



# PHILIPS UNIVERSITY

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## SCHOOL OF:

1. ECONOMICS & MANAGEMENT
2. LANGUAGES & COMMUNICATION
3. LAW & SOCIAL STUDIES

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**10 February, 2020**

**Professor Mary Koutselini**  
**President**  
**Cyprus Agency of Quality Assurance and Accreditation**  
**in Higher Education**  
**Lemesos Avenue 5**  
**2112 Lefkosia**  
**Cyprus**

Dear Professor Koutselini,

**Subject: External Evaluation for the Programmatic  
Application of the BA in Business Studies of Philips  
University**

It is with pleasure that we attach herewith the University's responses on the External Evaluation Committees Programmatic report.

We would like to emphasize that the University has already fully implemented all the recommendations of the External Evaluation Committee.

Yours sincerely,



**Professor Natsopoulos Demetrios**  
**Rector**

**Professor Shiakallis Constantina**  
**Vice-Rector for Academic Affairs**

# PHILIPS UNIVERSITY

## PROGRAM OF STUDY **BUSINESS STUDIES**

**PhilUniv.ac.cy**  
<https://philipsuni.ac.cy/>

**10 February, 2020**

**VIEWS OF PHILIPS UNIVERSITY  
ON THE EXTERNAL EVALUATION REPORT  
SUBMITTED BY THE EXTERNAL EVALUATION COMMITTEE**

**University:** PHILIPS UNIVERSITY

**School of:** Economics and Management

**Department:** Business Administration

**External Evaluation Report:** Programmatic within the framework of Departmental Evaluation

**Programs of Study:** BA in Business Studies

**COMMITTEE PREPARING THE RESPONSE TO THE EEC REPORT**

Professor Natsopoulos Demetrios	Rector (Chairperson)
Professor Shiakallis Constantina	Vice-Rector for Academic Affairs
Professor Hadjis Andreas	Dean, School of Economics and Management
Professor Chrysostomides Eleni	Chairperson, Department Accounting and Finance
Visiting Professor Petridou Eugenia	Aristotle University of Salonica
Visiting Professor Mitrakos Dimitrios	Aristotle University of Salonica
Visiting Professor Petrakis Emmanuel	University of Crete
Visiting Professor Eriotis Nikolaos	National Kapodistrian University of Athens

**Nicosia, 10 February, 2020**



## **VIEWS OF THE PHILIPS UNIVERSITY ON THE EXTERNAL EVALUATION REPORT SUBMITTED BY THE EXTERNAL EVALUATION COMMITTEE**

### **Introduction**

Philips University appreciates the constructive comments and suggestions given by the External Evaluation Committee (EEC) in their Evaluation Report dated 18 January, 2020. We believe that the Evaluation Report leads to a positive decision for accreditation of BA in Business Studies program.

### **University's responses on observations and recommendations in the External Evaluation Report**

#### **1. Study program and study program's design and development.**

##### **Areas of Improvement and Recommendations**

The University has already adopted an extensive and efficient internship for students enrolled on the BA in Business Studies program, thus increasing the links with external stakeholders and business partners in Cyprus, Greece and other countries. Please see attached the relevant certificates from:

- Hellenic Society for the Protection of Nature
- Epsilon Net Group of Companies, Greece; (Appendix 1)

##### **Implementation of Curriculum Recommendations**

- (a) The University has already strengthened core courses in Business Studies by including in its curriculum the subjects Information Systems, Organizational Behaviour, Health Services Management, Management, Strategic Management for Tourism, Hospitality and Events etc.
- (b) The subject PRL-130 Communication and Language is an English Language course of the first semester of the first year of studies, and PRL-140 is also an English Language course in the second semester of the first year, which covers presentation skills, writing skills etc.



- (c) The University has proceeded to the review of all recommended course titles, examination syllabus and has moved courses as introductory in the first two years of the program.
- (d) The subjects Business Law and Company Law are enriched by European Law.
- (e) The University has already harmonized the codes of each course exempt for those with a transfer from other programs: Accounting and Finance, Information Technology, Public Relations etc.
- (f) Subjects such as Digital Marketing, Tourism and Events Management, Health Management Services etc, are introduced in the third and fourth year of the program BA in Business Studies.
- (g) The University places great emphasis on applying knowledge and engaging with industry in order to implement projects related to the program of Business Studies.
- (h) The Faculty provides the latest development in research and teaching the various courses.

After the above modifications and the curriculum of the program appears in Appendix 2.

## **2. Teaching, learning and student assessment**

### **Areas for Improvement and Recommendations**

The University has already established the Course Development and Revision Committee which comprises of permanent and visiting faculty for the review of the course evaluations.

In addition:

- Course details including course evaluation and assessment are published and communicated to the students upfront.
- Clear instructions and written guidelines exist for projects.

### **3. Teaching Staff**

#### **Areas for Improvement and Recommendations**

The recruitment of Faculty is still in progress, based on already announced in both in the press and on Philips University website. The University has decided to recruit permanent junior faculty, and early career researchers, thereby increasing its percentage of permanent Faculty members.

All the recommendations of the External Evaluation Committee as regards age distribution of teaching staff, balance staff, promotion and new appointment criteria, coordination among staff members, financial support to junior faculty members for career progression and promotion by the University have been included in the Internal Regulations, Rules and Policies of the University.

### **4. Students**

#### **Areas for Improvement and Recommendations**

The Admission criteria are described in detail in the Internal Regulations, Rules and Policies. In brief, admission to undergraduate courses requires:

- Graduation from an approved course in an accredited secondary education school of 12 years of education and, in addition, evidence that the applicant is competent in written and spoken English, and successful completion of a personal interview with our Admission Officers, either in person or by phone/skype OR holders of three GCE at Advanced level and O.L. in English Language.

The above admission requirements for undergraduate courses are in line with the law of private universities. In addition, the University Authorities have already enriched the existing admission requirements with the placement test as described below.

#### **Placement Test**

All new students are required to take standardized placement tests. Placement tests aim to assess each student's potential and measure quantitative and verbal aptitudes. Placement tests are administered during orientation week. All tests are then screened by a panel. Appropriate programs are then drawn up to assist students in light of the observations made by the panel.



## 5. Recreations Areas

Philips University places great importance on the emotional, psychological and social maturity of students, arising from the strong belief that students should be provided with ample opportunities to develop such attributes.

All students are encouraged to participate actively in sports and related physical education activities. This approach rests on the belief that such activities help students become good team players. Social relationships are thus developed through play and interaction.

To help students fulfil the above objectives, the University encourages them to use the available sport facilities either to exercise on their own or to train in a more formal way as members of the University teams which participate in various national tournaments. Physical education activities are guided by qualified staff. **On several occasions Philips sports teams have competed in Europe against other National champions.**

In pursuit of implementing its philosophy the University encourages students to participate in a variety of social and other creative extra-curricular activities which aim to help students develop their overall personality. Such activities cover, **amongst others, music, dancing, theatre and shows.** All these activities culminate in a public show at the end of the Spring semester which is open to the community for viewing.

- **The University provides an extensive space of 477m<sup>2</sup> for housing a modern cafeteria offering facilities for students to enjoy the consumption of beverages and snacks.**
- **The University offers amateurs and professionals two multi-purpose open courts and outstanding sports opportunities for playing and training football, basket-ball, volley-ball, hand-ball and tennis.**
- A limited number of International Sports Scholarships may be available for outstanding athletes.

### The Students' Union

The Students' Union to which all students automatically become members, is run by the students and operates for the benefit of the students. It exists to promote the social, cultural, academic and athletic life of the student body. The Union aims



to represent the views of the students internally and externally of the University. Representatives of the Students' Union attend the University Council and Senate.

### **Clubs and Societies**

A variety of opportunities are provided for students in their spare time and take the form of physical, social, cultural and other events. Clubs and Societies are formed according to the interests of the students, i.e. Dance, Music, Theatre, Photography, Fine Arts etc. The Clubs and Societies organise social events such as:

- Theatrical Performances,
- Photography Classes, Excursions and Exhibitions,
- Fine Arts Exhibitions,
- Concerts and Music Performances

1. The resources available to the University are reviewed in line with the increase of student and staff numbers. The University has already created provisions for specific funding aiming to support and strengthen the research environment e.g. esteem bearing, international presence and database acquisition activities.
2. The University has already created an induction programs for the students at the beginning of their program.
3. The University has already developed and applied parking spaces for people with disabilities. The University is compiling relevant rules and procedures for mitigating circumstances and special needs that are transparent and they will be published on the University website.
4. The Careers Office at Philips University is fully organized and operational, however it will be observed in action only when the University has students and graduates, the same applied for developing a platform with job vacancies tec.
5. Course electives are offered in Year 3 and 4 to enable students develop their owing specialization in the program.

## CONCLUSIONS AND FINAL REMARKS

Philips University is gratified by the statement of the EEC that:

**“Overall there is a lot to comment, notably the commitment of the founder/president and the quality of the staff”.**

In addition, Philips University appreciates the constructive comments and recommendations of the EEC. As for the suggestions for improvements, the University has already implemented all of them.

More precisely, the University has implemented the recommendations of the EEC report as follows:

1. The University has already introduced differentiated courses on the program BA in Business Studies, which are more closely to the advantages and needs of the country, such as: Health Services Management, Economics of Health Services, Organisation Theory, Strategic Management for Tourism, Hospitality and Events. In addition, a number of generic courses have already moved to the earlier years and few other courses have been replaced. Please find attached the revised curriculum **(Appendix 2)**.
2. All areas of management such as: Strategic Management, Health Services Management, International Business, Marketing and Organization Theory are covered by the following members of Faculty as follows:
  - Professor Andreas Hadjis teaches the subjects, Marketing and Strategic Management (see attached CV No.1).
  - Professor Eugenia Petrides teaches the subjects, Management (see attached CV No.2).
  - Dr Naoum Mylonas teaches the subjects International Business and Entrepreneurship (see attached CV No.3).
  - Professor Nancy Papalexandri teaches the subjects Human Resources and Organisational Behaviour (see attached CV No.4).



- Dr Maria Sytziouki teaches the subject Organisational Psychology (see attached CV No.5).
- Panayiotis Gkorezis, Assistant Professor teaches the subject Human Resource Management (see attached CV no. 6).
- Professor Eleni Chrysostomides, holder of the Advanced Diploma of the Chartered Institute of Marketing of UK in addition to her PhD qualification, teaches the subject Marketing.
- Dr Evangelia Siachou, teaches International Relations and Management (see attached CV no. 8).
- Mr. Nondas Metaxas, Scientific Collaborator, holder of an MBA and the Advanced Diploma in Public Relations, ex-Chief Executive Officer of the Cyprus Stock Exchange, teaches the subject Marketing; (see attached CV no. 9).
- Professor John Yfantopoulos, teaches the new subjects Health Services Management and Economics of Health Services (see attached CV no. 10).

## Conclusion

Taking into consideration the positive Report of the EEC and the full implementation of their recommendations concerning the BA in Business Studies program, Philips University is in a position to begin its operation in February, 2020 beginning of the Spring Semester.




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Professor Natsopoulos Demetrios  
Rector

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Professor Shiakallis Constantina  
Vice-Rector (Academic Affairs)



# APPENDICES

# Appendix 1

## Certificates



Προς: Philips University, Nicosia, Cyprus

Αγαπητοί,

Η **Epsilon Net A.E.** είναι ένας ταχύτατα αναπτυσσόμενος Όμιλος Εταιρειών, που δραστηριοποιείται από το 1999 στους τομείς της πληροφορικής, (**Epsilon Software**), της ηλεκτρονικής και έντυπης ενημέρωσης καθώς και της δημιουργίας ψηφιακού περιεχομένου στο διαδίκτυο (**Epsilon Network**) και της επαγγελματικής κατάρτισης και εκπαίδευσης (**Epsilon Training**).

Τα προϊόντα και τις υπηρεσίες της **Epsilon Net** εμπιστεύονται σήμερα περισσότερες από 27.000 εταιρίες και επαγγελματίες του ευρύτερου Οικονομικού χώρου στην Ελλάδα, όπως στελέχη Λογιστικών, Οικονομικών και Εμπορικών Διευθύνσεων επιχειρήσεων, Τμημάτων Μισθοδοσίας και Ανθρώπινου Δυναμικού (HR), Λογιστικών γραφείων, αλλά και ελεύθεροι επαγγελματίες Λογιστές - Φοροτεχνικοί, Σύμβουλοι Επιχειρήσεων.

Με την παρούσα επιστολή σας γνωστοποιούμε, ότι οι απόφοιτοι του Πανεπιστημίου σας που έχουν ολοκληρώσει επιτυχώς την εκπαίδευση τους στη χρήση των εφαρμογών λογισμικού που κατασκευάζουν οι εταιρείες του ομίλου μας και που διατέθηκαν σε εσάς για την ενσωμάτωση τους στα εκπαιδευτικά σας προγράμματα, δύνανται να εκτελέσουν την πρακτική τους άσκηση, τόσο στις εταιρείες του ομίλου μας όσο και σε επιχειρήσεις - πελάτες του ομίλου της Epsilon Net, κατόπιν δικής τους επιλογής.

Με εκτίμηση  
Για την Epsilon Net A.E.  
Βασιλική Αναγνώστου.







Προστασία  
της Φύσης

ΕΛΛΗΝΙΚΗ ΕΤΑΙΡΙΑ ΠΡΟΣΤΑΣΙΑΣ ΤΗΣ ΦΥΣΗΣ

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Προς κ. Φίλιππο Κωνσταντίνου,  
Πρόεδρο,  
Philips University,  
Λαμίας 4-6,  
2001 Λευκωσία, Κύπρος.

Αθήνα, 11 Νοεμβρίου 2019

Αξιότιμε κ. Κωνσταντίνου,

Με ιδιαίτερη χαρά σας επιβεβαιώνουμε ότι, στο πλαίσιο της διαδικασίας Πρακτικής Άσκησης, η Ελληνική Εταιρία Προστασίας της Φύσης προτίθεται να απασχολήσει τους φοιτητές του Philips University κατά τη διάρκεια των θερινών διακοπών.

Ευχαριστούμε για την συνεργασία,

Σπύρος Μησιακούλης,  
Ταμίας του Δ.Σ.



# Appendix 2

## Revised Structure of the Program of Study

## STRUCTURE OF THE PROGRAM OF STUDY

PROGRAM REQUIREMENTS	ECTS
<b>Compulsory courses:</b> 160 ECTS	<u>Semesters 1 and 2</u> 20 ECTS per semester <u>Semesters 3 and 4</u> 20 ECTS per semester <u>Semesters 5 and 6</u> 20 ECTS per semester  <u>Semesters 7 and 8</u> 20 ECTS per semester
<b>Elective courses</b> <b>(a) Courses of specialization</b> 40 ECTS <b>(b) General Education courses</b> 40 ECTS	<u>Semesters 1 and 2</u> 10 ECTS per semester <u>Semesters 3 and 4</u> 10 ECTS per semester <u>Semesters 5 and 6</u> Domain A & B:    10 ECTS per semester  <u>Semesters 7 and 8</u> Domain A & B:    10 ECTS per semester
Undergraduate / Postgraduate Assignment	-----
Practical training	-----
<b>Total: ECTS</b>	<b>Core:                      160 ECTS</b> <b>Domain A &amp; B:        40 ECTS</b> <b>Electives:              40 ECTS</b> <b>TOTAL ECTS:        240 ECTS</b>

### GRADUATION REQUIREMENTS:

Students studying towards the BA degree in Business Studies are required to take a minimum of 240 ECTS. One hundred and sixty (160) ECTS must come from compulsory subjects, forty (40) ECTS from Domain A & B and forty (40) ECTS from electives.



<b>BA in BUSINESS STUDIES</b>		
<b>NEW Programme Structure*</b>		
<b>YEAR ONE</b>		
<b>YEAR 1 - Semester 1</b>		
<b>COURSE</b>		<b>ECTS</b>
<b>CORE</b>		<b>(20)</b>
ACF-110	Accounting I	5
BSM-110	Economics I	5
BSM-111	Introduction to Management	5
CST-115	Mathematics and Statistics I	5
<b>ELECTIVES: Any TWO from:</b>		<b>(10)</b>
BSM-112	Business Law I	5
CST-110	Computers and Applications I	5
PRL-130	Communication & Language Development I	5
PSY-110	General Psychology	5
<b>TOTAL:</b>		<b>30</b>

<b>YEAR 1 - Semester 2</b>		
<b>COURSE</b>		<b>ECTS</b>
		<b>(20)</b>
ACF-120	Accounting II	5
BSM-120	Economics II	5
BSM-121	Theory and Practice of Management	5
CST-125	Mathematics and Statistics II	5
<b>ELECTIVES: Any TWO from:</b>		<b>(10)</b>
BSM-122	Business Law II	5
CST-120	Computers and Applications II	5
PRL-140	Communication and Language Development II	5
PSS-110	Modern Society & Sociology	5
<b>TOTAL:</b>		<b>30</b>

**\*All major and core courses of the program have a code of the program (BSM). All the other elective courses have the code of the respective discipline.**

<b>YEAR TWO</b>		
<b>YEAR 2 - Semester 3</b>		
<b>COURSE</b>		<b>ECTS</b>
<b>CORE</b>		<b>(20)</b>
ACF-211	Financial Accounting I	5
ACF-213	Introduction to Finance	5
BSM-230	Managerial Economics I	5
BSM-231	Principles of Marketing	5
<b>ELECTIVES: Any TWO from:</b>		<b>(10)</b>
BSM-236	Digital Business	5
BSM-237	Business in Europe	5
BSM-238	Dynamics of Cyprus Economy I	5
PRL-230	Communication in Practice I	5
<b>TOTAL:</b>		<b>(30)</b>

<b>YEAR 2 - Semester 4</b>		
<b>COURSE</b>		<b>ECTS</b>
<b>CORE</b>		<b>(20)</b>
ACF-223	Financial Management I	5
ACF-224	Management Accounting I	5
BSM-240	Managerial Economics II	5
BSM-241	Organizational Behavior	5
<b>ELECTIVES: Any TWO from:</b>		<b>(10)</b>
BSM-246	Business and Society	5
BSM-247	Digital Marketing	5
BSM-248	Marketing Management	5
PRL-240	Communication in Practice II	5
<b>TOTAL:</b>		<b>(30)</b>

<b>YEAR THREE</b>		
<b>YEAR 3 - Semester 5</b>		
<b>COURSE</b>		<b>ECTS</b>
<b>CORE</b>		<b>(20)</b>
ACF-324	Management Accounting II	5
BSM-310	Human Resource Management	5
BSM-322	Business Policy and Strategic Management	5
CST-232	Operations Research	5
<b>Any TWO from the following: ONE from each Domain</b>		
<b>DOMAIN A / Concentration</b>		<b>(5)</b>
BSM-356	Behavioral Aspects of Marketing	5
BSM-357	Supply Chain Management	5
<b>DOMAIN B / Concentration</b>		<b>(5)</b>
BSM-358	Health Services Management	5
BSM-359	Organisation Theory	5
		<b>TOTAL: (30)</b>

