

Manuela Aparicio  
Researcher, Assistant Professor  
NOVA Information Management School (NOVA IMS)  
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## Research interests

Manuela Aparicio is Associate Dean for Education at Information Management School (NOVA IMS), Universidade Nova de Lisboa, Portugal. She holds a PhD in Information Management from Universidade Nova de Lisboa (UNL). Her research interests include the evaluation of information systems effectiveness, notably the implementation and use of information technology in organizational information systems. She is also interested in e-learning systems success research. She conducted studies on e-learning evolution and proposed two different business models for massive online open courses (MOOCs). Her work appears in the *Information & Management*, *Journal of Educational Technology & Society*, *Internet and Higher Education*, *Computers in Human Behavior*, *Journal of Innovation & Knowledge* and others. She is a member of ACM (Association for Computer and Machinery), she is a board member of EuroSIGDOC/ACM chapter and also belongs to ACM Women. Manuela Aparicio have been included in the latest three editions of the *Stanford Top Scientists 2022*, *2023*, and *2024* ranking – a list that acknowledges the top 2% of researchers worldwide.

## Qualifications

Information Management Specialization in Information and Decision Systems, Doctorate, E-Learning Systems Success: A Theoretical Model, NOVA Information Management School (NOVA IMS)  
Sept 2012 → 17 Jan 2017  
Award Date: 17 Jan 2017

Information Studies and Digital Libraries, Master, Modelo de Portal Financeiro, Instituto Universitário de Lisboa (ISCTE-IUL)  
Sept 2003 → Nov 2006  
Award Date: 30 Nov 2006

## Employment

### Assistant Professor

NOVA Information Management School (NOVA IMS)  
Universidade NOVA de Lisboa  
Lisboa, Portugal  
1 Feb 2017 → present

### Integrated Researcher

Researcher  
Information Management Research Center (MagIC) - NOVA Information Management School  
Universidade NOVA de Lisboa  
Portugal  
31 Dec 2016 → present

### Doctor of Philosophy (Student), E-learning systems success: a theoretical model

Doctor of Philosophy (Student), E-learning systems success: a theoretical model  
NOVA Information Management School (NOVA IMS)  
Universidade NOVA de Lisboa  
Lisboa, Portugal  
13 Jul 2012 → 17 Jan 2017

### Invited Assistant Professor

Instituto Universitário de Lisboa (ISCTE-IUL)

Lisboa, Portugal

1 Sept 2017 → 31 Aug 2019

## Research output

### **Success with Agile Project Management: Looking back and into the future**

Koudriachov, C., Tam, C. & Aparicio, M., 14 Mar 2025, (E-pub ahead of print) In: *Journal of Systems and Software*. 112428.

### **Beyond Social Norms: Exploring The Drivers of Youth's Political Participation Via Social Media**

Naranjo-Zolotov, M., Aparicio, M., Ashofteh, A. & Santos, M. A. D., Feb 2025, (Accepted/In press) In: *Emerging Science Journal*.

### **Blockchain Adoption Factors**

Bernardino, C., Cesário, F., Costa, C. J., Aparício, M. & Aparício, J. T., 27 Jan 2025, In: *International Journal of Information Systems and Project Management*. 13, 1, p. 1-23 23 p., e3.

### **Knowledge mapping analysis of situational awareness and aviation: a bibliometric study**

Lopes, N. M., Aparício, M. & Neves, F. T., Dec 2024, In: *International Journal of Cognitive Computing in Engineering*. 5, p. 279-296 18 p.

### **Challenges and Prospects of Artificial Intelligence in Aviation: Bibliometric Study**

Lopes, N. M., Aparicio, M. & Neves, F. T., 20 Nov 2024, (E-pub ahead of print) In: *Data Science and Management*. 63 p.

### **Socio-Economic Consequences of Generative AI: A Review of Methodological Approaches**

Costa, C. J., Aparicio, J. T. & Aparicio, M., 14 Nov 2024, (Submitted) Cornell University (ArXiv), 6 p.

