deligianni, I., Voudouris, I., and M. Fotaki, «Entrepreneurial Orientation & Corporate Governance Deviance: A Configurational Analysis», EURAM Incubator Sessions, **3 November, 2021, online**
2. Papagiannakis G., Chatzopoulou E. C., and M. Fotaki. “How Can Corporate Governance Drive Continuous Improvement in Corporate Sustainability Performance?”, **6th Conference of the International Corporate Governance Society, 13-15/11/2020**, Old Dominion University , Norfolk, Virginia, US
3. Stelios Zyglidopoulos, Naomi Gardberg, Maria Fotaki, Laura Illia, “Atoning through CSP and Emotions: The Social Performance of Stigmatized Firms”, AOM Stigma Professional Development Workshop “Demonstrating Stigma in Research: Practical and Theoretical Considerations”, **81st Annual Academy of Management Meeting**, 30 July 2021, A Virtual Experience
4. Papagiannakis G., Chatzopoulou E. C., and M. Fotaki. “How Can Corporate Governance Drive Continuous Improvement in Corporate Sustainability Performance?”, **6th Conference of the International Corporate Governance Society, 13-15/11/2020**, Old Dominion University , Norfolk, Virginia, US
5. Stelios Zyglidopoulos, Naomi Gardberg, Maria Fotaki, Laura Illia, “Atoning through CSP and Emotions: The Social Performance of Stigmatized Firms”, **80th Annual Meeting of the Academy of Management, 7-11 August 2020**, Vancouver, BC, Canada
6. Stelios Zyglidopoulos, Naomi Gardberg, Maria Fotaki, Laura Illia, “Atoning through CSP and Emotions: The Social Performance of Stigmatized Firms”, **31th Annual Meeting Conference of the International Association of Business and Society (IABS 2020)**, Lisbon
7. Fotaki M., Voudouris, I., Lioukas, S. and S. Zyglidopoulos, “More accountable, more ethical, yet less trusted: Misplaced corporate governance in the era of big data”, accepted for presentation in the special track session G on Corporate Governance in Extreme Institutional Environments in **the 5th Conference of the International Corporate Governance Society, 11-13/10/2019**, Essex Business School, Essex, UK
8. Fotaki, M, Zyglidopoulos S., and N. Gadberg, “Atoning through CSP: The Social Performance of Stigmatized Firms”, **Journal of Management Studies Workshop on Organizational Stigma**, 18-19/9/2019, IESEG, Paris
9. Fotaki M., Papagiannakis, G., and E. Chatzopoulou, “Level, Pace and Consistency of Corporate Sustainability Performance: the Role of Corporate Governance Mechanisms”, accepted for presentation in the **2nd International Symposium in Finance**, 26-28/7/2019, Kissamos, Crete
10. Fotaki M., Voudouris, I., Lioukas, S. and S. Zyglidopoulos, “Governance and Ethics in the era of big data”, accepted for presentation in the **2nd International Symposium in Finance**, 26-28/7/2019, Kissamos, Crete
11. Zyglidopoulos, S., Gardberg, N. and M. Fotaki, 2019. Do firms in stigmatized industries depend more on their Corporate Social Performance to Internationalize?, **30th Annual Meeting Conference of the International Association of Business and Society**, San Diego, California
12. Fotaki, M. and I. Voudouris. 2018. Exploring the Interactive Effects between Corporate Governance Mechanisms and Organizational Culture Elements. **38th Strategic Management Society Annual Conference, Strategic Management Society**, 22-25/9/2018, Paris, France
13. Fotaki, M. and I. Voudouris. 2018. Configurations of Formal and Informal Corporate Governance Mechanisms & their Performance Implications. **1st International Symposium in Finance**, 27-29/7/2018, Kissamos, Crete
14. Fotaki, M. 2017. Corporate Governance Mechanisms and Corporate Culture: A Configurational Perspective, **3rd Conference of the International Corporate Governance Society, Luiss Business School**, 1-3/9/2017, Rome, Italy