<b>YEAR 3 - Semester 6</b>		
<b>COURSE</b>		<b>ECTS</b>
<b>CORE</b>		<b>(20)</b>
ACF-330	Financial Management II	5
BIS-419	Entrepreneurship and Innovation	5
BSM-311	International Management I	5
CST-214	Business Information Systems	5
<b>Any TWO from the following: ONE from each Domain</b>		
<b>DOMAIN A / Concentration</b>		<b>(5)</b>
BSM-360	Business Games and Strategies	5
BSM-361	Economics of Health Services	5
<b>DOMAIN B / Concentration</b>		<b>(5)</b>
BSM-362	Strategic Management of Tourism, Hospitality, Events	5
GEN-340	Consumer Behaviour	5
		<b>TOTAL: (30)</b>



<b>YEAR FOUR</b>		
<b>YEAR 4 - Semester 7</b>		
<b>COURSE CORE</b>		<b>ECTS (20)</b>
BIS-421	Enterprise IT Architecture	5
BSM-440	Global Marketing	5
BSM-441	Strategy in Action	5
GEN-450	Project I	5
<b>Any TWO from the following: ONE from each Domain</b>		
<b>DOMAIN A / Concentration</b>		<b>(5)</b>
BSM-470	Integrated Marketing Communications	5
BSM-471	Innovation and Creativity	5
<b>DOMAIN B / Concentration</b>		<b>(5)</b>
BSM-472	Productions and Operations Management	5
BSM-473	Small Business Management	5
<b>TOTAL:</b>		<b>(30)</b>

<b>YEAR 4 - Semester 8</b>		
<b>COURSE CORE</b>		<b>ECTS (20)</b>
BSM-442	Corporate Governance	5
CST-422	Advanced Information Systems	5
PRL-420	Business Ethics and Leadership	5
GEN-451	Project II	5
<b>Any TWO from the following: ONE from each Domain</b>		
<b>DOMAIN A / Concentration</b>		<b>(5)</b>
BSM-480	Entrepreneurship and Strategic Business Planning	5
BSM-481	Marketing of Services	5
<b>DOMAIN B / Concentration</b>		<b>(5)</b>
BSM-482	Selected Topics in Human Resource Management	5
BSM-483	Marketing Research	5
<b>TOTAL: (30)</b>		



## **NEW COURSES' COURSE DESCRIPTION**

Course Title	DIGITAL BUSINESS				
Course Code	BSM-236				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	2 / Three				
Teacher's Name	Dimitrios MITRAKOS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The emergence of the digital economy has unlocked new opportunities for businesses, while simultaneously creating new modes of competition in both 'traditional' and new sectors of the economy. Many organisations are becoming increasingly more 'digital', in order to capture value from new innovations, by cutting costs, enhancing performance and delivering new services.</p> <p>This module provides insight into the emergence of digital business, key concepts, technologies, and strategic organisation. Students will develop a strategic plan for a 'traditional' business which could adopt digital technologies and strategies, and will present the plan as a business pitch. The course will be of high interest to students planning to work in digital business or management consultancies</p>				
Learning Outcomes	<p><b>Learning Outcomes of the course unit:</b></p> <p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate understanding of the rise and development of the concept of digital business;</li> <li>• Evaluate the development of competitive advantage through technology;</li> <li>• Demonstrate knowledge of contemporary trends and technology in digital businesses;</li> <li>• Understand how digital technologies can be integrated within businesses in a variety of contexts;</li> <li>• Analyse and interpret different approaches to the development of digital platforms</li> </ul>				
Prerequisites	None		Required		

Course Content	<p><b>Course Contents:</b></p> <p><b>Description:</b></p> <p>Characteristics and impact of Global Digital Economy</p> <p>Defining digital business</p> <p>Establishment of the foundation of new Digital Management and creation of new Value</p> <p>Adopting new digital technology in 'new' and 'traditional' industry sectors</p> <p>Web applications: characteristics, development, and lifecycle</p> <p>New trends &amp; technologies (cloud computing, mobile and tablet apps, etc.)</p> <p>Embedding new technology in organizations</p> <p>Developing competitive advantages through technology</p> <p>Communities of practice, diverse venture teams and socio-technical systems needed to create successful digital models</p> <p>The creation and development of a digital transformation plan</p> <p>Transformation plan presentation; assessment and evaluation.</p>
Teaching Methodology	Lectures, Workshops, Case Studies, Virtual discussions ,Group Projects, Use of Video and Online Materials/
Bibliography	<p><b>Recommended or Required Reading:</b></p> <p>Digital Business, Chicago Business Press 2016, ISBN-13: 978-0-9833324-5-9</p> <p>Nicolas D .Evans, MASTERING DIGITAL BUSINESS, BCS The Chartered Institute for IT, 2017</p> <p><b>Journals:</b></p> <p>MIS Quarterly</p> <p>Journal of Digital Business</p> <p>Academy of Management Journal.</p> <p>Journal of Business Research</p>
Assessment	70% Examinations, 30% Ongoing
Language	English



Course Title	DIGITAL MARKETING				
Course Code	BSM-247				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	2 / Four				
Teacher's Name	Demetrios MITRAKOS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>Overall aim of the course is to teach the student to professionally evaluate internet marketing models, their components, strategies and financial configuration. More specifically:</p> <ul style="list-style-type: none"> <li>• To educate the learner as to how to take personal responsibility for the strategic development of electronic marketing efforts</li> <li>• The enable student to responsibly and professionally undertake the strategic development of electronic marketing efforts</li> </ul>				
Learning Outcomes	<p><b>Learning Outcomes of the course unit:</b></p> <p>Upon successful completion of this course students should be able to:</p> <ol style="list-style-type: none"> <li>1. Apply the emerging theories of D- Marketing to various business settings</li> <li>2. Discuss the business environment from an D-marketing perspective.</li> <li>3. Apply the learned D- marketing skills which they have acquired in class via the usage of questioning and industry based case studies.</li> <li>4. Undertake D- marketing related positions after being exposed to contemporary industry based examples.</li> <li>5. Develop an in depth understanding of the complexities and challenges involved in working in the field of D- Marketing</li> </ol>				
Prerequisites	BSM-111, BSM-231	Required			

Course Content	<p><b>Course Contents:</b></p> <p><b>Description:</b></p> <p>The course will be equally divided between its 'electronic' and 'marketing' elements, providing the foundation for profitably bridging these two key elements in today's business environment.</p> <p>Key subjects to be covered include definitions of E-Marketing, internet culture and trends, Legal and Ethical Issues, Relationship Marketing, the importance of interaction, visual and other effects, Internet marketing strategy, Writing for the internet, d-marketing components, consumer internet behaviour, Internet campaigns, search engine optimisation SEO, Direct marketing, online selling strategies, auctions and other approaches, the Future of D-Marketing</p>
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	<p><b>Recommended or Required Reading:</b></p> <p>Simon Kingsnorth, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Ltd, 2019</p> <p>eMarketing: The Essential Guide to Online Marketing <b>Posted:</b> July 19, 2016   <b>Updated:</b> June 12, 2019  <b>Author:</b> Rob Stokes, Saylor Academy</p> <p>Hofacker, Charles F.: Electronic Marketing: Communicating, Selling and Connecting, (2009)  People with Networks and Software, Tallahassee: New South Network Services</p> <p><b>Journals:</b>  International Journal of Electronic Marketing and Retailing, <b>ISSN online</b> 1741-1033, <b>ISSN print</b> 1741-1025</p> <p>International Journal of Online Marketing (IJOM) ISSN: 2156-1753,  EISSN: 2156-1745,  DOI: 10.4018/IJOM</p>
Assessment	70% Examinations, 30% Ongoing
Language	English



Course Title	HEALTH SERVICES MANAGEMENT				
Course Code	BSM-358				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	3 / Five – Domain B				
Teacher's Name	John YFANTOPOULOS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The module will use homework, discussion sessions and presentations during lectures, in order to engage participants in teamwork and problem-solving. The module offers a complete understanding of managing healthcare units.				
Learning Outcomes	By the end of this module, students should be able to understand the concept of leadership in health and assess the quality of managerial techniques in healthcare environments				
Prerequisites	BSM-110, BSM-120		Required		
Course Content	<p>Students learn about the process of health management with application to Health Units. In particular, students are studying the fields of modern management such as time management, quality management, human resources and management of risk that threaten healthcare projects.</p> <p>Topics:</p> <p><b>Foundations for Health Management Consulting</b></p> <p><b>Organizational Behavior</b></p> <p><b>Managing Public Health Units</b></p> <p><b>Leadership Principles and Ethical Boundaries in Health</b></p> <p><b>Health Financing</b></p> <p><b>Marketing of Healthcare Organizations</b></p> <p><b>Change and Innovation in Healthcare</b></p>				



Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	<p><b>Recommended or Required Reading:</b></p> <ul style="list-style-type: none"> <li>➤ Amelung, V.E., 2014. Healthcare management. Springer.</li> <li>➤ Gurtner, S. and Soyeze, K. eds., 2015. <i>Challenges and Opportunities in Health Care Management</i>. Springer International Publishing.</li> <li>➤ Buchbinder SB, Shanks NH, Introduction To Health Care Management, Jones &amp; Bartlett Learning, 2016</li> <li>➤ Denton, Brian T. Handbook of healthcare operations management. Springer, 2013</li> <li>➤ Bresnen, M., Hodgson, D., Bailey, S., Hyde, P. and Hassard, J., 2017. Mobilizing management knowledge in healthcare: Institutional imperatives and professional and organizational mediating effects. <i>Management Learning</i>, p.1350507617718257.</li> <li>➤ Delias, et al. "Supporting healthcare management decisions via robust clustering of event logs." <i>Knowledge-Based Systems</i> 84 (2015): 203-213.</li> </ul> <p><b>Journals:</b></p> <p><i>Journal of Healthcare Management</i>  <i>International Journal of Healthcare Management</i>  <i>International Journal of Health Policy and Management</i>  <i>Journal of Hospital Management and Health Policy</i>  <i>Health Care Management Science</i></p>
Assessment	70% Examinations, 30% Ongoing
Language	English

Course Title	ORGANIZATION THEORY				
Course Code	BSM-359				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	3 / Five – Domain B				
Teacher's Name	Andreas HADJIS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives					
Learning Outcomes	<b>Learning Outcomes of the course unit:</b> Upon successful completion of this course students should be able to: 1. To demonstrate knowledge of the brief history of Organization theory 2. Define and Analyze Organizational Environments using the modern perspective 3. Compare and contrast Modern theories of organizational social structure. 4. Critically evaluate the modernist perspective in organization culture theory. 5. Describe he concepts of Power, Politics and Control in organizations. 6. Demonstrate knowledge how physical structure appears and evolves in theories of organization and organizing. 7. Demonstrate an understanding of the concepts of change and what change management involves				
Prerequisites	BSM-121, PSY-110, PSS-110	Required			
Course Content	<b>Course Contents:</b> <b>Description:</b> Prehistory of Organizational theory Modern organization theory Modern theories of organization-environments relations				

	<p>Symbolic environmental analysis</p> <p>Modern theories of organizational social structure</p> <p>Social practices, institutional logics and community</p> <p>Combining technology, social structure and environment</p> <p>A history of organizational culture in organizational theory</p> <p>Culture and Change</p> <p>Physical structure and organizational identity</p> <p>Physical structure in theories of organizing</p> <p>Power control and conflict.</p> <p>Organizational change management.</p> <p>How to design a new organization?</p>
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	<p><b>Recommended or Required Reading:</b></p> <p>Mary. Jo Hatch, Ann L. Cunliffe, Organizational Theory: Modern, Symbolic and Postmodern Perspectives, Oxford University Press, 2006 or latest edition</p> <p>John McAuley: Organization Theory: Challenges &amp; Perspectives, 2nd ed.2013, Pearson.</p> <p><b>Journals:</b></p> <p>Organizational Theory, SAGE Journals</p> <p>International Journal of Organizational Theory and Behaviour, Emerald Publishing.</p> <p>Academy of Management Journal.</p>
Assessment	70% Examinations, 30% Ongoing
Language	English



Course Title	ECONOMICS OF HEALTH SERVICES				
Course Code	BSM-361				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	3 / Six - Domain A				
Teacher's Name	John YFANTOPOULOS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course provides students with a solid knowledge of Health Economics with emphasis in the financing, structure and delivery of healthcare in the EU countries as well as knowledge of healthcare sector institutions in the EU				
Learning Outcomes	<p>By the end of this course students should be able to:</p> <ol style="list-style-type: none"> <li>1. Demonstrate an understanding of the Macro and Micro aspects of the economic systems across Europe.</li> <li>2. Demonstrate knowledge and understanding of what determines health, the priority setting for health policy and the relationship between the many actors involved in policy making and provision of healthcare services.</li> <li>3. Describe and critically evaluate the analytical frameworks necessary for the healthcare systems performance assessment in the EU.</li> <li>4. Conduct the economic assessment of healthcare system performance.</li> </ol>				
Prerequisites	BSM-110, BSM-120	Required			
Course Content	<p><b>Course Contents:</b></p> <ul style="list-style-type: none"> <li>• The origins of health economics. Contributions to the history of health economics</li> <li>• Importance of health economics. What is health economics?</li> <li>• Microeconomic tools for health economics (e.g. supply, demand, consumer theory, elasticity, opportunity costs, discount rates)</li> <li>• Demand for health and health care. Distinctive features of patients' behavior (e.g. information incompleteness and information asymmetry)</li> <li>• Production of health and health care. Health care providers markets. Distinctive features of health personnel behavior (e.g. supplier induced demand)</li> <li>• Health Systems in Europe</li> </ul>				

	<ul style="list-style-type: none"> <li>• Pharmaceutical markets</li> <li>• The market for health insurance. Specific features of health insurance market (e.g. adverse selection, moral hazard)</li> <li>• Introduction to economic evaluation in health care. Theoretical foundations and definition of value in health care. Value assessment in health care. Different methods of economic evaluation</li> <li>• Pharmacoeconomics versus health economics. What are the most important differences between pharmacoeconomics and health economics?</li> </ul> <p>Health economics problems all over the world – role of different organizations. ISPOR. INAHTA.</p>
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	<p><b>Recommended or Required Reading:</b></p> <p>Health Economics. Theory and Policy. John Yfantopoulos, Dardanos Publications 2019</p> <p>Health systems reviews (HITs), European Observatory on Health Systems and Policies</p> <p>Health at a Glance. Europe 2020, Paris 2018, OECD,</p> <p>Methods for the Economic Evaluation of Health Care Programmes.2015. Michael F. Drummond, Mark J. Sculpher , Karl Claxton , Greg L. Stoddart , George W. Torrance</p> <p><b>Journals:</b></p> <p>Health Economics</p> <p>Journal of Health Economics</p> <p>European Journal of Health Economics</p> <p>Health Policy</p>
Assessment	70% Examinations, 30% Ongoing
Language	English



Course Title	STRATEGIC MANAGEMENT FOR TOURISM, HOSPITALITY AND EVENTS				
Course Code	BSM-362				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	3 / Six – Domain B				
Teacher's Name	TBA				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The overall purpose of the course is to introduce students to fundamental strategic management principles in a tourism, hospitality and events context, in a holistic approach and bring theory to practice. The integration of a host of industry-based cases and examples in the material are key to achieve the aims. Emerging strategic issues affecting tourism, hospitality and events industries, such as innovation, employment, culture, sustainability are thoroughly discussed.				
Learning Outcomes	<b>Learning Outcomes of the course unit:</b> Upon successful completion of this course students should be able to: 1. Analyse the internal environment and the operational context of tourism, hospitality and events organizations in terms of their competences, resources and competitive advantage. 2. Analyse the external environment and construct a S.W.O.T report. 3. Evaluate alternative competitive strategies and directions for tourism hospitality and events organizations. 4 Understand what strategy implementation in tourism, hospitality and event organizations involve 5. Demonstrate knowledge for international strategies for tourism, hospitality and events.				
Prerequisites	BSM-322	Required			
Course Content	<b>Course Contents:</b> <b>Description:</b> The strategy process Introduction to strategy for tourism, hospitality and events				



	<p>Strategy and strategic objectives for tourism, hospitality and events</p> <p>Analysing the internal environment</p> <p>External Environment and S.W.O.T analysis.</p> <p>Alternative strategic directions and strategy selection in tourism, hospitality and events.</p> <p>Strategic implementation and strategy in theory and practice.</p> <p>Case studies on all above subjects</p>
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	<p><b>Recommended or Required Reading:</b></p> <p>Nigel Evans, Strategic Management for Tourism, Hospitality and Events, 2<sup>nd</sup> edition or latest, Routledge.</p> <p>P. Brunt, S. Homer, N. Semley, Research Methods in Tourism, Hospitality and Events Management. Latest edition, Sage Publications Ltd (UK) Print ISBN: 9781473919143, 1473919142 eText ISBN: 9781526422262, 1526422263</p> <p><b>Journals:</b></p> <p>Journal of Hospitality and Tourism Management, CAUTHE, Australia</p> <p>Journal of sustainable tourism</p> <p>International Journal of Hospitality and Events Management, Inderscience Publishers.</p> <p>International Journal of Hospitality Management</p>
Assessment	70% Examinations, 30% Ongoing
Language	English

Course Title	GLOBAL MARKETING				
Course Code	BSM-440				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	4 / Seven				
Teacher's Name	Evangelia SIACHOU				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The purpose of this course is to introduce students to a systematic approach of marketing on a global scale. Focus will be placed on the conceptual and analytic tools that enable marketing managers to formulate effective global Marketing Strategies				
Learning Outcomes	<p><b>Learning Outcomes of the course unit:</b></p> <p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>• Understand International Marketing and how it operates within a diverse and constantly changing Global Environment.</li> <li>• Critically analyze and evaluate the macro and trading environments of organizations operating within the Global Economy using accepted international marketing theory, concepts and models to be able to formulate marketing policy and strategy.</li> <li>• Demonstrate the use of cognitive skills of critical thinking, analysis and synthesis with respect to international marketing concepts and practice.</li> <li>• Apply the skills of effective problem solving and decision making using appropriate analytical concepts, models and frameworks to be able to identify, evaluate and solve international marketing problems within the context of a Global Competitive Environment.</li> <li>• Present a formal written report consisting of elements of an international marketing plan set against the context of an up-to-date international case study with scope for critical thinking, evaluation and development</li> </ul>				
Prerequisites	BSM-221	Required			