### **Gamification and AI: Enhancing User Engagement through Intelligent Systems**

Costa, C. J., Aparicio, J. T., Aparicio, M. & Aparicio, S., 2 Nov 2024, (Submitted) Cornell University (ArXiv), 10 p.

### **The Democratization of Artificial Intelligence: Theoretical Framework**

Costa, C. J., Aparício, M., Aparício, S. & Aparício, J. T., 12 Sept 2024, In: *Applied Sciences (Switzerland)*. 14, 18, p. 1-14 14 p., 8236.

### **Predicting the Impact of Generative AI Using an Agent-Based Model**

Aparício, J. T., Aparício, M., Aparício, S. & Costa, C. J., 30 Aug 2024, Cornell University (ArXiv), 6 p.

### **Determinants of Pilots' Performance: Investigating Technology Trust and Situation Awareness**

Lopes, N. M., Aparício, M. & Neves, F. T., Aug 2024, In: *Journal of Aerospace Information Systems*. 21, 8, p. 651-660 10 p.

### **Key Insights from Preflight Planning for Safety Improvement in General Aviation: A Systematic Literature Review**

Lopes, N. M., Neves, F. T. & Aparicio, M., 1 May 2024, In: *Applied Sciences*. 14, 9, p. 1-29 29 p., 3771.

### **Binge-Watching Uncovered: Examining the interplay of perceived usefulness, habit, and regret in continuous viewing**

Bastos, M., Naranjo-Zolotov, M. & Aparício, M., 30 Mar 2024, In: *Heliyon*. 10, 6, p. 1-11 11 p., e27848.

### **The Impacts of Open Data and eXplainable AI on Real Estate Price Predictions in Smart Cities**

Neves, F. T., Aparicio, M. & Neto, M. D. C., 6 Mar 2024, In: *Applied Sciences*. 14, 5, p. 1-40 41 p., 2209.

### **Multidimensional and Multilingual Emotional Analysis**

Aparício, S., Aparício, J. T. & Aparício, M., 15 Feb 2024, *Information Systems and Technologies: WorldCIST 2023, Volume 4*. Rocha, Á., Adeli, H., Dzemyda, G., Moreira, F. & Colla, V. (eds.). Gewerbestrasse, Cham: Springer, Vol. 4. p. 13-22 10 p. (Lecture Notes in Networks and Systems; vol. 802).

### **The Impact of Technology and Change Management on Value Proposition Innovation: an Iranian Study**

Hajjishirzi, R., Costa, C. J. & Aparicio, M., 2024, In: *Ieee Transactions On Engineering Management*. 71, p. 4791-4801 11 p.

### **Blockchain Technology Adoption: Factors Influencing Intention and Usage**

Cesario, F., Costa, C. J., Aparicio, M. & Aparicio, J. T., 5 Oct 2023, *Information Systems Development, Organizational Aspects and Societal Trends (ISD2023 Proceedings)*. da Silva, A. R., da Silva, M. M., Estima, J., Barry, C., Lang, M., Linger, H. & Schneider, C. (eds.). Lisboa: Instituto Superior Técnico, 12 p.

### **Applications of Data Science and Artificial Intelligence**

Costa, C. J. & Aparicio, M., 7 Aug 2023, In: *Applied Sciences*. 13, 15, p. 1-3 3 p., 9015.

### **Design Science in Information Systems and Computing**

Aparicio, J. T., Aparicio, M. & Costa, C. J., 2023, *Proceedings of International Conference on Information Technology and Applications: ICITA 2022*. Anwar, S., Ullah, A., Rocha, Á. & Sousa, M. J. (eds.). Singapore: Springer Singapore, p. 409-419 11 p. (Lecture Notes in Networks and Systems; vol. 614).

### **Determinants of city mobile applications usage and success**

Pape, R. DO., Costa, C. J., Aparicio, M. & Neto, M. D. C., 2023, *Proceedings of International Conference on Information Technology and Applications: ICITA 2022*. Anwar, S., Rocha, Á., Ullah, A. & Sousa, M. J. (eds.). Singapore: Springer Singapore, p. 605-613 9 p. (Lecture Notes in Networks and Systems; vol. 614).