15. Fotaki, M., Lioukas, S. and I. Voudouris. 2016. Do Shared Values Matter in Corporate Governance?, **1st Paper Development Workshop, Corporate Governance SIG, European Academy of Management (EURAM)**, 28-29/9/2016, Valencia, Spain
16. Fotaki, M., Zyglidopoulos, S. and S. Lioukas. 2016. Decoupling Corporate Governance Adoption from Implementation: the Effect of Managerial Attitudes, **European Academy of Management (EURAM) 2016**. Paris, France
17. Fotaki, M., Zyglidopoulos, S. and S. Lioukas. 2015. Decoupling Corporate Governance Adoption from Implementation: the Effect of Managerial Attitudes, **75th Annual Meeting, Academy of Management**. Vancouver, Canada
18. Fotaki, M., Zyglidopoulos, S. and S. Lioukas. 2013. Corporate Governance de-jure, de-facto and Corporate Social Responsibility, **British Academy of Management Conference**. Liverpool, UK
19. Fotaki, M., Zyglidopoulos, S. and S. Lioukas. 2012. Corporate Governance de-jure, de-facto and Corporate Social Responsibility, **10th Anniversary Conference of the ICCR (International Centre for Corporate Social Responsibility)**. Nottingham University Business School, UK
20. Fotaki, M. and R. Markellos. 2009. Human Resources Turnover as an Asset Acquisition, Accumulation and Divesture Process, **8th Annual Conference of the Hellenic Finance and Accounting Association (H.F.A.A.)**. Thessaloniki, Greece
21. Fotaki, M. and R. Markellos. 2009. Human Resources Turnover as an Asset Acquisition, Accumulation and Divesture Process, **8th Conference on Research on Economic Theory & Econometrics**. Tinos, Greece
22. Fotaki, M. and R. Markellos. 2007. Are Human Resources linked to Shareholder Wealth? An M&A perspective using data from the UK Football Industry, **European Management Finance Association Conference 28**. Vienna, Austria
23. Fotaki, M. and R. Markellos. 2007. Are Human Resources linked to Shareholder Wealth? An M&A perspective using data from the UK Football Industry, **4th Conference of the Department of Management Science and Technology**. Athens, Greece
24. Fotaki M. and T. Syriopoulos. 2006. Compliance in Letter but not in Spirit: the Status Quo of Corporate Governance in Greece, **3rd Conference of the Department of Management Science and Technology**. Athens, Greece
25. Kostika E. and M. Fotaki. 2006. Estimation of the Optimal Hedge Ratios using American and European Futures, **3rd Conference of the Department of Management Science and Technology**. Athens, Greece

Reviewer:

- British Journal of Management
- Journal of Business Ethics (2015 – present)
- Information Systems and e-Business Management
- Academy of Management Annual Meeting, 2015
- European Academy of Management, 2017

ENGAGEMENT AND PUBLICITY

Evaluation:

- 2015-2018: Evaluator –member of the Academic Committee for the BRAVO Sustainability Awards organized by the QualityNet Foundation, evaluation of Greek companies’ sustainability practices in the areas of Governance, Society and the Environment and participation in focus groups.

Presentations:

- Lioukas S. and M. Fotaki “Corporate governance and CSR: diachronic factors affecting corporate sustainability”, invited presentation to the 12th Investment and Finance Conference organized by the Hellenic Association of Investors and Internet, Hilton, 20 December 2014, Athens, Greece
- Fotaki M., “Corporate governance in Greek listed firms: evidence of symbolic conformity or decoupling”, invited presentation to the Hellenic Corporate Governance Council (ESED) day event entitled “Corporate Governance and the Greek Code of Best Practice: The Students take the Floor”, Athens Stock Exchange, 13 June 2013, Athens, Greece

In the Press:

- Fotaki, M. 2013. CSR: A driver of responsible entrepreneurship, article in www.edujob.gr (in Greek)
- Fotaki, M. 2013. Corporate Governance and the Financial Crisis: a Sine Qua Non condition to recover, article in www.indeepanalysis.gr (in Greek)
- Fotaki, M. 2013. Corporate Governance Effectiveness and Managerial Attitudes in Greek Listed Firms, article in www.indeepanalysis.gr (in Greek)
- Fotaki, M. 2008. Addressing the Financial Crisis: a Corporate Governance Perspective, article in <http://www.msl.aueb.gr/files/story48.pdf> (in English)
- Fotaki, M. 2006. Challenges for Actual Compliance in Corporate Governance in Greece, article in <http://www.msl.aueb.gr/files/story27.pdf> (in English)
- Fotaki, M. and T. Syriopoulos. 2006. Why is Corporate Governance important?, Newspaper *TA NEA - Open MBA Series*, Vol 1, No. 2, pp. 4-5 (in Greek)
- Fotaki, M. and T. Syriopoulos. 2006. On the Assessment of Corporate Governance Practices, Newspaper *TA NEA - Open MBA Series*, Vol 2, No. 2, pp. 6-7 (in Greek)
- Fotaki, M. 2005. Making Good Corporate Governance a ‘Sine Qua Non’ for Outstanding Performance, article in <http://www.msl.aueb.gr/files/story14.pdf> (in English)

LANGUAGES

Fluent Spoken/Written

English (Certificate of Proficiency in English, University of Cambridge

Certificate of teaching in English by the Greek Ministry of Education)

German (Zentrale Mittelstufenprüfung, Goethe Institut)

Greek (Native speaker)

IT SKILLS

STATA, EViews, NVivo Smart PLS, SPSS, Mathematica, Microsoft Office (Word, Excel, Power Point, Visio),

Adobe Acrobat, Skype for Business, Microsoft Teams, Webex, Zoom

HONORS AND SCHOLARSHIPS

2018	Scholarship for Post – Doctoral Studies, School of Business, AUEB
2016	Scholarship for Post – Doctoral Studies, School of Business, AUEB. The proposal has received the best score in the School of Business
2005 – 2009	PhD Scholarship, Department of Management Science and Technology, AUEB
2001 – 2002	Master Scholarship, “Bodossaki” Foundation
1998	Honors for Distinction, Greek Foundation of State Scholarship Honors for Distinction, “Chalkiopoulos” Foundation
1997	Honors for Distinction, Greek Foundation of State Scholarship Honors for Distinction, “Chalkiopoulos” Foundation

MEMBERSHIPS

Member of the Strategic Management Society
Member of the International Corporate Governance Society

REFERENCES

Emeritus Professor Spyros Lioukas

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Marseille, France
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Professor Irimi Voudouris

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