Course Content	<b>Course Contents:</b> Global Marketing in the firm Internationalization Theories Developing the firm's international competitiveness Global Marketing Research The political and economic environment The sociocultural environment International Market Selection process Market entry strategies Designing the Global Marketing Program, Product, Price, Distribution and Communication Decisions Implementing and coordinating the Global Marketing Program, Cross Cultural sales negotiations Organization and Control of Global Marketing Program.
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	<b>Recommended or Required Reading:</b> <u>Warren J. Keegan, Mark C. Green: Global Marketing, Global Edition</u> , Pearson, 2017. Sven Hollensen, <b>Global Marketing</b> , Pearson 2016 or latest edition <b>Journals:</b> Journal of Global Marketing, Print ISSN: 0891-1762, Online ISSN: 1528-6975 Journal of International Marketing, SAGE publications
Assessment	70% Examinations, 30% Ongoing
Language	English



<b>Course Title</b>	CORPORATE GOVERNANCE				
<b>Course Code</b>	BSM-442				
<b>Course Type</b>	Compulsory				
<b>Level</b>	Undergraduate				
<b>Year / Semester</b>	4 / Eight				
<b>Teacher's Name</b>	Vassilis Patsouratis				
<b>ECTS</b>	5	<b>Lectures / week</b>	1	<b>Laboratories / week</b>	
<b>Course Purpose and Objectives</b>	To emphasize the centrality of ethical values such as honesty, trust, respect and fairness in the context of individual and organizational effectiveness. Utilizing Kohlberg's Theory of Moral Development, the course explores the concept of how one develops moral reasoning and the interaction of moral judgment using three Models of Management Ethics. The intent is to demonstrate the breadth of responsibility of the individual manager, organization, and corporation in making "ethical" decisions.				
<b>Learning Outcomes</b>	<p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>▪ understand several ethics theories and be able to apply these theories in real world settings;</li> <li>▪ demonstrate a deeper understanding of the moral choices that are implicit in virtually every aspect of work life by applying the concepts to one's own experience;</li> <li>▪ Demonstrate an understanding of Stakeholder Management Theory by articulating different types of ethical business dilemmas that occur on a regular basis and be able to recognize and analyze these situations based on the Stakeholder Management Framework;</li> <li>▪ at the end of the analysis one must be able to reach a logical, ethical, and solid business decision based on these principles;.</li> <li>▪ engage in an exploration of one's own personal value system and how that system guides her/his moral and ethical decision-making in the workplace;</li> <li>▪ understand the limitations of Stakeholder Management Theory and the inherent struggles between societal and individual definitions of moral/ethical behavior.</li> </ul>				
<b>Prerequisites</b>	BSM-246	<b>Required</b>			

Course Content	<p>Definitions and Theories of CSR and other related notions.</p> <p>Drivers of CSR.</p> <p>CSR Framework and Strategy.</p> <p>Stakeholder Engagement and Dialogue, Issue Management.</p> <p>CSR Implementation.</p> <p>Supply Chain Management and CSR.</p> <p>Corporate Social Initiatives.</p> <p>Social Entrepreneurship and Intrapreneurship.</p> <p>Measuring and Reporting the Impact of CSR.</p> <p>The CSR Communication.</p> <p>Managing Negative Publicity, Crises and Misconducts related to CSR.</p> <p>Corporate Responsibility in Controversial Industries.</p>
Teaching Methodology	<p>A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.</p>
Bibliography	<p><b>Recommended Reading:</b></p> <p>Blowfield, Mick and Murray, Alan, <i>Corporate Responsibility</i>, 3rd Edition., Oxford University Press, 2019, ISBN 9780198797753.</p> <p>Carroll, A.B., Brown, J. and Buchholtz, A.K. <i>Business and Society: Ethics, Sustainability and Stakeholder Management</i>, 10th Edition, 2018 Cengage Learning.</p> <p>Gond, J.P. and Mena, S. <i>A Very Short, Fairly Interesting and Reasonably Cheap Book about Corporate Social Responsibility</i>, Sage Publications, 2018.</p> <p>Wicks, A.C., Freeman, R.E., Werhane, P.H. and Martin, K.E. <i>Business Ethics: A Managerial Approach</i>. Prentice Hall, 2010, ISBN 9780131427921.</p> <p>Crane, A., and Matten, D., <i>Corporate Social Responsibility: Readings and Cases in a global context</i>, 2<sup>nd</sup> ed., Routledge, 2013, ISBN 978-0415683258.</p> <p><i>A detailed list of readings of academic papers for this course will be provide at the end of each lecture.</i></p> <p><b>Recommended Journals:</b></p> <p>Journal of Business Ethics.</p> <p>Research in Organizational Behavior.</p> <p>California Management Review.</p>

	Business Ethics Quarterly. Business and Society. Business and Society Review. Economics and Philosophy.
Assessment	70% examination and 30% continuous assessment
Language	English



COURSE TITLE	INNOVATION AND CREATIVITY				
Course Code	BSM-471				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	4 / Seven – Domain A				
Teacher's Name	Eugenia PETRIDOU				
ECTS	5	Lectures / week	2	Laboratories / week	1
Course Purpose and Objectives	This module aims to provide students with the opportunity to discover how ideas are developed, how creativity operates and an understanding of Innovation and Creativity theories within a business context. In addition, it aims to enhance their employment prospects in the workplace by providing them with an understanding of the sought-after traits of creativity and innovation and how to express them.				
Learning Outcomes	Upon completion of this module students will be able to identify and outline: <ul style="list-style-type: none"><li>• the key characteristics of creativity and innovation in a variety of small business and in entrepreneurship domain</li><li>• their own skills and attributes in these areas and recognize how groups develop and respond to these attributes</li><li>• the cutting-edge knowledge about topics as developing creative capabilities, managing creative people, creative work environments, and turning creative ideas into innovations</li><li>• the "insider insight" about certain creative industries through direct interaction with guest speakers who exert entrepreneurial activity in this domain</li></ul>				
Prerequisites	BIS-419		Required		
Course Content	<ul style="list-style-type: none"><li>• Defining creativity, innovation and entrepreneurship</li><li>• Creativity and innovation in organizations (Case studies)</li><li>• The creative process</li><li>• Creative thinking tools and techniques (Brainstorming, 6 hats, morphological analysis)</li><li>• Value of creativity (What does creativity mean to businesses?)</li><li>• From creativity to innovation</li><li>• Radical innovation and disruption</li><li>• Innovating in major projects: incremental versus radical change</li></ul>				

	<ul style="list-style-type: none"> <li>• Innovation and intrapreneurship</li> <li>• Creative industries</li> <li>• Group project (Presentation and assessment)</li> </ul>
Teaching Methodology	<p>A mixture of the following:</p> <ul style="list-style-type: none"> <li>• 2-hours lectures per week</li> <li>• 1-hour seminar or guest lecture per week</li> <li>• Guest speakers</li> <li>• Workshop sessions</li> <li>• Individual and Group work</li> </ul>
Bibliography	<p><u>Recommended Reading:</u></p> <p>Dawson P. and Andriopoulos C., <i>Managing change, creativity and innovation</i>, Sage Publisher, 2017, ISBN: 9781473964273</p> <p>Bilton C., <i>Management and creativity: from creative industries to creative management</i>, Blackwell Publisher, 2007, ISBN: 9781405119962</p>
Assessment	<p>60% - Individual Project of a new business idea creative process (2000 words)</p> <p>40% - Group Project of a summary presentation about their new innovation or idea</p>
Language	English

Course Title	ENTREPRENEURSHIP AND STRATEGIC BUSINESS PLANNING				
Course Code	BSM-480				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	4 / Eight - Domain A				
Teacher's Name	Eugenia PETRIDOU				
ECTS	5	Lectures / week	2	Laboratories / week	1
Course Purpose and Objectives	To explain the techniques of a business plan preparation into practical applications. Thus, students are involved from the outset in the procedures and action steps of business planning. The course is supported by a software that helps students to be familiarized with business planning processes.				
Learning Outcomes	<p>On completion of this course, students should be able to:</p> <ul style="list-style-type: none"><li>• Discover the components within the strategic business planning process</li><li>• Be aware of the purpose and procedures in the planning process</li><li>• Be able to plan and execute critical action steps and techniques in the successful development and execution of a business plan</li><li>• Be knowledgeable of potential limitations and challenges in the overall business planning process</li><li>• Be in position to use a software of business planning</li></ul>				
Prerequisites	BSM-322 / BSM-478		Required		
Course Content	<ul style="list-style-type: none"><li>• The importance of business planning</li><li>• The structure of the business plan</li><li>• The business idea</li><li>• Identifying relevant legislation</li><li>• Financial planning &amp; Financial controls</li><li>• Sources of finance</li><li>• Sales and marketing &amp; Customer service</li><li>• Formulating the business plan</li><li>• Introduction to business planning software</li></ul>				
Teaching Methodology	<p>A mixture of the following:</p> <ul style="list-style-type: none"><li>• 2-hours lectures per week</li><li>• 1-hour seminar or software lab per week</li></ul>				



	<ul style="list-style-type: none"> <li>• Guest speakers</li> <li>• Multimedia resources</li> <li>• Individual and Group work</li> </ul>
<b>Bibliography</b>	<p><u>Recommended Reading:</u></p> <p>Butler, D., <i>Business Planning: A Guide to Business Start-Up</i>, Routledge, 2007, ISBN: 9780080524580</p> <p><u>Further Reading:</u></p> <p>Barrow C., Barrow P. Brown R., <i>The business plan workbook</i>, Kogan Page, 2015, ISBN: 9780749472832</p> <p>Burns, P., <i>Entrepreneurship and small business: start-up, growth and maturity</i>, Palgrave Macmillan, 2011, ISBN: 9780230247802</p>
<b>Assessment</b>	<p>70% - A fully researched group business plan for an innovative venture (3500 words)</p> <p>30% - An individual personal entrepreneurial self-reflection section (1500 words)</p>
<b>Language</b>	English

Course Title	SELECTED TOPICS IN MANAGEMENT				
Course Code	BSM-482				
Course Type	Optional /Compulsory				
Level	Elective / Domain B				
Year / Semester	4 / Eight				
Teacher's Name	A number of professors according to selected topics				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p><b>Objective:</b> To give the student the opportunity to acquire additional knowledge in various selected topics representing contemporary issues in the broad area of management. The student familiarizes with Business research, problem structuring and solving in a capacity of Business Consultant.</p>				
Learning Outcomes	<p><b>Learning Outcomes of the course unit:</b> Upon successful completion of this course students should be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the peculiarities of a specific selected topic of management</li> <li>2. Explain recent developments and contemporary issues pertaining to the subject matter</li> <li>3. Critically analyse and evaluate the strengths and weaknesses of the selected topic</li> <li>4. Demonstrate effective analytical and presentation skills for case studies or term reports for topics selected</li> </ol>				
Prerequisites	Senior Standing	Required			
Course Content	<p><b>Course Contents:</b> <b>Description:</b> Through lectures, class discussion, and case materials, new trends and themes in the field of management will be explored. The topics selected will vary according to the interest and background of the faculty member offering the course. Students interested should contact the Management Coordinator for the selected topic(s) offered. Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>				

Teaching Methodology	<p>Lectures, virtual discussions, interactive case studies, problem-solving activities, directed reading, and private / guided study.</p> <p>Learning activities include: Introductory lecture, Case Study / Problem solving activities in class, virtual debate and discussion,</p> <p>Private Study use of Video any on line materials.</p> <p>Development of a digital transformation plan.</p> <p>Workshops, Case Studies, Group Projects.</p>
Bibliography	<p><b>Recommended or Required Reading:</b></p> <p>Various Management Textbooks and Journals related to the special topic selected. Assigned by the instructor of the course</p>
Assessment	70% Examinations, 30% Continuous Assessment
Language	English



Course Title	BUSINESS ETHICS AND LEADERSHIP				
Course Code	PRL-420				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	4 / Eight				
Teacher's Name	Eleni KOUTSOURAKIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To help students acquire knowledge and understanding of the nature of moral issues arising in business particularly in Leadership positions				
Learning Outcomes	<p>On completion of the course, students should be able to:</p> <ul style="list-style-type: none"> <li>▪ explain the nature of ethics and its significance in the business environment;</li> <li>▪ identify and explain the consequence of unethical behavior to the individual and society;</li> <li>▪ appreciate the need to approach decision making in business using ethical framework;</li> <li>▪ Demonstrate an understanding the Foundations of Leadership</li> <li>▪ Evaluate different leadership styles and identify the characteristics of Effective leadership in an ethical context</li> </ul>				
Prerequisites	BSM-246	Required			
Course Content	<p>What moral problems are and how, if at all, they can be resolved.</p> <p>Moral problems arising in business, e.g. whistleblowing, deception; environmental problems.</p> <p>The relation between business and society.</p> <p>Perspectives of others in considering ethical issues;</p> <p>The content and meaning of professional ethics codes;</p>				

	<p>The Foundations of Leadership</p> <p>Different leadership styles</p> <p>Demonstrating Effective leadership</p> <p>Leader vs Manager</p> <p>Leadership and Accountability</p>
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies
Bibliography	<p><b>Recommended Reading:</b></p> <p>Hartman, Laura P. <i>Perspectives in Business Ethics</i>, 3<sup>rd</sup> ed., McGraw-Hill Higher Education, 2004, 9780072881462.</p> <p>Sternberg, E. <i>Just Business: Business Ethics in Action</i>. 2<sup>nd</sup> ed., Oxford University Press, 2000, ISBN 9780198296638.</p> <p>Richard L Daff: <i>The Leadership Experience</i>, Gengage Learning, 2018</p> <p><b>Journal:</b></p> <p>Journal of Business Ethics.</p> <p>The Leadership Quarterly</p> <p>Academy of Management Journal</p>
Assessment	70% Examination and 30% Continuous Assessment
Language	English

# Appendix 3

## Academic Staff - CVs



Professor  
**ANDREAS HADJIS**

## Curriculum Vitae

**Name:** Andreas Hadjis  
**Address:** Office: Diogenes St. Engomi, P.O.Box 22006, 1516,  
Nicosia  
**Home:**  
**Telephone:** Office: +357 99400000  
Home: +357 99400000  
**Fax:**  
**E-mail:**  
**Personal:** Birthday: 23.09.47

**Education:**  
**Undergraduate work:**  
1972, B.Sc. in Physics and Mathematics, Athens University,  
1990, Diploma in Marketing, Chartered Institute of  
Marketing, UK,  
**Graduate work:**  
1991, MBA Degree, University of Sheffield, UK,  
1995, PhD, University of St. Gallen, Switzerland,  
**Post- doctoral work:**  
1994-1996, Postdoctoral Research, University of St.Gallen,  
(Research Fellow)

**Languages:**

1. English, fluent
2. German, fluent
3. Greek, fluent
4. French, proficient

### Academic Positions Held:

1. 1989-1996, City University, Zurich, Frankfurt, Senior Lecturer in Organization, Marketing and Strategic Management, MBA level.
2. 1994-1996, Institute of Management, University of St.Gallen, Senior Research Associate in Systems Methodology, St.Gallen, Switzerland.
3. 1992-1997., WIFI, Dornbirn, Austria, Course Development, Lecturing, Middle and Senior Management training in **Marketing Management und Marketing Logistics**
4. 1996-2000, University of Applied Sciences Vorarlberg (Fachhochschule), Austria, Professor for Process Management and Business Reengineering as Core Competencies, School of Process and Project Management.
5. 1997-2002, Strathclyde University MBA-Program (St.Gallen, Zurich, Switzerland), Senior Lecturer in Operations and Operations Management.
6. 2000 up to day, Associate Professor of Management with specialization in Strategic Management.

7. 2001, Adjunct Professor, Strategic Management of Information Systems, Arkansas University MBA, Fall 2001
8. 2000-2004, Adjunct Professor, University of Applied Sciences Liechtenstein, Strategic Management of Information Systems, Masters Program.
9. 2004, Lecturer in Strategic Management, MIM, Cyprus Productivity Centre.
10. 2005-2010, Visiting Lecturer-Special Scientist in **Marketing, Retail Management**, University of Cyprus, Fall Semester 2005, Fall 2006, 2007, 2008, 2009, 2010, 2011,12,13,14.
11. 2011, promoted to the rank of full Professor.

#### **Administrative Academic Duties/Positions.**

1. 1997-2000, University of Applied Sciences Vorarlberg (Fachhochschule), Austria, **Director of Program** Business Process and Project Management, responsible for all budgets, more than 30 Lecturers, Project teams and 300 Students.
2. 2000 up to 2002, Head of Business Department, Cyprus College.
3. 2001-2006, ERASMUS Institutional Coordinator, Cyprus College.
4. **Elected Dean of Business School**, European University Cyprus, 2011-2014.
5. Editor/Assessor American Marketing Association.
6. Editor/Assessor, Decision Sciences Journal

#### **Industry Positions Held**

1. 1972-1977 Sandoz Hellas, Athens, Basle, Nicosia, Product Manager.
2. 1979-1987 Peletico Group, Nicosia, Export Manager, 1977-1979.
3. LEANCOR LTD, General Manager, (Company owned by A.Hadjis and C. Damtsas)
4. Galatariotis Group, Nicosia, Manager Building Materials Division, 1987-1989.

#### **Applied Research**

1. 1991-1996, VMP Management Partners AG., St. Gallen, Management Consultant (PIMS Strategy Projects, Quality Management, Organization and Information Systems).
2. 1994-1995, Swiss Bank Corporation, Basle, Consultant Information Management and Controlling, Department IOS (Informatics und Organization).
3. 1994-1996, Strategy and Quality Management, Planning with System Dynamics Models, SIEMENS AG (20 Subsidiaries for software development), Munich, Senior Consultant in VMP Consultants.
4. 1995-1996, PICO, Project Inventory and Controlling, Swiss Bank Corporation, Basle Switzerland, Senior Consultant in INTRASOFT INTERNATIONAL.



5. 1996-1997, .Market Planning Model (PIMS-System Dynamics) for MADAUS AG. Pharma-Konzern, Köln Germany,
6. 1998-1999, Knowledge Supply Chain Management, HILTI AG, Schaan, Liechtenstein.
7. 1999-2000, Quality Function Deployment at BALSERS AG, Liechtenstein,.
8. 2004-2006, Management Training on the application of Balanced Scorecards, MPM Group and CTC Group. Projects approved by the Industrial Training Authority.
9. 2007-2011, Customer Relationship Management MANDA Navigation, Limassol, Cyprus.