### **Organizational e-learning systems' success in industry**

Hannen, C. J. & Aparicio, M., 2023, *Proceedings of International Conference on Information Technology and Applications: ICITA 2022*. Anwar, S., Ullah, A., Rocha, Á. & Sousa, M. J. (eds.). Singapore: Springer Singapore, p. 421-431 11 p. (Lecture Notes in Networks and Systems; vol. 614).

### **Analyzing knowledge sharing behaviors in virtual teams: Practical evidence from digitalized workplaces**

Natu, S. & Aparicio, M., 1 Oct 2022, In: *Journal of Innovation and Knowledge*. 7, 4, p. 1-11 11 p., 100248.

### **Digital Evolution: blockchain field research**

Bernardino, C., Costa, C. J. & Aparicio, M., 22 Jun 2022, *2022 17th Iberian Conference on Information Systems and Technologies (CISTI): proceedings*. Rocha, A., Bordel, B., Penalvo, F. G. & Goncalves, R. (eds.). IEEE Computer Society, p. 1-6 6 p. (Iberian Conference on Information Systems and Technologies, CISTI; vol. 2022-June).

### **Digital Transformation Framework: A Bibliometric Approach**

Hajjishirzi, R., Costa, C. J., Aparicio, M. & Romão, M., 11 May 2022, *Information Systems and Technologies: WorldCIST 2022*. Rocha, A., Adeli, H., Dzemyda, G. & Moreira, F. (eds.). Springer Science and Business Media Deutschland GmbH, Vol. 3. p. 427-437 11 p. (Lecture Notes in Networks and Systems; vol. 470).

### **Boosting Sustainability through Digital Transformation's Domains and Resilience**

Hajjishirzi, R., Costa, C. J. & Aparicio, M., 5 Feb 2022, In: *Sustainability*. 14, 3, p. 1-15 15 p., 1822.

### **Supporting Situational Awareness on Aviation Pilots: Key Insights Affecting the Use of Electronic Flight Bags Devices**

Lopes, N. M., Aparicio, M. & Neves, F. T., 2022, *Information Systems and Technologies: WorldCIST 2022*. Rocha, A., Adeli, H., Dzemyda, G. & Moreira, F. (eds.). Springer, Cham, Vol. 2. p. 93-101 9 p. (Lecture Notes in Networks and Systems; vol. 469).

### **A literature review to determine the critical success factors during different phases of strategic alliance lifecycle [Uma revisão da literatura para determinar os fatores críticos de sucesso durante as diferentes fases do ciclo de vida da aliança estratégica]**

Piroozi, F., Romão, M. J. B., Costa, C. J. & Aparicio, M., 21 Oct 2021, *Internatinal Symposium on Management, Project, Innovation and Sustainability: CYRUS Institute of Knowlegde- 9th International Conference*. São Paulo, Brasil, p. 1-8 8 p.

### **Sentiment Analysis of Portuguese Political Parties Communication**

Costa, C. J., Aparicio, M. & Aparicio, J., 12 Oct 2021, *Proceedings of the 39th ACM International Conference on the Design of Communication (SIGDOC '21)*. ACM - Association for Computing Machinery, p. 63-69 7 p.

### **Gamification and reputation: key determinants of e-commerce usage and repurchase intention**

Aparicio, M., Costa, C. J. & Moises, R., Mar 2021, In: *Heliyon*. 7, 3, 14 p., e06383.

### **Students' long-term orientation role in e-learning success: A Brazilian study**

Cidral, W., Aparicio, M. & Oliveira, T., 19 Dec 2020, In: *Heliyon*. 6, 12, p. 1-12 12 p., e05735.

### **The impacts of open data initiatives on smart cities: A framework for evaluation and monitoring**

Neves, F. T., Neto, M. D. C. & Aparicio, M., Nov 2020, In: *Cities*. 106, p. 1-15 15 p., 102860.