#### **Areas of Concentration/ Research Interests:**

Systems Theory, System Dynamics Modelling and Simulation, **Quantitative Strategic Marketing Planning** Models, Strategic Management and Information Systems, Process and Project Management, Operations Management

#### **Professional Associations, Academic Societies.**

1. 1994-2011, GWS (Gesellschaft fuer Wirtschaft und Sozialkybernetic), Society for Economic and Social Cybernetics (member).
2. 1994-2011, System Dynamics Society (member)
3. Chartered Institute of Marketing (Chartered Marketer)
4. 1995-1999, Project Management Austria (member)
5. European Marketing and Management Association, (member)

#### **Funding (grants, contracts)**

1. 1993-1994, Swiss Bank Corporation, SFr. 60000, Computerized Project Controlling and Management Information System
2. 1994-1996, University of St.Gallen Research Fund, SFr.150.000, Planning Models, Integration of PIMS and System Dynamics
3. 1997-2000, Ministry Of Science and Education, Austria, A Shilling 5.000.000, Cost Management of Value Adding Processes in the Transport Industry,
4. 1998-2000, German Society of Project Management, D.M. 10000, New Ways in Project Management,
5. 1999-2001, Hilti AG, Liechtenstein, Integrating Supply Chain Management and Quick Respond Models, 2 Master's Thesis, SFr 40000,.
6. 2007-2010, European University Cyprus, Stages of Strategic Management Development of Listed Companies, funded by Bank of Cyprus

#### **Basic Research**

##### **Doctoral Dissertation:**

1. 1994, Composite Models in Strategy Development, University of St. Gallen,

### **Books Edited, Written or Translated (written books, chapters in books)**

- 1 1995, A. Hadjis, Composite Models in Strategy Development (published Ph. D. Dissertation), Rosch-Buch Publications, Germany.
- 2 1996, PICO, Projekt Inventar und Controlling: Informatisierung des Strategischen Managements von Projekten, Schweizer Bankverein, Basle Switzerland.
- 3 1997, Corporate Simulation Models with System Dynamics: Intelligente Organisationen, Wirtschaftskybernetik und Systemanalyse, ISSN 0720-6992, Dunker & Humbolt GmbH, Berlin, 1999, Band 19.

### **Monographs/Chapters in Books**

- 4 1997, A.Hadjis, Corporate Models: Integration of PIMS and System Dynamics, , University of St.Gallen.
- 5 Neue Wege in Projektmanagement 1996-2000, Deutsche Gesellschaft fuer Projektmanagement, Stuttgart, Germany
- 6 2000, System Dynamics as Innovation in Project-Management: How to master Dynamics of the Project Environment, Deutsches Projektmanagement Forum
- 7 Papageorgiou, G., Hadjis, A., **Chapter title:** Strategic Management and Systems Thinking: Developing an Archetypical Model in book: Systems Thinking: Foundation, Uses and Challenges. Editors: Frank, M., Kordova, S., Shaked, H. (under contract publication 2016). Hauppauge, NY: Nova Science Publishers

### **Refereed Journal Papers – in print or submitted for publication (indicative)**

1. 1998, Creating Foresight with Feedback-Loops: An Integration of two Planning Methodologies, Journal of Business and Society, ISSN 1012-2591, Cyprus College, April.
2. 2002, New Planning Methodologies: Unite and Thrive, Inter-paradigm Planning Models in Strategic Management, Journal of Business and Society, Vol.14, Nr.2.
3. 2006, Papageorgiou, & G. N Hadjis A., Creating the Brain of the Firm: A Knowledge Management - System Dynamics Approach, in Transactions on Business and Economics International Journal, Issue 4, Vol. 3, ISSN: 1109-9526.
4. 2008, May, Papageorgiou G, Hadjis A, Abrosimova C: Management Fight Simulators; a New Approach to the Development of Decision Support Systems. Transactions on Systems (WSEAS), Issue 5, Volume 7.
5. 2011, A. Hadjis. G. Papageorgiou: Strategic Management via System Dynamics Models. World



Academy of Science, Engineering and Technology, Issue 59, November 2011.

6. 2012, Hadjis A: Model Validation: Bringing Economy and Robustness in Parameter Testing: A Taguchi Methods Approach. System Dynamics Review Vol. 17, Nr 14, October 2012.
7. 2013, Hadjis AG. Papageorgiou: Sustainable New Product Development Planning Methods, submitted accepted but not presented paper for the 2nd Symposium of Business Systems Laboratory, to be presented in the 3rd Symposium in Perugia January 2015.
8. 2014, Hadjis A, G. Papageorgiou: A Systems approach to Strategy Development, submitted paper under review for the International System Dynamics Society, Amsterdam, Holland

### **Invited papers, speeches**

1. 1999, Quick Respond Programs: A new Competitive Weapon after the Liberization of Electricity Supply in Vorarlberg, Austria, Wirtschafts Forum (Economic Forum), University of Applied Sciences Liechtenstein.
2. 1999, Supply Chain Management in HILTI AG: A Model of Integration, Chamber of Commerce, Vorarlberg.
3. 2000, An IT-Architecture to Support Organizational Change: The Case of Computing Centre of Basoft AG, Federation of Industrialists, , Vorarlberg, Austria.
4. 2001, Market Oriented Evaluation of Business Processes: An Application of Conjoint Analysis in the case of WEBAMAG, Logistic Forum Austria, University of Applied Sciences Vorarlberg,
5. 1999, Measuring Market Success, Kaderschule, St. Gallen Switzerland, for Strathclyde MBA Students.
6. 2001, Strategic Management of Information Systems, for Masters Students and Managers, University of Applied Sciences Liechtenstein,
7. 2001, Outsourcing of IT/IS Services and Cultural Change, Seminar for Masters' Students, University of Applied Sciences, Liechtenstein.
8. 2002, The 6 sigma approach, Master's Seminar, for Strathclyde University MBA program, Swiss Campus.
9. 2008, Creating the Brain of the Firm, A. Hadjis and G. Papageorgiou, 9th WSEAS International Conference on MATHEMATICS & COMPUTERS IN BUSINESS & ECONOMICS (MCBE '08) Bucharest, Romania, June 24-26.

### **Refereed Conference Proceedings**

1. 1997, A. Hadjis, "An Integrative Approach for Formal Validation of System Dynamics Models", in: Proceedings, International Conference of Society for



- Economic and Social Cybernetics (GWS), University of St. Gallen, Switzerland.
- 2 1998, M. Schwaninger, A. Hadjis,: Model Building and Validation: Proceedings International Conference of System Dynamics Society, Quebec, Canada,.
  - 3 1998, A. Hadjis et al, " Neue Wege in Projektmanagement": Das Modell Lebensfaehiger Systeme und seine Anwendung Im Projektmanagemet, Deutsche Gesellschaft fuer Projektmanagement, Proceedings.
  4. 2000, A. Hadjis: System Dynamics as Innovation in Project-Management: How to master Dynamics of the Project Environment, Deutsches Projektmanagement Forum.
  5. 2006, Hadjis A & Papageorgiou, G. N., Strategic Skills for the Learning Organization: A System Dynamics Computer Simulation Approach, Proceedings of the 7th Int. Conf. on Mathematics & Computers in Business and Economics, June, Cavtat, Croatia.
  6. 2006, Hadjis, A. & Papageorgiou, G. N., Combining Relativism with Logic and Empirical Knowledge: Integration of PIMS with System Dynamics for Formulating Effective Strategies, Proceedings of the 24th International Conference of the System Dynamics Society, July, Nijmegen, The Netherlands.
  - 8 2007, Hadjis A, Papageorgiou G. N., Validation of System Dynamics Models, Proceedings, 25<sup>th</sup> International Conference of the System Dynamics Society, Boston, MIT, July.
  - 9 2008, Hadjis A, Papageorgiou G.: New Planning Methodologies in Strategic Management: An Inter-paradigm System Dynamics Approach, Parallel Session and Proceedings, 26<sup>th</sup> International Conference of the Systems Dynamics Society, Athens Greece.
  9. 2012, Hadjis A, Papageorgiou G.: Planning with System Dynamics: Product Life Cycle Management, International Conference of the System Dynamics Society, University of St. Gallen, July 2012.

### **Administrative Projects managed for**

#### **(a) University of St. Gallen**

1. Development of System Dynamics Team and Industry network.
2. Curricula development for teaching System Dynamics
3. Organization of International Conferences in Systems Thinking.
4. Development of System Dynamics Doctoral Seminar

#### **(b) University of Applied Sciences Vorarlberg:**

1. Development of Program Business Process and Project Management
2. Core and support processes in the FH (Fachhochschule).

3. Organizational Development in the FH.
4. Quality Management in the FH.
5. Evaluation and new Accreditation of study program Business Process and Project Management.
6. Development of new Curriculum of study program Business Process and Project Management.
7. Development and Accreditation of Masters Program „Integrated Product Development“.
8. Development and Accreditation of Executive Study Masters Program “International Management Studies”.
9. Pilot Project Distance Learning, development of the Module Project Management with Open University UK
10. Pilot Project Distance Studies in Law (video-conferencing) with the University of Linz Austria and Open University UK

**(c) Graduate Business School St. Gallen**

1. 1999-2000, Development of Module Operations and Operations Management for the Swiss Masters programs,
2. 1998-2003, Development and Teaching of Module Operations and Operations Management for the Swiss Campus of Strathclyde University.

**(d) University of Applied Sciences Liechtenstein**

1. 2000-2003, Development and Teaching of Seminar Strategic Management of Information Systems,

**(e) Cyprus College and EUC, 2000-2003**

1. Re-examination and Proposal for Research activities
2. Development of Bachelor's' Study Programs for Registration and Accreditation.
3. Re-examination and proposal for the Faculty self-evaluation system
4. Proposal and Implementation of a new Grading Policy
5. Organisation of participation in Socrates/Erasmus program
6. Organization of internal training seminars (Effective Lecturing)
7. Introduction of ECTS.
8. Development of a Doctorate Program
9. Development of the MBA Program (accreditation)
10. Development of new courses (Supply Chain, Ethics and Society).
11. Development of a PhD program.

**Advisory (students supervised, theses directed etc)**

Advisor to more than 1700 students in Austria, Switzerland, Germany and Cyprus. Theses directed more than 200 (in above countries) at Bachelors, Masters and Postgraduate level

**Teaching (selected seminars designed, courses taught)**

1. 1996, Seminar on Process and Project Management for Jacobs Suchard, Switzerland

2. 1997, Seminar for Masters Students on Strategic Management of Information Systems, University of Applied Sciences in Liechtenstein
3. 1998, Seminar on Project Management, Productivity Center, Vorarlberg Austria
4. 1997-1999, Seminar on Supply Chain Management and Computerized Integration Models, Federation of Industrialists, Vorarlberg, Austria,
5. 1989-2011, Hundreds of hours of teaching, in Switzerland, Austria, Germany and Cyprus, at undergraduate, graduate and postgraduate level in various Management Fields (see Working experience)
6. 2005-2014, University of Cyprus, Introduction to **Marketing Management**.
7. 2014-2018, Distance Learning Unit European University, **Consumer Behaviour**

**Extra Curricular Activities:** **Management Consultant.**

**References:**

- a. Prof. P. Gomez, Rector, University of St. Gallen.
- b. Prof. M. Schwaninger, Institute of Management, University of St.Gallen.
- c. Prof. L. Leonidou, School of Business and Public Administration, University of Cyprus
- d. Mr. Uranios Joannides



# Certificate of Membership



*This is to certify that*

**Andreas Hadjis**

*is a member in good standing of the*

**European Marketing and Management  
Association**

*and is hereby entitled to all rights and privileges thereof.*

*In testimony whereof, I have subscribed my signature and the seal of  
the Association.*

**Date**

01/01/2015.

**Valid Until**

31/12/2015.



F

le Vasic, President

Professor  
EUGENIA PETRIDOU

**Curriculum Vitae**  
**EUGENIA PETRIDOU**

**1. Personal details**

Occupation: Professor of Management, School of Economics, Department of Business Administration, Aristotle University of Thessaloniki

Work Address:

Aristotle University of Thessaloniki (AUTH)

Department of Economics

Tel.: +30 2310-996428 (office)

**e-mail: [evpet@econ.auth.gr](mailto:evpet@econ.auth.gr)**

mobile: 00306944725448

Correspondence Address:

Papagou 3,

55131, Thessaloniki, Greece

**2. EDUCATION**

January 1992: Ph. D in Human Resource Management, AUTH (with distinction)

June 1976: Master of Management Science, AUTH (with distinction - two years cycle)

September 1974: Bachelor in Economics, AUTH (with distinction)

**3. WORK EXPERIENCE**

2013 - 2017: Dean of the Faculty of Economic and Political Sciences, AUTH

2010 - today: Professor of Management, School of Economics, Department of Business Administration, AUTH.

2010- 2013: Course Coordinator of "Educational Management", Hellenic Open University.

2005-2010: Associate Professor of Management, School of Economics, Department of Business Administration, AUTH.



1999- 2005: Assistant Professor of Management, School of Economics, Department of Business Administration, AUTH.

1992 – 1999: Lecturer of Management, School of Economics, Department of Business Administration, AUTH.

1976 - 1991: Assistant Researcher, School of Economics, Department of Business Administration, AUTH.

1992- 1994: Educational Supervisor of the Greek National Center of Public Management.

1979 - 1992: Professor of Management of private Greek Educational Institutions collaborating with Management Departments of: University of Georgia (U.S.A.), University of LA JOLLA (U.S.A.), University of ULSTER (U.K.), with the British Institute of Business Executives, and of Communication- Advertising.

1982 - Today: Trainer in programs offered to Greek executives by the Greek Ministry of Education and the Greek Management Association.

### **3.1. Member of committees**

2000-2001 , 2006-2007, 2011,2012, 2013-17: Member of Aristotle University of Thessaloniki Senate.

1992-today: Member of the School of Economics Council, AUTH

2010 -2016 : Scientifically responsible of the “Entrepreneurship and Innovation Unit of Aristotle University of Thessaloniki ( AUTH),

2012: Member of the supervisory Committee of AUTH’s organizational reengineering , in the framework of ATHINA plan for Greek Universities

2009-2013 and 2005-2006: Vice President of School of Economics, AUTH.

2010 -2013: Coordinator of the Internal Evaluation Team of School of Economics, AUTH

2006-07: Member of the coordination team of AUTH’s Research Committee.

2004-2005 and 2011-2013: Director of Department of Business Administration

2003-2007 Member of AUTH’s Committee of European Educational Programs.

2002-2005 and 2013-17: Member of the working group for the Strategic Operational Development Plan of AUTH.

2001: Member of the working group for the “Self-Evaluation Report of Aristotle University of Thessaloniki” and also member of the supporting group of the evaluation process by the European Universities Association /Institutional Review Program.

2009-2013 and 2002-03: Member of the Economics' Department committee for the Strategic Development Planning

1980-20003: Member of the Economics' Department committee for students' affairs

1979: Member of the working group for the preparation of the Organizational chart of AUTH.

Also during my academic career, I have offered my services as a member of the Administrative Board of the Joint Post Graduate Courses of: i) *Informatics and Management*, School of Informatics and Economics, AUTH (2002-2017), ii) *Total Quality Management and Innovations in Education*, School of Early Childhood Education and Economics, AUTH (2016-19), iii) Schools of French, German, Italian Languages and Economics, AUTH (2003-10 and 2018-today). Also, I have been a member of rapporteur committees for professors' job evaluation of several Greek Universities, as well as for the evaluation of European research proposals. Furthermore, I was member of the Economic and Social Committee of Greece and of the Prefecture of Thessaloniki.

#### 4. Research projects

##### 4.1. Scientific responsible

- *"Entrepreneurship and Innovation Unit of Aristotle University of Thessaloniki (AUTH), Financed by European, Union, (European Operational Program, for Education and Lifelong Learning – Employment and Career Structures), (2010-2018).*
- *«Πρόγραμμα COST: European Cooperation in Science and Technology» οργάνωση επιμορφωτικού προγράμματος με θέμα "Cultivating Entrepreneurial Ideas" Financed by European, Union (2013).*
- *"Ενθάρρυνση επιχειρηματικών δράσεων, καινοτομικών εφαρμογών και μαθημάτων επιλογής φοιτητών και σπουδαστών ΕΠΕΑΕΚ, μέτρο 3.1., ενέργεια 3.1.2.» Financed by European, Union (2004-2008)*
- *Ενθάρρυνση επιχειρηματικών δράσεων, καινοτομικών εφαρμογών και μαθημάτων επιλογής φοιτητών και σπουδαστών ΕΠΕΑΕΚ, μέτρο 3.1., ενέργεια 3.1.2.» Financed by European, Union (2002-2004)*
- *«Έρευνα των αποφοίτων του Α.Π.Θ. Σεπτέμβριος 2005 -Ιούλιος 2007» Financed by the Research Committee of AUTH, (2008)*
- *«Διοίκηση Εκπαιδευτικών Οργανισμών και Ποιότητα» Πρόγραμμα εξειδίκευσης του θεματικού δικτύου έρευνας «Διοίκηση της Εκπαίδευσης» (MANEK), Financed by the Research Committee of AUTH, (2006)*

- *"Η Συμβολή της Επιμόρφωσης στην Αλλαγή Στάσεων των Διευθυντών Σχολικών Μονάδων ως προς την Ευρωπαϊκή Διάσταση της Εκπαίδευσης"* (1998-1999). Financed by the Research Committee of AUTH

#### 4.2. Member of research team

- *«Διοίκηση Εκπαιδευτικών Οργανισμών και Καινοτομίες»* » Πρόγραμμα εξειδίκευσης του θεματικού δικτύου έρευνας *«Διοίκηση της Εκπαίδευσης (MANEK) ΑΠΘ*, Financed by Research Committee of AUTH ,(2006) ,
- *«Απασχόληση οικονομικών μεταναστών/στριών στον αγροτικό τομέα μέσα από απόκτηση επαγγελματικών προσόντων/δεξιοτήτων και δομών υποστήριξης(2005-07)»* Επιχειρησιακό πρόγραμμα – Κοινοτική Πρωτοβουλία EQUAL μέτρο 3.1. Financed by European, Union
- *«Πρότυπες περιοχές και συστήματα προώθησης της δια βίου μάθησης στις εργασιακές πρακτικές»(2007)»* Επιχειρησιακό πρόγραμμα – Κοινοτική Πρωτοβουλία EQUAL Ενέργεια II Δράση 1, Financed by European, Union
- *Κοινωνία της πληροφορίας και προσαρμοστικότητα των Μικρομεσαίων Γυναικείων Γεωργοσυνεταιριστικών επιχειρήσεων»(2003-2004)* Επιχειρησιακό πρόγραμμα – Κοινοτική Πρωτοβουλία EQUAL., Financed by European, Union
- *«Στρατηγικό Επιχειρησιακό Σχέδιο Ανάπτυξης του Α.Π.Θ.»* (2002), Financed by Research Committee of AUTH
- *«Στρατηγικό Επιχειρησιακό Σχέδιο Ανάπτυξης του Α.Π.Θ. Επικαιροποίηση»* (2005), Financed by Research Committee of AUTH ,
- *"Self-Evaluation Report of Aristotle University of Thessaloniki"* (Φεβρουάριος 2001) CRE Institutional Review Programme, Thessaloniki. Financed by Research Committee of AUTH
- *«Αναδιάρθρωση και Ενίσχυση του Μεταπτυχιακού Προγράμματος Σπουδών με τη Χρήση Νέων Τεχνολογιών και Καινοτόμων Μορφών Διδασκαλίας»* (2002) Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών Πανεπιστημίου Μακεδονίας, Πρόγραμμα ΕΠΕΑΕΚ, ενέργεια 3.2.α. 1999-2000. , Financed by European, Union
- *«Ενδοσχολική Επιμόρφωση των Εκπαιδευτικών»* (1997-2000) ΕΠΕΑΕΚ, Β΄ΚΠΣ έργο 1.3.α. υποέργο 4. Financed by Research Committee of AUTH
- *"Ανάπτυξη της Λειτουργίας του Σχεδιασμού των Δράσεων της Σχολικής Μονάδας. Βελτίωση του Εκπαιδευτικού Έργου"* (1998-1999). Ευρωπαϊκό Ερευνητικό Πρόγραμμα ΕΠΕΑΕΚ: "Σχολεία Εφαρμογής Πειραματικών Προγραμμάτων Εκπαίδευσης" (ΣΕΠΠΕ).
- *"Πολεοδομικός Προγραμματισμός και Σχεδιασμός των Εμπορικών Κέντρων: Αξιολόγηση, Επιπτώσεις, Μετασχηματισμοί στον Αστικό Χώρο"* (1989-1990). Γενική



Γραμματεία Έρευνας και Τεχνολογίας (Γ.Γ.Ε.Τ.) Financed by Research Committee of AUTH ,

- "Εκπόνηση σχεδίου Οργανισμού των Διοικητικών Υπηρεσιών του Α.Π.Θ." (1979), Financed by Research Committee of AUTH ,

## 5. PUBLICATIONS

### 5.1. Journals

1. Venture performance factors in creative industries: a sample of female entrepreneurs. (2018) Naoum Mylonas, Eugenia Petridou, *Gender in Management* Vol. 33 No. 5, pp. 385-404.
- 2 Corporate social responsibility and pro-environmental behavior: organizational identification as a mediator, Gkorezis, P. and Petridou, E. (2017), *European Journal of International Management*, 11(1), 1-18.
3. Examining the impact of creativity on entrepreneurship intentions: the case of potential female entrepreneurs", Mylonas, N., Kyrgidou, L., and Petridou, E. (2017). "World Review of Entrepreneurship, Management and Sustainable Development, 13(1), 84-105.
4. Greek academics' intention to migrate during financial crisis: A moderated mediation mode, Gkorezis, P., Bellou, V. and Petridou E. (2016, *International Journal of Employment Studies*, 24(2), 56-72.
5. The impact of supervisor humor on newcomer adjustment: the mediating role of relational identification, Gkorezis, P., Lioliou, A. and Petridou, E. (2016), *Leadership and Organization Development Journal*, 37(4), 540-554.
6. The Role of Location as a selection criterion in FDI: The case of SMEs in Greece", Georgiou, Ch., Kyrgidou, L., Archontakis, F., Petridou, E. (2015), *Journal of East-West Business*, 21:233–255.
7. The detrimental effect of Machiavellian leadership on employees' emotional exhaustion: organizational cynicism as a mediator, . Gkorezis, P. Petridou, and Krouklidou, T. (2015), *Europe's Journal of Psychology*. 11(4), 619-631.
8. Leader positive humor and organizational cynicism: lmx as a mediator, Gkorezis, P., Petridou, E. and Xanthiakos, P. (2014), *Leadership and Organization Development Journal*, 35 (4), 305-315.

8. The mediating role of belongingness in the relationship between workplace incivility and thriving, Gkorezis, P., Kalampouka, P. and Petridou, E. (2013), *International Journal of Employment Studies*, 21(2), 63-78.
9. "Developing women entrepreneurs' knowledge, skills and attitudes through e-mentoring support", Lida Kyrgidou, Eugenia Petridou (2013), *Small Business and Enterprise Development*, Vol.20, Iss.3, pp. 548-566
10. "Identifying tomorrow's entrepreneurs: entrepreneurship education in Greece", Lida Kyrgidou, Naoum Mylonas, Eugenia Petridou (2013), *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 9, Iss. 3, pp. 352-364.
11. "The effect of extrinsic rewards on public and private sector employees' psychological empowerment: A comparative approach", P.Gkorezis, E.Petridou, (2012), *The International Journal of Human Resource Management* Vol. 23, No. 17, p.p. 3596–3612
12. The effect of perceived external prestige on Greek public employees' organizational identification: gender as a moderator, Gkorezis, P., N. Mylonas, E. Petridou (2012), *Gender in Management: An International Journal*, 27(1), 51-62.
13. "A transdisciplinary approach to training: preliminary research findings based on a case analysis" .C. Bibitsos, E.Petridou (2012) *European Journal of Training and Development*, Vol. 36 Iss: 9, pp. 911 - 929.
14. "The impact of leader's humor on employees' psychological empowerment: the moderating role of tenure" Gkorezis, P., Hatzithomas, L. & Petridou, E. (2011) *Journal of Managerial Issues* 23 (1), 83-95.
15. "The impact of rewards on empowering public nurses" P.Gkorezis, E. Petridou (2011) *Health Services Management Research*, 24 : 55-59.
16. "The Effect of Competence Exploration and Exploitation on Strategic Entrepreneurship", Kyrgidou, L. and Petridou,E., (2011) *Technology Analysis and Strategic Management*, vol. 23, n.6. July 2011, p.p. 697-713.
17. "Developing Potential Entrepreneurs in Higher Education Institutes" Petridou, E., Sarri K., (2011), *Journal of Enterprising Culture*, Vol. 19, No. 1. p.p. 79-99.
18. "Entrepreneurs' Training for Creativity and Innovation" K. Sarri, I. Bakouros, E. Petridou, (2010) *Journal of European Industrial Training*, vol. 34, issue 3.
19. "E-mentoring women entrepreneurs: Discussing participants' reactions" E.Petridou, (2009) *Gender in Management: An International Journal*, vol. 24, no.7. p.p. 523-542.

20. "Entrepreneurship education in Higher Education Institutions: the gender dimension." Petridou, E., Sarri K., Kyrgidou, L. (2009), *Gender in Management: An International Journal* vol.24, n. 4, pp. 286-309.
21. "An evaluation research on Mentoring Support Women Entrepreneurs." (2008) Eugenia Petridou, *Journal of Asia Entrepreneurship and Sustainability* vol. IV, issue 4, p.p. 51-66.
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28. "Total Quality Management in cross-cultural schools: A case analysis in Greece" E. Petridou, Sakellari N. (2007) Proceedings of the 10th Toulon-Verona Conference: "Quality in Services", Thessaloniki, 3-4 September 2007.

29. "An evaluation research on mentoring support women entrepreneurs" , E. Petridou, Proceedings of the 17th Global IntEnt Conference, Internationalizing Entrepreneurship Education and Training, Gdansk, Poland, 7-11 July, 2007.

30. "Employee culture and workplace learning conditions" E. Petridou, K. Sarri (2006) Proceedings of the 7th International Conference on "Human Resource Development Research and Practice Across Europe", Tilburg, Netherlands, 22-24 May, 2006, Academy of Human Resource Management.

31. "Mentoring support for start up female entrepreneurs: the situation in Greece" K. Sarri, E. Petridou (2006) Proceedings of the 16th Global IntEnt Conference, Internationalizing Entrepreneurship Education and Training, Sao Paulo –Brazil, 9-12 July, 2006.

32. "The making of female rural entrepreneurs", E. Petridou, N. Glaveli, (2005) Proceedings of the 15th Global IntEnt Conference, Internationalizing Entrepreneurship Education and Training, Surrey, UK, 10-13 July, 2005.

33. "Entrepreneurial Education in Higher Education Institutes in Northern Greece", E. Petridou, K. Sarri, M. Archontoulaki (2005) Proceedings of 15th Global IntEnt Conference, Internationalizing Entrepreneurship Education and Training, Surrey, UK, 10-13 July, 2005

34. "Adding Value to Emotional Intelligence Focusing on Developing Employee Culture. A case study analysis of a Greek privatized organization" (2005) E. Petridou, K Sarri Πρακτικά του 1er Colloque Européen d'Intelligence Economique, διοργάνωση, Groupe Ecole Supérieure de Commerce et de Management ( ESCEM), 27-29 2005, Poitiers, France.

35. "Bank service quality: Empirical evidence from Greek and Bulgarian customers", E. Petridou, Ch. Spathis, N. Glaveli and C. Liassides ,(2005) Proceedings of the 9th International Conference on Marketing and Development: "Marketing Contributions to Prosperity and Peace", Thessaloniki, Greece, 8-11 June, 2005.

36. "Perceived Service Quality Gap in two Greek Banks: A pilot comparative study of employee and customer perceptions ", E. Petridou, N. Glaveli, and T. Litseslidis, (2005), Proceedings of the Managing Global Trends and Challenges in a Turbulent Economy Conference, Chios, Greece, October 13-15, 2005

37. "Bank service quality in the Balkans", N. Glaveli, E. Petridou, C. Liassides and Ch. Spathis, (2005), Proceedings of the Managing Global Trends and Challenges in a Turbulent Economy Conference, Chios, Greece, October 13-15, 2005

38. «Ενθάρρυνση της επιχειρηματικής δραστηριότητας των γυναικών-μελών των αγροτουριστικών συνεταιρισμών: διερεύνηση των στάσεών τους». Ε.Πετρίδου, Ν. Γλαβέλη, ( 2005), Πρακτικά της Διημερίδας της ΑΣ ΗΡΑ "Γυναικείοι συνεταιρισμοί: Προοπτικές ανάπτυξης στον 21<sup>ο</sup> αιώνα», Θεσσαλονίκη, 28-29 Ιανουαρίου 2005, σελ. 11-22

39. "Designing Training Interventions in the Public Sector" E. Petridou, Ch. Spathis (1999) Conference Proceedings of 1st International Conference που διοργάνωσε το Πανεπιστήμιο Μακεδονίας με τίτλο: Preparing the Manager of the 21st Century, Vol. II, σελ. 23-34. Θεσσαλονίκη,

40. "Recognising patterns in Human Behaviour: An Artificial Neural Network Approach", E. Petridou, R. Markelo, A. Tsadira (1995) 3rd Balkan Conference on Operational Research - Proceedings, p.p. 1449-1460.

41. "Organizational Climate : A Qualitative Aspect of Risk Management." E. Petridou, R. Markelos ( 1995), 14<sup>th</sup> European Conference on Operation Research, Jerusalem-Israel, July 3-6 1995.

## 7. Presentations in scientific meetings

- «Παρουσίαση του έργου της ΜΟΚΕ για την ενίσχυση της Κοινωνικής Επιχειρηματικότητας» στην ημερίδα της EUNIC "Think Social.

*ActBusiness*" που διοργανώθηκε από την EUNIC και το British Council, 28 Μαρτίου 2014, Δημαρχιακό Μέγαρο Δ. Θεσσαλονίκης

- «Επαναπροσδιορίζοντας το επιχειρείν», Ευγενία Πετρίδου, Επιστημονικό Συμπόσιο "Ποια Ελλάδα;", Αριστοτέλειο Πανεπιστήμιο Θεσσαλονίκης, 13-14 Φεβρουαρίου 2014, Πρακτικά Συμποσίου, σελ. 91-99.
- «Κοινωνική Οικονομία και Γυναικεία Επιχειρηματικότητα», Ευγενία Πετρίδου, Ημερίδα του Κέντρου UNESCO για τις γυναίκες στα Βαλκάνια, 17 -4-2013, Βελλίδειο Συνεδριακό Κέντρο, Θεσσαλονίκη.
- «Τα αποτελέσματα της έρευνας που αφορούσαν τη μεταβολή των στάσεων και την καλλιέργεια κουλτούρας επιχειρηματικότητας των συμμετεχόντων φοιτητών/τριών του ΑΠΘ στις δράσεις της MOKE 2010-2012», στο Πανελλήνιο Συμπόσιο Επιχειρηματικότητας «Επιχειρηματικότητα, από τη θεωρία στην πράξη» των ΑΕΙ, που διοργάνωσε η MOKE του Αλεξάνδρειου Τεχνολογικού Εκπαιδευτικού Ιδρύματος Θεσσαλονίκης (ΑΤΕΙΘ) 14 -15 Ιανουαρίου 2013, Θεσσαλονίκη.
- «Η πρόκληση της Θεσσαλονίκης για ανάπτυξη Πράσινης Επιχειρηματικότητας - Η συμβολή του ΑΠΘ», στην ημερίδα του Δήμου Θεσσαλονίκης με θέμα: «Θεσσαλονίκη: Ευρωπαϊκή Πράσινη Πρωτεύουσα 2014: Η διαμόρφωση ενός νέου αστικού περιβάλλοντος και τα αναπτυξιακά οφέλη για την πόλη και τους πολίτες της Θεσσαλονίκης», 02 Μαρτίου 2012, Δημαρχιακό Μέγαρο Δ. Θεσσαλονίκης
- «Προγραμματισμός εκπαιδευτικού έργου σε επίπεδο σχολικής μονάδας – Ο ρόλος του Διευθυντή», Ευγενία Πετρίδου, (2012), Παιδαγωγικό Ινστιτούτο, Δημερίδα για την επιμόρφωση των Διευθυντών των πιλοτικών σχολικών μονάδων για την πιλοτική εφαρμογή των νέων προγραμμάτων σπουδών, Αθήνα 20-22 Ιανουαρίου 2012.
- "Βιοποικιλότητα, επιχειρηματικότητα, ποιότητα στην Πέλλα: ο κύκλος που κλείνει", Χ. Μπιμπίτσος, Ε. Πετρίδου, Β. Πέκκα-Οικονόμου (2010), ημερίδα με θέμα "Βιοποικιλότητα, Περιφερειακή και Τουριστική Ανάπτυξη, Διοργάνωση: Γραφείο του Ευρωπαϊκού Κοινοβουλίου στην Ελλάδα και η Νομαρχιακή Αυτοδιοίκηση Πέλλας, 16 Ιανουαρίου 2010.
- «Towards joint entrepreneurship», Ε.Πετρίδου (2008), ημερίδα "Greece and Turkey: Enhancement of Joint Entrepreneurship and the role of NGOs", διοργάνωση: Υπηρεσία Διεθνούς Αναπτυξιακής Συνεργασίας, Υπουργείο Εξωτερικών, και το Hellenic Leadership Institute στο πλαίσιο του προγράμματος Young Leaders II.
- «Η Γυναικεία Επιχειρηματικότητα στη Νέα Οικονομία» Ευγενία Πετρίδου, Θεματική Συνάντηση «Τουρισμός-Πολιτισμός- Νέα Οικονομία» Περιφέρεια Νοτίου Αιγαίου, Πάρος, 9 Μαΐου 2005.

- «Ο ανθρώπινος παράγοντας στους σύγχρονους οργανισμούς: Ρόλοι και δεξιότητες στελεχών διοίκησης» Ευγενία Πετρίδου (2007), ανακοίνωση στο Πρόγραμμα ΕΠΕΑΕΚ «Παιδεία Ομογενών» Αλόννησος , Αύγουστος 2007.
- «Ενθάρρυνση της επιχειρηματικής δραστηριότητας των γυναικών-μελών των αγροτουριστικών συνεταιρισμών: διερεύνηση των στάσεων τους». Ε.Πετρίδου, Ν. Γλαβέλη (2005), *Διημερίδα της ΑΣ ΗΡΑ/ Πρόγραμμα EQUAL: «Γυναικείοι συνεταιρισμοί: Προοπτικές ανάπτυξης στον 21<sup>ο</sup> αιώνα» Θεσσαλονίκη, 28-29 Ιανουαρίου 2005.*
- «Ενθάρρυνση της γυναικείας επιχειρηματικής δραστηριότητας σε αγροτουριστικού συνεταιρισμούς», Ε. Πετρίδου ( 2005), *Ημερίδα του κέντρου ΕΡΓΑΝΗ : «Γυναίκες: Κινηθείτε Δυναμικά, Ανταποκριθείτε στις σημερινές απαιτήσεις της αγοράς εργασίας, Δημιουργείτε το δικό σας μέλλον στο σύγχρονο κόσμο των επιχειρήσεων», Θεσσαλονίκη, 5 Δεκεμβρίου 2005.*
- «Διοικώντας ποιοτικά τις μικρομεσαίες γυναικείες γεωργο-συνεταιριστικές επιχειρήσεις» Ε. Πετρίδου ( 2004), *Διημερίδα της ΑΣ ΗΡΑ/ Πρόγραμμα EQUAL: « Δικτύωση μικρομεσαίων γυναικών επιχειρήσεων» Θεσσαλονίκη, 24-25 Μαΐου 2004.*
- «Η πρόκληση της αξιολόγησης για τις εκπαιδευτικές μονάδες» Ευγενία Πετρίδου (2004) *Ημερίδα του Θεματικού δικτύου έρευνας « Διοίκηση της Εκπαίδευσης» ΜΑΝΕΚ, ΑΠΘ, Επιτροπή Ερευνών, με θέμα «Ζητήματα Διοίκησης Εκπαιδευτικών Μονάδων: Πραγματικότητα, έρευνα, Εφαρμογές»*
- «Στρατηγική ποιότητας στα Κέντρα Ξενόγλωσσης εκπαίδευσης» Ε. Πετρίδου (2002), *7<sup>ο</sup> Συνέδριο Ξενόγλωσσης εκπαίδευσης ( PALSO) Πανελλήνιας Ομοσπονδίας Ιδιοκτητών Φροντιστηρίων Ξένων Γλωσσών με θέμα «Ξένες γλώσσες-Πληροφορική-Δια-βίου εκπαίδευση: Το τρίπτυχο της ανάπτυξης και της προόδου» 22-23 Απριλίου 2002, Ηράκλειο, Κρήτη, Ελλάδα.*
- «Το μοντέλο της ελαστικής επιχείρησης. Η απάντηση στο πρόβλημα της επανένταξης και επανεκπαίδευσης του ανθρώπινου δυναμικού» Ε.Πετρίδου ( 1999), *Ημερίδα της Ελληνικής Εταιρίας Διοικήσεως Επιχειρήσεων (εεδε Μακεδονίας) με θέμα «Επανένταξη ανθρώπινου δυναμικού. Εναλλακτικές μορφές απασχόλησης» Θεσσαλονίκη, 2-6-1999.*
- "Κατάρτιση Στελεχών και Ανάγκες της Επιχείρησης", *Εσπερίδα Ινστιτούτου Εκπαίδευσης και Ανάπτυξης Ανθρώπινου Δυναμικού (ΙΕΚΑ) Μακεδονίας της ΕΕΔΕ", Θεσσαλονίκη, 17-5-1995. Συμμετοχή σε στρογγυλή τράπεζα.*



- "Προγραμματισμός και Διαχείριση του Φυσικού και Αστικού Χώρου - Ειδικά Θέματα Ανάπτυξης Ορεινών Περιοχών", *Συνέδριο Εθνικού Κέντρου Δημόσιας Διοίκησης, Υπουργείου Προεδρίας: Γρεβενά, 22-25 Σεπτεμβρίου 1993*. Συμμετοχή σε στρογγυλή τράπεζα, προεδρεύουσα σε συνεδρία, μέλος οργανωτικής επιτροπής.
- "Ένα κράτος σε Συνεργασία: Πολυφωνισμός, Ομοσπονδιακότητα και Αυτόδιοίκηση στην Ομοσπονδιακή Δημοκρατία της Γερμανίας", *Επιστημονικό Συμπόσιο: Εθνικό Κέντρο Δημόσιας Διοίκησης, ΠΙΕΔΕΕΘ, Θεσσαλονίκη 18-21 Μαΐου 1993*. Προεδρεύουσα σε συνεδρία, μέλος οργανωτικής επιτροπής.
- "Η σχεδίαση της οργανωτικής δομής μιας επιχειρήσεως: Ένα ανοικτό πρόβλημα για τις Ελληνικές επιχειρήσεις" *Εταιρεία Οικονομολόγων Θεσσαλονίκης. Τακτική μηνιαία συνεστιάση των μελών. Θεσσαλονίκη, 25.2.1981* (Δημοσιεύθηκε στην έκδοση της Εταιρείας Οικονομολόγων Θεσσαλονίκης. Σειρά: Ειδικά Θέματα (1-10) Θεσσαλονίκη 1981.