### **Determinants adoption of computer-assisted auditing tools (CAATs)**

Pedrosa, I., Costa, C. J. & Aparicio, M., Aug 2020, In: *Cognition, Technology and Work*. 22, 3, p. 565-583 19 p.

### **Determinants of the management learning performance in ERP context**

Costa, C. J., Aparicio, M. & Raposo, J., 8 Apr 2020, In: *Heliyon*. 6, 4, 10 p., e03689.

### **Factors influencing charter flight departure delay**

Fernandes, N., Moro, S., Costa, C. J. & Aparicio, M., Mar 2020, In: *Research in Transportation Business and Management*. 34, p. 1-10 10 p., 100413.

### **Adoção de ERP em ambiente cloud**

Abreu, M., Aparicio, M. & Costa, C. J., 1 Oct 2019, *Atas da Conferencia da Associacao Portuguesa de Sistemas de Informacao 2019: 19.ª Conferência da Associação Portuguesa de Sistemas de Informação (CAPSI'2019) 11 e 12 de outubro de 2019, Lisboa, Portugal*. APSI - Associação Portuguesa de Sistemas de Informação, 15 p. (Atas da Conferencia da Associacao Portuguesa de Sistemas de Informacao).

### **Smart mobility: A multimodal services study in the metropolitan area of Lisbon**

Bernardo, M. R., Neto, M. D. C. & Aparicio, M., 1 Oct 2019, *Atas da Conferencia da Associacao Portuguesa de Sistemas de Informacao 2019: 19ª Conferencia da Associacao Portuguesa de Sistemas de Informacao, CAPSI 2019 [19th Conference of the Portuguese Association for Information Systems, CAPSI 2019], Lisboa; Portugal; 11 October 2019 through 12 October 2019*. APSI - Associação Portuguesa de Sistemas de Informação, p. 20 (Atas da Conferencia da Associacao Portuguesa de Sistemas de Informacao).

### **Smart tourism – City tourism radar: A tourism monitoring tool at the city of Lisbon**

Lobao, F., Neto, M. D. C. & Aparicio, M., 1 Oct 2019, *Atas da Conferencia da Associacao Portuguesa de Sistemas de Informacao 2019: 19ª Conferencia da Associacao Portuguesa de Sistemas de Informacao, CAPSI 2019 [19th Conference of the Portuguese Association for Information Systems, CAPSI 2019], Lisboa; Portugal; 11 October 2019 through 12 October 2019*. APSI - Associação Portuguesa de Sistemas de Informação, (Atas da Conferencia da Associacao Portuguesa de Sistemas de Informacao).

### **Supporting the decision on dashboard design charts**

Costa, C. J. & Aparicio, M., 10 Sept 2019, *Proceedings of 254th The IIER International Conference 2019*. p. 10-15 6 p.

### **A Ética na Inteligência Artificial: Desafios**

Piteira, M., Aparicio, M. & Costa, C. J., 1 Jun 2019, *2019 14th Iberian Conference on Information Systems and Technologies (CISTI)*. Goncalves, R., Pedrosa, I., Cota, M. P. & Rocha, A. (eds.). IEEE Computer Society, p. 1-6 1 p. 8760826. (Iberian Conference on Information Systems and Technologies, CISTI; vol. 2019-June).

### **A formação e o apoio da gestão no sucesso dos ERP**

Bento, F., Costa, C. J. & Aparicio, M., 1 Jun 2019, *2019 14th Iberian Conference on Information Systems and Technologies (CISTI)*. Goncalves, R., Pedrosa, I., Cota, M. P. & Rocha, A. (eds.). IEEE Computer Society, 8760794. (Iberian Conference on Information Systems and Technologies, CISTI; vol. 2019-June).

#### **Estudo bibliométrico de software livre e open source**

Silva, D., Aparicio, M. & Costa, C. J., 1 Jun 2019, *2019 14th Iberian Conference on Information Systems and Technologies (CISTI)*. Goncalves, R., Pedrosa, I., Cota, M. P. & Rocha, A. (eds.). IEEE Computer Society, 8760695. (Iberian Conference on Information Systems and Technologies, CISTI; vol. 2019-June).