## 8. Referee

- *Human Resource Development International* (referee, advisory board)
- *Journal of Small Business and Entrepreneurship* (referee)
- *Gender in Management: An International Journal* (referee)
- *Managing Global Transitions: International Research Journal* (referee)
- *Παιδαγωγική Επιθεώρηση* (κριτής)
- *International Association for the Scientific Knowledge (IASK)* ( member of scientific committee- International Conference " Global Management 2008")
- *24 EuroCHRIE Congress* ( member of scientific committee – October 2006)

Dr MYLONAS NAOUM



## CURRICULUM VITAE

NAOUM MYLONAS

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### Personal information

Date of birth: **07<sup>th</sup> May 1985**

Place of birth: **Thessaloniki, Greece**

Nationality: **Greek**

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### Education

05/2011 – 06/2018: **PhD Entrepreneurship**, School of Economics, Faculty of Economic and Political Sciences, *Aristotle University of Thessaloniki (AUTH)*. The doctoral research was funded by the *Operational Program Heraclitus II* under "Education and Lifelong Learning" of the National Strategic Reference Framework (NSRF)

- Topic of PhD research: ***"Developing entrepreneurship in the creative industries. The role of female entrepreneurs"***

09/2009-02/2011: **MSc International and European Economics** (specialization of European Economic Policy), Department of International and European Economics, *Athens University of Economics and Business (AUEB)*, Grade: "Very Good"

- Dissertation thesis topic: ***"Europeanization and Reforms of Public Management: Comparative Research among European Union Countries"***.

09/2008-09/2009: **MSc Development Management**, Department of International Development, *London School of Economics and Political Science (LSE)*, Grade: "Merit"

- Dissertation thesis topic: ***"Making the Public Sector more accountable through E-Government: the case of Citizens Service Centers (KEP) in Greece"***.

09/2003-12/2007: **BSc Economics**, School of Economics, Faculty of Law, Economics and Political Science, *Aristotle University of Thessaloniki (AUTH)*, Grade: "Excellent" (8,74 out of 10)

06/2003: High School certificate (Apolytirion), *Private Unified High School "St. Paul"*, Thessaloniki, Grade: "Excellent" (18,3 out of 20)

## Awards

*Award of the first distinguished graduate* given by the Dean of Faculty of Law, Economics and Political Science of Aristotle University of Thessaloniki (AUTH) among 122 graduates in the graduation ceremony of 04/12/2007.

## Teaching experience

Dates	Positions / Institutions / Modules
10/2019-Present	Adjunct Lecturer at the Department of Tourism, Ionian University, Corfu, Greece, teaching the undergraduate modules: <b><i>Introduction to Management; Business Operations Management; Tourism, Cultural and Creative Industries.</i></b>
02/2019-06/2019	Adjunct Lecturer at the <i>School of Economics, Department of Business Administration, Aristotle University of Thessaloniki</i> , Greece, teaching the optional course <b><i>“Small and Medium-sized Enterprises Management &amp; Entrepreneurship”</i></b>
10/2018-01/2019	Adjunct Lecturer at the <i>Department of Business Administration, University of Ioannina</i> , Greece, teaching the undergraduate module <b><i>“Investment Plans”</i></b>
02/2019-06/2019	Instructor of the post-graduate module <b><i>“Entrepreneurship”</i></b> in the <b><i>MSc Business Administration and Information Systems</i></b> , offered jointly by the School of Informatics and School of Economics, <b><i>Aristotle University of Thessaloniki</i></b> , Greece (in collaboration with Dr Lida Kyrgidou)
10/2018-01/2019	Instructor of the post-graduate module <b><i>“Management Theory”</i></b> in the <b><i>MSc Business Administration and Information Systems</i></b> , offered jointly by the School of Informatics and School of Economics, <b><i>Aristotle University of Thessaloniki, Greece</i></b> (in collaboration with Assistant Prof Panagiotis Gkorezis)
10/2015–01/2018	Instructor of the post-graduate module <b><i>“E-Government in Regional and Local Government”</i></b> in the inter-university (University of Peloponnese, University of Piraeus, Aristotle University of Thessaloniki, Democritus University of Thrace)



	<b>MSc. Local and Regional Development and Governance</b> (in collaboration with Prof. Theofilos Papadimitriou).
04/2018-Present	<b>Adjunct Professor, Business Administration Division, American College of Thessaloniki</b> , teaching the MBA module <b>"Entrepreneurship Concentration"</b>
10/2017-01/2019	<b>Teaching Fellow</b> of the optional undergraduate module <b>"Innovation &amp; Entrepreneurship"</b> , <i>School of Information Systems, Aristotle University of Thessaloniki</i> (responsible: Prof. Ioannis Stamelos).
10/2012-01/2018:	<b>Teaching Fellow</b> of the first semester compulsory undergraduate module <b>"Management"</b> , <i>School of Economics, Aristotle University of Thessaloniki</i> (responsible: Prof. Eugenia Petridou).
10/2016 – 06/2018	<b>Lecturer</b> at the <i>DEI College, Northampton University UK</i> , teaching the postgraduate modules <b>"Policy and Impact of Social Innovation"</b> , <b>"Social Innovation in Practice"</b> , <b>"Entrepreneurship Report"</b> and the undergraduate module <b>"Opportunity, Innovation &amp; Entrepreneurship"</b>
02/2016-06/2016:	<b>Teaching Fellow</b> of the post-graduate module <b>"Entrepreneurship &amp; Innovation"</b> in the <b>Master of Business Administration (MBA)</b> , <i>School of Economics Aristotle University of Thessaloniki</i> (in collaboration with Prof. Eugenia Petridou and Dr. Lida Kyrgidou).

### Teaching in Academic Seminars

16/7/2013-18/7/2013: **Instructor** at "Cultivating Entrepreneurial Ideas ..." European Cooperation in Science & Technology - COST Training School, Aristotle University Research Dissemination Centre ('KEDEA'), Thessaloniki, Greece

4/5/2015-7/5/2015: **Instructor** at "From Innovation to Entrepreneurship..." European Cooperation in Science & Technology - COST Training School, Aristotle University Research Dissemination Centre ('KEDEA'), Thessaloniki, Greece

### Working experience

09/2012 – 12/2017: **External Scientific Fellow – Tutor** of “**Innovation and Entrepreneurship**” interdepartmental undergraduate module offered by *Innovation and Entrepreneurship Unit* of Aristotle University of Thessaloniki (AUTH).

The content of the course concerns: *Introduction to Entrepreneurship, Basic Issues in Small & Medium Enterprises Management, Strategic Marketing, Introduction to Finance & Accounting, Investment Management, Business Plan Articulation.*

09/2010 - 06/2012: **Responsible of Communication and Coordinator of Seminar and Laboratory courses** of *Innovation and Entrepreneurship Unit* of Aristotle University of Thessaloniki (AUTH)

## Research

### Articles in refereed academic journals

- **Mylonas Naoum**, Petridou Eugenia (2018) “Venture Performance Factors in Creative Industries: A sample of Female Entrepreneurs”, *Gender in Management: An International Journal*, Vol. 33 Iss. 5, pp. 385-404 (ABS Ranking List)
- **Mylonas Naoum**, Kyrgidou Lida, Petridou Eugenia (2017). “Examining the impact of creativity on entrepreneurship intentions: the case of potential female entrepreneurs”, *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 13 Iss. 1, pp. 84-105. (ABS Ranking List)
- Kyrgidou Lida, **Mylonas Naoum**, Petridou Eugenia, (2013), “Identifying tomorrow’s entrepreneurs: entrepreneurship education in Greece”, *World Review of Entrepreneurship, Management and Sustainable Development*, Vol. 9, Iss. 3, pp. 352-364. (ABS Ranking List)
- Botis J, Chatzigeorgiou A, Chatzilymperis G, Kalafatakis K, Katsouni E, **Mylonas N**, Skandali N, Skandalis A, Vagena E, Zarros A. (2013) “Inform, conform, reform and do not deform: a four axons’ framework for the Hellenic academic institutions facing the Greek crisis challenge”. *Journal of Natural Science, Biology and Medicine*, Vol. 4 Iss. 1, pp. 268-269. (PubMed List)
- Gkorezis Panagiotis, **Mylonas Naoum**, Petridou Eugenia, (2011), “The effect of perceived external prestige on Greek public employees' organizational identification: Gender as a moderator”, *Gender in Management: An International Journal*, Vol. 26 Iss: 8 pp. 550 – 560. (ABS Ranking List)

### Book chapters

- “E-Government for social inclusion in EU countries” Papandreou Marios and **Mylonas Naoum** (2012) in *Human Rights and Risks in the Digital Era:*

*Globalization and the effects of Information Technologies* (eds. Ch. M., Akrivopoulou and N. Garipidis), Idea Group Inc. (IGI) Publications.

- “The contribution of e-government in the reform of the Greek Public Administration: The case study of Citizens Service Centres”, **Naoum Mylonas** and Eugenia Petridou (2014) in *Reforms in public sector: strengths, challenges, weaknesses* (eds. A. Makridimitris, M. Samatas, E. Prevedourou, M. Pravita), Sakkoulas Publications, p. 149-164 (in Greek).

#### **Papers presented at refereed academic conferences**

- “The intervening role of Organizational Identification on the relationship between Perceived External Prestige and Psychological Empowerment: The case of Greek Citizens Service Centers”, Gkorezis Panagiotis, Mylonas Naoum, Besleme Athina, *16th International Conference on Corporate and Marketing Communications*, Athens, Greece on 27th-29th April 2011.
- “The impact of Organizational Identification on Psychological Empowerment dimensions: a survey on Greek Citizens Service Centers (KEPs)”, with Gkorezis Panagiotis, Mylonas Naoum, Besleme Athina, *10th International Academy of Management and Business (IAMB) Conference*, Istanbul, Turkey on June 20-22, 2011.
- “The role of entrepreneurial education on potential social entrepreneurs’ attitudes” Lida Kyrgidou, Naoum Mylonas, Eugenia Petridou, *8th annual Social Entrepreneurship Conference, NYU Stern Berkley Center for Entrepreneurship and Innovation*, November 2-4, 2011.
- “The impact of decentralization and formalization on learning organization: a survey in Greek media industry” Paraskevi Dekoulou, Naoum Mylonas, Prodromos Monastiridis, Eugenia Petridou, *World Media Economics and Management Conference*, Thessaloniki, Greece, on May 27<sup>th</sup>-29<sup>th</sup>, 2012.
- “Illustrating creativity’s role on entrepreneurial intentions in Greece: the female context” Naoum Mylonas and Eugenia Petridou, *Proceedings of The 6<sup>th</sup> Biennial Hellenic Observatory PhD Symposium on Contemporary Greece & Cyprus*, London, UK, on 6-7<sup>th</sup> June 2013
- “Examining the factors affecting females’ ventures performance in the creative industry” Naoum Mylonas, Eugenia Petridou, *Proceedings of 8th Annual Conference of the EuroMed Academy of Business (EMAB)*, Verona, Italy, 16<sup>th</sup>-18<sup>th</sup> September 2015.
- “Intelligent Organization and E-Government: Strategic targets for the public sector and the role of the Greek National Centre of Public Administration and Local Government”, Eugenia Petridou, Naoum Mylonas (2016) Anniversary Conference “Public Administration, Democratic Governance and Social Solidarity”, Athens 14<sup>th</sup> -15<sup>th</sup> January 2016.



- “Female Entrepreneurship in the Creative Industry: The Antecedents of Their Ventures' Performance” Naoum Mylonas, Eugenia Petridou, Presented at *ICEID 2016: 18th International Conference on Entrepreneurship, Innovation and Development*, London, 18th-19th January 2016.
- “Creative Economy & Tourism Development” Eugenia Petridou, Naoum Mylonas. Presented at *Inter-Scientific Symposium “Policy, Tourism & Communication”*, Rhodes and Kos, 20-22 October 2016.

#### **Other Articles-Projects**

- “*Preliminary Study for the Initiation of Aristotle University’s Liaison Office*”. Team Project under the auspices of the Research Committee of the Aristotle University of Thessaloniki. Academically responsible: Dr. Nikolaos Varsakelis, Associate Professor
- “*How the current global financial crisis has affected the economies of developing countries: Stock Market Prices, Tourism and International Trade Prices*”, Group Research Project in the framework of master studies in the *London School of Economics (LSE)* in cooperation with the *Overseas Development Institute (ODI)* of UK. May, 2009.

#### **Participation in academic / exchange programs**

- **International Visiting Leadership Program (IVLP), Exchange Program of the U.S Department of State**, “Promoting youth entrepreneurship and higher education in the US. A project for Greece”, Washington DC, Austin TX, San Antonio TX, Philadelphia PA, 2<sup>nd</sup>-13<sup>th</sup> October 2017
- **The Medici Summer School in Management Sciences** – held by NYU Stern Business School, HEC Paris, Alma Graduate School for Business Studies, Topic: “*Creativity, Status and Legitimation*”, Florence, 24<sup>th</sup>-29<sup>th</sup> June 2012.

#### **Knowledge of foreign languages**

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- **English** (excellent – level C2 – IELTS 7.5 out of 9)
- **French** (very good – level B2 – DELF B2)

#### **Professional memberships**

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- *Economic Chamber of Greece*, Member since 2008 (<http://www.oe-e.gr/oe/> )
- *Hellenic Alumni London School of Economics Association*, Member and the Representative of Thessaloniki Branch since 2012 (<http://www.lsealumni.gr/en/Home> )



- *Hellenic Association for ICT in Agriculture, Food and Environment (HAICTA),*  
Member (<http://www.haicta.gr/central/> )

Professor  
NANCY PAPALEXANDRI

Professor  
**NANCY PAPALEXANDRI**



## **CURRICULUM VITAE**

### **PROFESSOR NANCY PAPALEXANDRIS**

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### **1. GENERAL PERSONAL DATA**

**PAPALEXANDRIS Nancy** is Professor Emeritus of Human Resource Management and Academic Advisor of the MSc Programme in Human Resource Management of the Athens University of Economics and Business. For the period 2001-2007 she has served as Vice-Rector for Academic Affairs and Personnel of her University and as representative of the Greek Rectors Conference at the European University Association for the period 2004-2007.

She has studied Business Administration and obtained her M.A. from New York University and her Ph.D. from the University of Bath in the U.K. She teaches Principles of Management, Human Resources Management, Organisational Behaviour, Public Relations, Business Communications and Intercultural Management. She has also taught in various E.U. Universities and in post-training and management development seminars in Greece and abroad.

Her research interests include human resource management, women in management, organisational behaviour, cross cultural management, small-medium enterprises, issues in public administration, public relations and communications. She has published articles in various international journals and has organised a number of international conferences. She was in charge of the Erasmus student exchanges, the Career Office and the Programmes of Practical Placement and Entrepreneurship of the Athens University of Economics and Business.



## **2. STUDIES**

- Pierce College, Bachelor of Science in Business Administration, Athens 1966.
- New York University, Master of Arts in Business Education, with "Honours", New York, USA, 1972.
- University of Bath, School of Management, Ph. D., Bath, U.K., 1986. Title of doctoral thesis: "Management Development Practices in Manufacturing Firms in Greece".

## **3. PROFESSIONAL EXPERIENCE**

### **A. Full-time Posts Held:**

#### *ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS:*

- Oct. 1974-Jan. 1987: Research Assistant at the "Chair of Business Economics", Department of Business Administration.
- Febr. 1987-Sept. 1988: Acting Lecturer in various management topics.
- Oct. 1988-June 1989: Lecturer in Management at the Department of Business Administration.
- June 1989-July 1991: Lecturer in Management at the Department of Management Science and Marketing.
- July 1991-June 1995: Assistant Professor of Management at the Department of Management Science and Marketing.
- June 1995-June 2000: Associate Professor of Human Resource Management at the Department of Management Science and Marketing.
- June 2000-2011: Professor of Human Resource Management at the Department of Marketing and Communication.
- Sept. 2001-2007: Vice Rector of Academic Affairs and Personnel.
- Sept. 2001-2011: Head of the Career Office of AUEB
- Sept. 2001-2008: Academic Coordinator of the Erasmus Program of AUEB
- Sept. 2001-2008: Responsible of the Entrepreneurship Program of AUEB
- Sept. 2002-2011: Director of the Post Graduate Master's Programme in Human Resource Management.
- Oct. 2011-2015: Academic Coordinator of the Post Graduate Master's Programme in Human Resource Management.
- Oct. 2015-present day: Academic Advisor of the Post Graduate Master's Programme in Human Resource Management.

### **B. Part-time Assignments:**

- St. George Commercial College, Athens, Lecturer in accounting and business communications. Athens 1968-1970.
- Editorial Assistant and Translator of the Monthly Economic Bulletin, E.V.E.A. (Athens Chambre of Commerce and Industry), 1968-69.
- Saks Fifth Avenue, New York, Assistant Sales Manager, New York 1971-72.
- Member of the Board of Directors of the Athens and Piraeus Underground Railroad, 1980-1982.
- Professor of Business Administration, Deree College Athens 1985-86.
- Assistant Professor in Management, University of Piraeus, February-June 1989.
- Member of the Board of Directors of the Bank of Central Greece, July 1990-December 1994.
- Member of the committee for the modernisation and restructuring of the Ministry of Internal Affairs, 1990-1993.
- Member of the scientific committee for the evaluation of the study of the Greek Productivity Center: "Research on Manufacturing Companies in Greece", Athens 1993.
- IKY (National Scholarships Foundation), Member of committee for the restructuring of the Foundation, 1993.
- Vice President of the Institute of Human Resource Management of the Greek Management Association, 1996-2005.
- Member of the scientific committee evaluating the proceedings of the International Congress on "Small and Medium Enterprises", organised by ELKEPA in Rhodes, Sept. 1997.
- Member of the Editorial Board of the Scientific Journal "Employee Relations", published by UMIST, 1997-2012.
- Member of the committee for the selection of external technical expert for the modernisation of the Greek Postal Services, 1998.
- Member of the committee for the Organisation of the Training Centre of the Greek Postal Service, 1999.
- Member of the committee for the restructuring of the Greek Management Association, 1999.
- Member of the jury of KPMG's Awards for "Best HR Initiative", 2002 to present day.
- Member of the jury of the Greek Management Association's Award for the "Manager of the Year", 2003 to 2008.
- Member of the Board of the Research Center for Equality Issues 2004 to 2009.
- Member of the jury of the "Entrepreneur of the Year" Award organised by "Ernst and Young", Spring 2009.
- External Evaluator of the University of National Economy in Sofia, Bulgaria, December 2007.

- Member of the Training and Development Board of the General Federation of Greek Employees, 2004-2009.
- External Evaluator of Research Proposals for the Republic of Kazakhstan, 2011-2013.
- Head of the HR Committee of the Ministry of the Health in collaboration with the E.U. Task Force, 2012-2014.
- President of the Greek Association of University Women, 2013-present.
- Coordinator of the Committee of the Ministry of Culture for the re-organisation of Museum shops, 2014-2015.

#### **4. COURSES TAUGHT AT THE UNIVERSITY**

##### **UNDERGRADUATE LEVEL**

- Introduction to Business Administration
- Organisational Behaviour & Leadership
- Personnel / Human Resources Management
- Entrepreneurship
- Cross Cultural Management
- Public Relations.
- Gender issues in Management
- Corporate Social Responsibility

##### **POSTGRADUATE LEVEL**

- Human Resource Management at the following Postgraduate Programmes of AUEB:
  - Master in Human Resource Management (full time and part time)
  - MBA International
  - Master in Marketing and Communications with New Technologies (full-time and part-time)
  - Athens MBA-(Athens University of Economics and National Technical University of Athens)
- Public Relations at the Master in Marketing and Communications with New Technologies of AUEB
- Cross Cultural Management at the PR.I.MA. (Master Program in International Marketing) of AUEB
- Corporate Social Responsibility at the Master in Human Resource Management of AUEB
- Human Resource Management at the Executive MBA of the University of Cyprus
- Human Capital Development at the Executive MBA of the International Hellenic University, in Salonika

- Human Resource Management at the Master in Heritage Management offered jointly by the University of Kent and AUEB
- Diversity Management at the Master in Human Resource management of AUEB

#### **5. LECTURER IN EXECUTIVE MANAGEMENT SEMINARS:**

Lectures in Managerial topics given for EEDE (Greek Management Association), EOMMEX (Greek Organisation for Small and Medium Enterprises), EVEA (Greek Chamber of Commerce), ELTA (Greek Postal Service), Centre of Public Administration, Ministry of Education, DEI (Greek Public Power Corporation), XEN (Young Women's Association of Greece) and for private companies, such as EAB, DELTA, AEG, Asprofos, Barclays Bank, Emporiki Bank, Alpha Bank, Insurance Companies, Schneider Electric, Vodafone, Pharmaserv Lilly and others (1986 onwards).

#### **6. VISITING LECTURER IN HUMAN RESOURCES MANAGEMENT AT THE FOLLOWING UNIVERSITIES:**

- University Robert Schumman-Strasbourg, France
- Cranfield University, United Kingdom
- UMIST, Manchester, United Kingdom
- Copenhagen Business School, Denmark
- University of Lodz, Poland
- University of Cluj, Romania
- University of Economics, Moldavia.
- Technical University of Brno, Czech Republic
- MENDEL University of Brno, Czech Republic
- University of Cordoba, Spain
- University of Paris I, Sorbonne, Pantheon
- Stevens Institute of Technology, New Jersey, USA
- Management Development Institute, Gurgaon, India
- University of Rome La Sapienza, Italy
- Technical University of St. Gallen, Switzerland
- Corvinus University, Budapest, Hungary
- Ecole Supérieure de Gestion, Chambéry, France



## 7. PARTICIPATION IN RESEARCH NETWORKS

- Participation in the EU programme FOCUS on the role of Organisational Culture under the coordination of the University of Leuven, Belgium.
- “Benchmarking Human Skills”, Research on Greek Manufacturing Companies, for the Greek Ministry of Development, part of a European Study for the European Commission, Athens 1999.
- Participation in the GLOBE International research project on Leadership and Organisational Culture in 61 countries. The project is coordinated by the Wharton Business School of Pennsylvania, U.S.A.
- Participation in the CRANET International research network on comparative research in Human Resource Management. The CRANET network conducts research in 25 countries and is coordinated by the Cranfield School of Management, in the UK. The research project took place in 1993, 1996, 2000, 2004, 2008 and 2014.

## 8. BOOK PUBLICATIONS

- Introduction to Business Administration, Benos Publications, Athens 1993, p. 1-113 (in collaboration with D. Bourantas) in Greek.
- Public Relations: Theory and Practice, Benos Publications, Athens 1994, p. 1-137.
- Introduction to Business Administration, Benos Publications, Athens 1998, pp. 1-210 (in collaboration with D. Bourantas) in Greek.
- Human Resource Management (in English), for ERASMUS students, Athens University of Economics and Business, 1998, in Greek.
- Public Relations: Theory and Practice (in English), Notes for ERASMUS students, Athens University of Economics and Business, 1998.
- Comparative Research in Human Resource Practices in Greece and Europe, 1<sup>st</sup> Edition, Benos Publications, Athens 2001, in Greek.
- Human Resource Management, Benos Publication, Athens 2005, pp. 1-528 (in collaboration with D. Bourantas) in Greek.
- Comparative Research in Human Resource Practices in Greece and Europe, 2<sup>nd</sup> Edition, AUEB Publications, Athens 2008.
- Comparative Research in Human Resource Practices in Greece and Europe, 3<sup>rd</sup> Edition, AUEB Publications, Athens 2012, in Greek.
- Comparative Research in Human Resource Practices in Greece and Europe, 4<sup>th</sup> Edition, Benos Publications, Athens 2016, in Greek
- Public Relations: Communication practices in modern organizations, (in Collaboration with D. Lyberopoulos), Benos Publications, Athens 2014, in Greek.

- Human Resource Management, Benos Publication, Athens 2016, pp. 1-694 (in collaboration with D. Bourantas) in Greek
- Female Leadership, Psychogios Publications, Athens 2018, (in Greek)

## **9. VARIOUS ACTIVITIES WITHIN THE ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS**

- Member of the Organising Committee of the International Congress of the International Institute of Public Finance organised in Athens in August 1986.
- Member of the Organising Committee of the International Congress of the European Academy of Marketing organised in Athens in April 1989.
- Member of the Organising Committee of the International Congress of the International Economic Association organised in Athens in August 1989.
- Representative of the Greek Rectors' Conference at the E.U.A. (European University Association) from 2003-2007.
- Representative of Athens University of Economics and Business at various TEMPUS Networks, with Universities of Romania, Poland, Moldavia, Czech Republic, Morocco, Jordan, Lebanon, Uzbekistan etc.
- Participation and organisation of the Career Days of the Athens University of Economics and Business from 1993 to 2012.
- Supervision of Doctoral Thesis of Ioannis Spanos, Irene Nikandrou, Kleopatra Veloutsou, Leda Panayotopoulou, Eleanna Galanaki, Mirto Raafailidou, Cleopatra Delliou and Alexandra Chitiri.
- Supervision of Master theses of aprox. 150 Postgraduate Students of the Athens University of Economics and Business.
- Participation in several evaluation committees for the election of lecturers, assistant professors, associate professors and full professors at the Athens University of Economics and Business, at the University of Piraeus, at the Aristoteles University of Salonica, at the University of Macedonia, at the University of Aegean, at the University of Athens, at Panteion University, at the Charokopeio University at the Greek Open University, at the University of Peloponese and at University of the Thessaly.
- Responsible for further training of teachers of secondary education in issues of Professional Orientation in the Educational Center (KEK) of the Athens University of Economics and Business, October-May 2000.
- Organiser of the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> International Conference in "Human Resource Management: Trends and Challenges" ([www.mbc.aueb.gr/hrconference](http://www.mbc.aueb.gr/hrconference)), with the participation of 15 foreign Professors and 300 HR managers from both the private and public sector. Guest speakers:
  - a. Chris Brewster, October 1997, b. Geert Hofstede, October 2002, c. Shawn Tyson, May 2005, d. Denise Rousseau, May 2008, Ellen Kosec, May 2010, David Guest, May 2012.

## 10. ACADEMIC PUBLICATIONS

1. Papalexandris N., (1988), "Measuring the Effectiveness of an External Management Training Seminar in Greece", *Management Education and Development*, Volume 19, Part 1, p.p. 22-29.
2. Papalexandris N., (1998), "Factors Affecting Management Staffing and Development: The Case of Greek Firms", *European Management Journal*, Volume 6, No.1, pp. 67-72.
3. Papalexandris N., (1998), "Management Development: Better Understanding and Practice through a Link with Management Theory", *Journal of European Industrial Training*, Volume 12, No.4.
4. Papalexandris N., Bourantas D., (1990), "Sex Differences in Leadership: Leadership Styles and Subordinate Satisfaction", *Journal of Managerial Psychology*, Vol. 5, No.4.
5. Papalexandris N., (1990), "A Comparative Study of Human Resources Management in Selected Greek and Foreign-owned Subsidiaries in Greece" in *International Comparisons in Human Resource Management*, edited by S. Tyson and C. Brewster, Pitman Publishing Co.
6. Papalexandris N., Bourantas D., (1991), "Attitudes towards Women as Managers: the Case of Greece", *International Journal of Human Resource Management*, Vol.2, No.2.
7. Papalexandris N., (1992) "Environmental Constraints on Management in Greek Manufacturing Firms", in *The Enterprise in Greece and Europe, 19th - 20th Century*, Societe Franco-Hellenique Interdisciplinaire, Athens.
8. Papalexandris N., Bourantas D., (1992), "Variables Affecting Organizational Commitment: Private- versus Publicly-Owned Organizations in Greece", *Journal of Managerial Psychology*, Vol.7, No.1.
9. Papalexandris N., "Greece", (1992), *The European Human Resource Management Guide*, edited by Chris Brewster, Ariane Hegewisch, Terry Lockhart & Len Holden, Academic Press.
10. Papalexandris N., "Human Resource Management in Greece", (1992), *Employee Relations*, Vol.14, No.4.
11. Papalexandris N., Bourantas D., (1993), "Differences in Leadership Behaviour and Influence between Public and Private Organisations in Greece", *International Journal of Human Resource Management*, Vol.4, No.4.
12. Papalexandris N., (1994), "Human Resource Management in Greece", *European Developments in Human Resource Management*, edited by Chris Brewster & Ariane Hegewisch, Kogan Page.
13. Papalexandris N., "Greece", (1995), in *Human Resource Management in Western Europe*, edited by Ingrid Brunstein, Walter de Gruyter.

14. Papalexandris N., (1996), "Downsizing and Outplacement: the Role of Human Resource Management", *International Journal of Human Resource Management*, Vol.7, No.3, Sept. 1996.
15. Papalexandris N. & Kramar R., (1997), "Flexible Working Patterns: Towards Reconciliation of Family & Work", *Employee Relations*, Vol.19, No.6.
16. Papalexandris N. & Bourantas D., (1999), "Personality Traits Discriminating Employees between Public and Private Sector Organizations", *International Journal of Human Resource Management*, Vol. 10, No. 5.
17. Papalexandris, N., (1999), "Cultural Influences on leadership and organizations: Project GLOBE", in *Advances in Global Leadership* edited by W.H. Moley, JAI Press.
18. Nikandrou, I, Bourantas, D., & Papalexandris, N., (2000), "Gaining Employee Trust after Acquisition: Implications for Managerial Action", *Employee Relations* 22(4).
19. Papalexandris, N., (2000), "Flexible Working Patterns", in *New Challenges for European Human Resource Management*, edited by C. Brewster, W. Mayrhofer and M. Morley, Macmillan Press.
20. Papalexandris, N., & Nikandrou, I., (2000) "Benchmarking Employee Skills: Results from Best Practice Firms in Greece", *Journal of European and Industrial Training* 24(7).
21. Papalexandris N., & Chalikias J., (2002), "Changes in training, performance management and communication issues among Greek firms in the 1990s: Inter-country and intra-country comparisons", *European Industrial Training*, Vol. 26, No 7, pp. 342-352.
22. Papalexandris N., and Panayotopoulou L., (2004), "Exploring the Mutual Interaction of Societal Culture and Human Resource Management Practices: Evidence from 19 Countries", *Employee Relations*, Vol. 26 No. 5.
23. Panayotopoulou, L. and Papalexandris, N., (2004), "Examining the Link Between Human Resource Management Orientation and Firm Performance", *Personnel Review*, Vol. 33, No. 5, pp. 499-520.
24. Papalexandris, N., and Stavrou, E., (2004). "Human Resource Management in the Southeastern Mediterranean Corner of Europe: The Case of Italy, Greece and Cyprus", *Human Resource Management in Europe. Evidence of Convergence?*, in Brewster, C. Mayrhofer, and Morley, M. (eds), Burlington, MA: Elsevier Butterworth-Heinemann).
25. Galanaki, E., and Papalexandris, N., (2005), "Outsourcing of Human Resource Management Services in Greece" *International Journal of Manpower*, Vol. 26, No 4, pp 382-396.
26. Nikandrou I., Apospori, E., and Papalexandris N., (2005), "Changes in HR in Europe: A Longitudinal Comparative Study Among Eighteen European Countries", *Journal of European Industrial Training*, Vol. 29, No. 7, pp. 541-560
27. Papalexandris, N., and Nikandrou, I., (2005), "The Role of HRM in Mergers and Acquisitions", *Human Resource Management Journal*.



28. Apospori, E., Papalexandris, N. and Galanaki E., (2005), "Entrepreneurial and Professional CEOs: Differences in Motive and Responsibility Profile", *Leadership and Organization Development Journal*, Vol. 26, No 2, pp 141-142.
29. Nikandrou I., Cunha R., and Papalexandris,N., (2006), HRM and Organizational performance: universal and contextual evidence in *Managing Human Resources in Europe*, edited by Henrik Holt Larsen and Wolfgang Mayrhofer, Routledge, Taylor and Francis Group.
30. Galanaki, E., and Papalexandris, N. (2007), "Internationalisation as a Determining Factor of HRM Outsourcing", *International Journal of Human Resource Management* Vol. 18, No. 8, pp. 1557-1567
31. Papalexandris, N., (2007), "Internal Corporate Communication Practices: Exploring the difference between Multinational and Local Companies", *Communication Director Journal*, Brussels.
32. Papalexandris, N., (2007), "Greece: From Ancient Myths to Modern Realities", Chapter 21 in *Culture and Leadership Across the World: The Globe Book of In-Depth Studies of 25 Societies*, edited by Chhokar, J.,S., Brodbeck, F.V., House, R.J., Lea's Organization and Management Series.
33. Nikandrou, I., and Papalexandris N., (2007), "The Impact of M&A Experience on Strategic HRM Practices and Organizational Effectiveness: evidence from Greek firms". *Human Resource Management Journal*, Vol. 17(2), pp.99-121.
34. Galanaki, E., Bourantas, D. and Papalexandris, N., (2008) "A decision model for outsourcing training functions: distinguishing between generic and firm/job specific training content", *International Journal of Human Resource Management*, Dec2008, Vol. 19 Issue 12, p 2332-2351.
35. Papalexandris, N., and Galanaki, E., (2008), "Attitudes Towards Women Managers", Chapter in *Women in Management*, edited by Vakola, M., and Apospori, E., Athens, Sideris Publications.
36. Nikandrou, I., Apospori, and Papalexandis, N., (2008), "Training and Development in the European Context: A Longitudinal Comparative Study among Eighteen European Countries". *European Journal of International Management*, special issue on: "Changes in Society, Changes in Organisations, and the Changing Role of HRM: Managing International Human Resources in a Complex World", Vol.2(3), pp. 309-332.
37. Apospori, E., Nikandrou, I., Brewster, C., and Papalexandris, N., (2008), "HRM and Organizational Performance in Northern and Southern Europe". *The International Journal of Human Resource Management*, Vol.19 (7), pp. 1187-1207.
38. Nikandrou, I., and Papalexandris N., (2008), "Employee Responses to Acquisitions: Evidence from Greek Firms". *Employee Relations*, Vol. 30(2), pp. 105-120.
39. Nikandrou, I. Apospori, E., Panayotopoulou, L., Stavrou, E. and Papalexandris, L. (2008) "Training and Firm Performance in Europe: the Impact of National and Organizational Characteristics", *The International Journal of Human Resource*

*Management*, Special Issue: International Comparative Studies in HRM and Performance, 19(11), pp. 2057-2078.

40. Papalexandris, N. and Galanaki, E., (2009) "Leadership's Impact on Employee Engagement: Differences Among Entrepreneurs and Professional Ceos", *Leadership and Organizational Development Journal*, Vol. 30, No 4.
41. Galanaki, E., Papalexandris, N. and Chalikias J., (2009) "Revisiting leadership styles and attitudes towards women as managers in Greece: 15 years later", *Gender in Management: An International Journal*, Vol. 24, Numbers 7 and 8.
42. Panayotopoulou, L., Galanaki, E. and Papalexandris, N. (2010). "Adoption of electronic systems in HRM: Is national background of the firm relevant?" *New Technology, Work and Society*, Vol. 25, No.3, pp. 253-269.
43. Panayotopoulou, L., Nikandrou, I., and Papalexandris, N., (2010), "The Choice between Internalization and Externalization of Employment and its Impact on Firm Performance: Evidence from Five South-Eastern European Countries", *The International Journal of Human Resource Management*, November 2010, Vol. 21, Issue 14, p. 2547-2567.
44. Dimitriades Z., Papalexandris, N., (2011), "Test of a Service Profit Chain in the Greek Banking Sector", *Euromed Journal of Business*, Vol 6, No 2.
45. Alas, R., Papalexandris, N., Niglas K., and Galanaki E., (2011), "Managerial values and employee commitment in a cultural context". *Transformations in Business and Economics*, Vol. 10, No 2 (23), pp. 42-59.
46. Nikandrou I., Apospori E., Panayotopoulou L., Stavrou, E., and Papalexandris N., (2012), *Training and firm performance in Europe: the impact of national and organizational characteristics in International Human Resource Management, Policy and Practice*. Edited by Mila B. Lazarova, Michael J. Morley and Shaun Tyson. Routledge.
47. Papalexandris, N. and Galanaki, E. (2012) "Connecting Desired Leadership Styles with Ancient Greek Philosophy: Results from the Globe Research in Greece, 1995 – 2010" in Prastacos, G.P., Wang, F. and Soderquist, K. E. (Eds), *Leadership through the Classics: Learning Management and Leadership from Ancient East and West Philosophy*, Springer-Verlag, Germany.
48. Dimitriades Z., Papalexandris, N., (2012) "Job and Organizational attitudes in relation to financial performance in Greek retail banking: An exploratory empirical investigation". *The International Journal of Human Resource Management*, p. 793-807.
49. Papalexandris, N. (2012) Entrepreneurship: a challenge for women's professional development in C. Sarri (ed). *Female Entrepreneurship: an approach to Greek reality*, Athens, Rossili.
50. Nikandrou I., Apospori E., Panayotopoulou L., Stavrou, E., and Papalexandris N., (2012), *Training and firm performance in Europe: the impact of national and organizational characteristics in International Human Resource Management, Policy and Practice*. Edited by Mila B. Lazarova, Michael J. Morley and Shaun Tyson. Routledge.