#### **Learning programming using educational robotics**

Aparicio, J. T., Pereira, S., Aparicio, M. & Costa, C. J., 1 Jun 2019, *2019 14th Iberian Conference on Information Systems and Technologies (CISTI)*. Goncalves, R., Pedrosa, I., Cota, M. P. & Rocha, A. (eds.). IEEE Computer Society, 8760709. (Iberian Conference on Information Systems and Technologies, CISTI; vol. 2019-June).

#### **Community radio stations sustainability model: An open-source solution**

Correia, R., Vieira, J. & Aparicio, M., 1 Jan 2019, In: *Radio Journal*. 17, 1, p. 29-45 17 p.

#### **Gamification: a key determinant of massive open online course (MOOC) success**

Aparicio, M., Oliveira, T., Bação, F. & Painho, M., Jan 2019, In: *Information and Management*. 56, 1, p. 39-54 15 p.

#### **A Utilização de ERP em contexto de Ensino Superior**

Aparicio, M., Raposo, J. & Costa, C. J., 27 Jun 2018, *Proceedings of CISTI 2018: 13th Iberian Conference on Information Systems and Technologies*. IEEE Computer Society, Vol. 2018. p. 1-6 6 p.

#### **Computer Programming Learning: How to Apply Gamification on Online Courses?**

Piteira, M., Costa, C. J. & Aparicio, M., 6 Apr 2018, In: *Journal of Information Systems Engineering & Management*. 3, 2, 11.

#### **E-learning success determinants: Brazilian empirical study**

Cidral, W. A., Oliveira, T., Felice, M. D. & Aparicio, M., 2018, In: *Computers and Education*. 122, p. 273-299 18 p.

#### **Gamification usage ecology**

Costa, C. J., Aparicio, M., Aparicio, S. & Aparicio, J. T., 11 Aug 2017, *SIGDOC 2017 : Proceedings of the 35th ACM International Conference on the Design of Communicatio*. Rebekka, A. (ed.). ACM - Association for Computing Machinery, 2

#### **Aprendizagem na programação: um modelo de continuidade de aprendizagem de programação**

Ferreira, F., Costa, C. J., Aparicio, M. & Aparicio, S., 11 Jul 2017, *Atas da 12a Conferencia Iberica de Sistemas e Tecnologias de Informacao, CISTI 2017 / Proceedings of the 12th Iberian Conference on Information Systems and Technologies, CISTI 2017*. IEEE Computer Society, 7975815

#### **Modelo de competitive intelligence (CI) competitive intelligence (CI) model**

Araujo, H., Costa, C. J. & Aparicio, M., 11 Jul 2017, *Atas da 12a Conferencia Iberica de Sistemas e Tecnologias de Informacao, CISTI 2017 / Proceedings of the 12th Iberian Conference on Information Systems and Technologies, CISTI 2017*. IEEE Computer Society, 7975787

#### **Modelos de Sucesso S.I., 25 Anos de Evolução**

Bento, F., Costa, C. J. & Aparicio, M., 11 Jul 2017, *Atas da 12a Conferencia Iberica de Sistemas e Tecnologias de Informacao, CISTI 2017 / Proceedings of the 12th Iberian Conference on Information Systems and Technologies, CISTI 2017*. IEEE Computer Society, 7975884

#### **E-learning systems sucess: a theoretical model**

Costa, M. M. S. A. D., 17 Jan 2017, 192 p.

#### **Grit in the path to e-learning success**

Aparício, M., Bação, F. & Oliveira, T., 1 Jan 2017, In: *Computers in Human Behavior*. 66, p. 388-399 12 p.

**A conceptual framework to implement gamification on online courses of computer programming learning: implementation**  
Piteira, M., Costa, C. J. & Aparicio, M., 2017, *10th International Conference of Education, Research and Innovation (ICERI2017)*. IATED Academy, p. 7022-7031 (ICERI Proceedings).

**Ba: Um fator determinante no uso de sistemas de gestão do conhecimento**

Sousa, N. M., Costa, C. J. & Aparicio, M., 2017, In: RISTI - Revista Iberica de Sistemas e Tecnologias de Informacao. 2017, 22, p. 1-19 19 p.

**CANOE e Fluxo: Determinantes na adoção de curso de programação online gamificado**

Piteira, M., Costa, C. J. & Aparicio, M., 2017, In: RISTI - Revista Iberica de Sistemas e Tecnologias de Informacao. 25, p. 34-53 20 p.

**Cultural impacts on e-learning systems' success**

Aparicio, M., Bação, F. & Oliveira, T., 1 Oct 2016, In: Internet and Higher Education. 31, p. 58-70 13 p.

**Enterprise resource planning adoption and satisfaction determinants**

Costa, C. J., Ferreira, E., Bento, F. & Aparicio, M., 1 Oct 2016, In: Computers in Human Behavior. 63, p. 659-671 13 p.

**An e-learning theoretical framework**

Aparicio, M., Bação, F. & Oliveira, T., 2016, In: Educational Technology and Society. 19, 1, p. 292-307 16 p.

**Evaluating success of a programming learning tool**

Costa, C. J. & Aparicio, M., 1 Jan 2014, *Proceedings of International Conference on Information Systems and Design of Communication, ISDOC 2014*. ACM - Association for Computing Machinery, p. 73-78 6 p. (ACM International Conference Proceeding Series).

**MOOC's business models: Turning black swans into gray swans**

Aparicio, M., Bação, F. & Oliveira, T., 1 Jan 2014, *Proceedings of International Conference on Information Systems and Design of Communication, ISDOC 2014*. ACM - Association for Computing Machinery, p. 45-49 5 p.

**Trends in the e-learning ecosystem:A bibliometric study**

Aparicio, M., Bação, F. & Oliveira, T., 1 Jan 2014, *Twentieth Americas Conference on Information Systems*. Association for Information Systems, p. 1-11

**Adoption of cloud computing systems**

Pinheiro, P., Aparicio, M. & Costa, C., 2014, *Proceedings of International Conference on Information Systems and Design of Communication, ISDOC 2014*. ACM - Association for Computing Machinery, p. 127-131 5 p.

**E-learning concept trends**

Aparicio, M. & Bação, F., 16 Sept 2013, *Proceedings of International Conference on Information Systems and Design of Communication, ISDOC 2013*. p. 81-86 6 p.

**Social networks: Intentions and usage**

Costa, C. J. & Aparicio, M., 16 Sept 2013, *Proceedings of International Conference on Information Systems and Design of Communication, ISDOC 2013*. p. 101-107 7 p.

**Web-based graphic environment to support programming in the beginning learning process**

Costa, C. J., Aparicio, M. & Cordeiro, C., 1 Dec 2012, *Entertainment Computing, ICEC 2012 - 11th International Conference, Proceedings*. p. 413-416 4 p. (Lecture Notes in Computer Science (including subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics); vol. 7522 LNCS).

## **Prizes**

### **Diana Award SIGDOC/ACM 2023**

Aparicio, Manuela (Recipient), 29 Oct 2023

### **Outstanding Volunteer Association for Computing Machinery Special Interest ACM SIGDOC Group on the Design of Communication**

Aparicio, Manuela (Recipient), 2008

### **Scientific Award ISCTE-IUL 2017**

Aparicio, Manuela (Recipient), Jul 2017

### **Scientific Award ISCTE-IUL 2018**

Aparicio, Manuela (Recipient), 2018

### **Scientific Award ISCTE-IUL 2019**

Aparicio, Manuela (Recipient), Jul 2019

### **World's Top 2% Scientists list 2022**

Aparicio, Manuela (Recipient), 24 Oct 2022

### **World's Top 2% Scientists list 2023**

Aparicio, Manuela (Recipient), 4 Oct 2023

### **World's Top 2% Scientists list 2024**

Aparicio, Manuela (Recipient), 24 Sept 2024