51. Galanaki, E. and Papalexandris, N. (2013). "Measuring Workplace Bullying in Organisations", *International Journal of Human Resource Management*, 24(11), p. 2107-2130
52. Papalexandris, N. and Nikandrou, I. (2014). "Linking Sustainability with HR practices: A new road to competitiveness, in *Via Futuri 2014*, edited by K. Tibor, Pecs Hungary, 2014.
53. Stavrou-Costea, E., and Papalexandris, N. (2016). "Mediterranean HRM – Key Trends & Challenges" in C. Brewster, M. Dickmann, & P. Sparrow (editors), *International HRM: Contemporary issues in Europe (3<sup>rd</sup> edition)*, Taylor & Francis.
54. Papalexandris, N. (2017). "Women in Management in Greece" in Ronald Burke & Astrid Richardsen(editors), *Women in Management Worldwide: Signs of Progress*, (3<sup>rd</sup> Edition), Routledge
55. Papalexandris, N. and Nikandrou, I. (2017) "Sustainable HR Practices", in R.Schouteten, J. Bucher & P. Peters (editors), *Partner(s) at Work*, Institute for Management Research, Radboud University, Nijmegen, The Netherlands.
56. Galanaki, E. and Papalexandris, N. (2017). "Demographic challenges for the future business leader: Evidence from a Greek survey", *Evidence-based HRM: a global forum for empirical scholarship*, Vol. 5 Issue: 3, pp.297-310,1, <https://doi.org/10.1108/EBHRM-03-2017-0019> .

## 11. Conference Papers

1. Papalexandris N., (1990), "Issues and Prospects of Greek Multi-nationals: an Exploratory Study", *European Marketing Academy Proceedings*, Innsbruck.
2. Papalexandris N., (1996), "European and Greek Human Resource Management: Contrasts and Similarities", paper presented on the *Fifth Conference on International Human Resource Management*, San Diego, California.
3. Papalexandris, N., (1997) "Issues and Prospects of Internationalization among Greek SME's", *24<sup>th</sup> International Small Business Congress*, Taipe, Taiwan.
4. Papalexandris N., (1998), "Flexible Working Patterns in Greek SME's", *25<sup>th</sup> International Small Business Congress*, Sao Paolo, Brazil.
5. Papalexandris, N., (1999), "Understanding and Measuring Organizational Culture", *Conference of the Dansk Management Forum*, Copenhagen Business School.
6. Papalexandris, N., & Panayotopoulou, L., (2000), "Exploring the Strategic vs Administrative Role of HRM within the Greek Context" *Conference of Cranfield Network on European HRM*, Varna, Bulgaria.

7. Papalexandris N., and Chalikias J., (2001), "Changing Picture of HRM Functions among Greek Firms in the 90's: Intercountry and Intracountry Comparisons", *Global Human Resource Management Conference*, Barcelona.
8. Papalexandris N. and Nikandrou I., (2001), "The Role of HRM in Mergers and Acquisitions", *Proceedings of the International Conference on HRM*, Cyprus.
9. Papalexandris N., Panayotopoulou L. and Chalikias J., (2002), "Societal Culture and Human Resource Management: Exploring the Mutual Interaction in Greece", *Proceedings of the 2<sup>nd</sup> International Conference: Human Resource Management in Europe: Trends and Challenges*, Athens.
10. Galanaki, E. and Papalexandris, N. (2003). "Outsourcing of Human Resource Management Services in Greece: An exploratory study", *7<sup>th</sup> Conference on International Human Resource Management*, Limerick, Ireland, 4- 6 June 2003
11. Papalexandris N., (2004), "Factors Affecting Internationalization of Small-Medium Firms: Implications for Managerial Practice and Research", *International Association for Chinese Management Research*, Beijing, China, 17-20 June 2004.
12. Apospori, E., Nikandrou, I. and Papalexandris, N., (2004), "The Dynamics of Human Resource Management in Greece: A Comparative Study Based on Three Waves of Data", *International Human Resource Management Conference*, Reykjavik, Iceland.
13. Nikandrou, I., Apospori, E., and Papalexandris, N. (2005), "HRM and Firm Performance: The Context Matters", *Academy of Management Conference*, Hawaii, USA.
14. Galanaki, E. and Papalexandris, N. (2005). "Internationalisation as a determining factor of HRM outsourcing", *Academy of International Business UK Chapter Conference 2005*, University of Bath, 8-9 April 2005.
15. Galanaki, E. and Papalexandris, N. (2006), "A Decision Model for Outsourcing of Training Functions: Distinguishing Among Generic and Firm or JobSpecific Training Content", *21st Strategic HRM Workshop, ELASM, Aston Business School*, Birmingham, UK, 29/3/06-1/4/06.
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20. Papalexandris, N. and Galanaki, E. (2007), "Leadership Styles and acceptance of female managers in Greece: Fifteen years after". *9<sup>th</sup> Conference on International Human Resource Management*, Tallinn, Estonia, 12-15 June 2007.
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22. Papalexandris, N., Galanaki E., Alas, R., and Niglas K., (2007), "Managerial values and employee commitment in a cultural context". *5<sup>th</sup> International Conference of the Iberoamerican Academy of Management*, Santo Domingo, Dominican Republic, 6-8 December 2007.
23. Papalexandris, N., (2010), Work Family Balance in SMEs: The Role of Flexible Working Patterns, *11<sup>th</sup> International HRM Conference*: Aston Business School, Birmingham, UK9-12 June 2010.
24. Papalexandris, N., and Panayotopoulou L., (2010), "Human Resource Management Across Countries", *11<sup>th</sup> ISMD International Conference on Markets and Development*, Hanoi, 5-8 January 2010.
25. Papalexandris, N., (2010), "Staff Motivation and Job Satisfaction" *International Conference of AHRMIO*, (Assosiation of HR Managers in International Organizations), Salonika, 10-12 September 2010.
26. Papalexandris, N. and Galanaki, E. (2010). "Confirming Desired Leadership Styles: Globe Research in Greece, 15 years later", *ILA Conference, Boston, USA*, 27-30 October 2010.
27. Papalexandris, N., (2010), "Leadership Education in Greece". *The 12<sup>th</sup> Annual ILA Conference: Time for Action*, Boston, USA 27-30 October 2010.
28. Galanaki, E. and Papalexandris, N. (2011). Exploring Workplace Bullying in Greece: Frequency of occurrence and handling of measurement issues, under the light of previous research findings at the international level. *European Academy of Management 2011 Conference: Management Culture in the 21<sup>st</sup> Century*, Tallinn, Estonia, 1-4 June, 2011.
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30. Galanaki, E. and Papalexandris, N. (2011). Terror in the Workplace: Does Organizational Culture Foster Workplace Bullying? *4<sup>th</sup> Annual EuroMed Conference "Business Research Challenges in a Turbulent Era"*, Elounda, Crete, Greece, 20 - 21 October 2011.

31. Papalexandris, N., (2011), "Developing Leadership Skills for Future Managers", *International Conference, Rethinking Business and Business Education in the Age of Crisis*, Chios, 20-22 October.
32. Papalexandris N., (2011), "The Impact of Project Globe on Leadership Studies", *13<sup>th</sup> Annual ILA Global Conference: One Planet, Many worlds: Remapping the purposes of Leadership*, London, 26-29 October 2011.
33. Papalexandris, N. and Galanaki, E. (2011). Do the modal leader attributes change over time? An insight to the universalistic nature of leadership through a longitudinal research in Greece. *International Conference of Global Human Resource Management*, Israel, 22-25 November, 2011.
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36. Papalexandris, N. (2013). "The role of the University Career Office in students' career planning and development" *Tempus Conference*, El Jadida, Morocco, February 2013.
37. Papalexandris, N. (2013). "HR Practices in Greece: Ways to face unemployment and empower people", *Interuniversity Graduate Workshop*, University of Rome, La Sapienza, Rome April 2013.
38. Papalexandris, N. and Galanaki E. (2014). Does Gender of Employees Influence their Preference for Leadership Behaviors? An empirical study among firms in Greece. *5<sup>th</sup> LAEMOS Colloquium "Constructing Alternatives: How can we organize for alternative social, economic, and ecological balance?"*, La Havana, Cuba, 2-5 April 2014.
39. Papalexandris, N. (2014). Sustainability: a new challenge for HRM, *7<sup>th</sup> Conference on HRM in Europe*, Athens 2014.
40. Galanaki E. and Papalexandris, N. (2014). An Exploration and Discussion of the Recession Effects on Diachronic Trends in HRM Outsourcing: The Case of Greece. *13<sup>th</sup> IHRM Conference (International Human Resource Management)*, Krakow, Poland, 24 – 27 June, 2014.
41. Papalexandris, N. and Nikandrou, I. (2014). Linking Sustainability with HR practices: A new road to competitiveness. *International Conference on Sustainability, Competitiveness, Urban and Regional Development*, University of Pecs, Hungary, 27-28 November 2014.
42. Papalexandris, N. (2015). Women in Leadership, *2<sup>nd</sup> Annual HR Minds Forum*, Frankfurt, 29-30 January 2015.
43. Papalexandris, N. (2015). Sustainability as a strategic tool for HR. *8th Mastering HR Summit*, Bogazici University, Istanbul, Turkey, 26-27 May 2015.

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48. Papalexandris, N. (2015) Gender Balance in Company Boards and its Impact on Economic Development, *5<sup>th</sup> Gender Summit*, Cape Town, S. Africa, 28-30 April
49. Papalexandris, N. (2015) Results from CRANET Survey in Greece, *Annual Conference, Economic University of Bratislava*, Oct. 2015
50. Papalexandris N., (2016) Coping with Gender Issues in Times of Crisis: the case of Greece, *8<sup>th</sup> International Conference, "An Enterprise Odyssey: Saving the Sinking Ship through Human Capital"*, Zagreb 8-11 June.
51. Lazazzara, A.; Galanaki, E. and Papalexandris, N. (2016). E-HRM adoption and diffusion: a cross-national application of diffusion of innovation and institutional theories. *XIII Conference of the Italian Chapter of AIS ICT and innovation: a step forward to a global society*. 7<sup>th</sup> - 8<sup>th</sup> of October, 2016 – Verona, Italy
52. Papalexandris N., (2017) Economic Crisis and its Impact on Women in Greece, *13<sup>th</sup> European Sociological Association Conference*, 28 Aug. – 1 Sept. 2017, Athens
53. Papalexandris, N. (2017) Sustainable HR: a prerequisite for workplace justice, *European Business Ethics Network (EBEN) Research Conference, The Economy and the Idea of Justice*, 6-8 Sept., Athens
55. Papalexandris, N. (2017) Cranet Survey and its practical implications for HR during the Greek economic crisis, *X Annual Conference, "Problems, Hypothesis, Research"*, National Research University, Faculty of Business and Management, Moscow Nov 23-24, 2017.
56. Papalexandris, N. and Galanaki E. (2017). Demographic challenges for the business leader of the future: Evidence from a Greek survey. *3<sup>rd</sup> Global Conference on International HRM*, New York, May 18-20, 2017
57. Papalexandris, N. and Galanaki E. (2017). Leadership behaviors for the inclusive leader: Followers' perspective. *2<sup>nd</sup> Interdisciplinary Perspectives on Leadership Symposium*, Mykonos, Greece, May 4-6, 2017
58. Papalexandris, N. (2018) Enhancing meaningful work through HR Practices, *7<sup>th</sup> Latin American and European Meeting on Organizational Studies (LAEMOS 2018)*, Buenos Aires 22-24 March

**Dr MARIA SYTZIOUKI**



**Curriculum Vitae**  
**Dr. Maria Sytziouki**  
**2019**

## **Summary of CV**

Maria Sytziouki has over 15 years of experience in talent and skills strategy, management and leadership, intelligent operations and consulting. She has been leading the development of skills strategies, training and reskilling agendas for industries sectors such as retail, hospitality, health and life sciences, communication and media, education and certification bodies aligning human capital capabilities to technology innovations. She has been serving private sector, governmental and non-governmental organizations, social partners and consulting industries leading HR strategies, enterprise and work-based learning, talent analytics, leadership development, organization transformation and change management. She possesses industry experience and extensive knowledge in workforce-related capabilities including career and performance management, total reward, employee engagement and adaptability to new systems and processes.

She is an innovative thinker and practitioner and she has been training professionals from different industries enhancing their capabilities to boost business performance. She is an expert in understanding training requirements, organizational planning, writing and designing courses, directing enterprise initiatives, and developing skills and leadership qualities in employees. She also possesses social skills in establishing and maintaining good relationships and mutual trust with the management and employees.

She has been a senior Managing Director of Learning and Development since 2012 and she has been training on leadership since 2008. Also, since 2014 she has served as a Senior Consultant to governments, professional unions and social partners delivering the latest insights and actionable ideas on the development of workforce skills agenda, training, leadership, talent strategies, innovation and practices for the Certifications of Persons according to ISO 17024.

She holds a PHD in Competence development and Performance assessment for Lifelong learning and employability and a post-doc degree in the assessment of global workers' intercultural skills. Her academic background covers the fields of education and psychology and her post-graduate studies the fields of Organizational Psychology and International Education. She speaks fluently English, German and French and she is Lecturer at Hellenic Open University and University of Macedonia in the fields of Management and Leadership and Lifelong learning. She has high level skills in both qualitative and quantitative research, in scheduling and monitoring project timelines and in communication strategies, both internal and external.

## Qualifications

1. **2012: Post-Doctoral Research of Excellence** in *Intercultural Competencies, Global Workers Skills and Career Planning*. Research Committee, Aristotle University of Thessalonica.
2. **June 2009: PhD** in *Key Competencies and Performance in Certification and Design of Training Programmes* at the Department of Philosophy and Education, School of Philosophy, Aristotle University of Thessalonica.
3. **October 2000: Master (Msc)** in *International and Intercultural Education* at the Department of Philosophy and Education, Aristotle University of Thessalonica.
4. **September 2000: MBA and Organizational Psychology** in Department of Business Administration, Albert-Ludwigs University, Germany. Subject of the dissertation is: *Initial Vocational Education and Training: designing qualification frameworks and training in Germany and France*. Freiburg: Albert Ludwig University (p. 78)
5. **1995: Bachelor (BA)** in *Philosophy, Education, Psychology* at Department of Philosophy and Education, School of Philosophy, Aristotle University of Thessalonica.

## Further Education

**2002: Certificate of Attendance.** Intensive Programme on “*Knowledge Societies, Knowledge Economies and Comparative Education*”. Socrates-Erasmus Network on International Education. Thessalonica: Faculty of Education, School of philosophy, Aristotle University of Thessalonica, August, 2002.

**2001: Certificate of Attendance.** Socrates-Erasmus Network on International Education. Intensive Programme on *Creative Training Organisations, Lifelong Learning and Human Resources Management*. Dresden: Technical University of Dresden, Germany, September 2001.

**1999: Certificate of Attendance:** Intensive Programme on *Economic Competition, Education and Marketing Strategies for Educational Organisations*. Socrates-Erasmus Network on International Education. London: Institute of Education: September 1999.

## Career Path

### A. Management

**November 2018- now: Director of Learning and Development, Athens**

*Tasks:* Business Development of training and certification solutions

- ✓ Development and Accreditation of training programmes and certifications for professionals in the fields of Business, IT, and Languages addressing the needs of various organizations (Professional Unions, Lifelong Training Centers)
- ✓ Collaboration with Corporate L&D to co-develop learning solutions that drive a consistent, division-wide strategy.
- ✓ Lead in- house training focused on leadership, employee onboarding and training effectiveness updates.
- ✓ Deliver critical training for new processes, company policies, and new



- software integrations.
- ✓ Executed a management training program for high performing associates to further skill development.
- ✓ Facilitate and develop structured courses both web-based and in-person.
- ✓ Accountable manager for all financial aspects as department manager including budgeting, forecasting, and P&L decisions within the operating budget.
- ✓ Perform continual process improvement by evaluating results using Key Performance Indicators.
- ✓ Development of partnerships with UK Training Institutions (i.e) Pearson and Universities for delivering Continuous Professional Development Programmes.
- ✓ Reengineering organization policies and procedures on training and quality assurance.
- ✓ Planning and organizing meetings with stakeholders, industry and higher education representatives.

Responsible Institute: *UNICERT, Athens*

**October 2017-October 2018: Director of Learning, Development and Business Engagement, Aegean College, Athens**

*Tasks:* Human Resources Management, Business Development of Education and Training Programmes.

- ✓ Analyze training needs, design, develop, implement, evaluate and manage courses in the fields of Health, Business, Computing, Education, Psychology and Hospitality establishing a curriculum for each area.
- ✓ Lead internal career progression using various learning models and constant process improvement.
- ✓ Development of in house training programmes in leadership and sales skills
- ✓ Train employees on sales practices, leadership, company operations, expectations, and branding using various experiential methodologies.
- ✓ Development and assessment of training programmes for B2B clients in Coaching, Mentoring, Leadership and Management in SME effectively addressing training needs and performance standards.
- ✓ Researching and assessing opportunities for new training programmes and certifications at all levels of qualifications (Bachelor, Masters and Enterprise Learning in Greece and Europe (esp. United Kingdom, Holland).
- ✓ Designed and deployed the learning portal of the College.
- ✓ Directing the effective delivery of human resources management for a staff of 170 employees.
- ✓ Reengineering organization policies and procedures on HRM and training.
- ✓ Recruitment and Performance Management in white collar positions (esp. in ICT, Business, Health and Hospitality).
- ✓ Monitored new hires' progress and offered constructive criticism to help improve their skills and profits.
- ✓ Preparation of monthly, quarterly and year-end reports and HR Reporting.
- ✓ Head of the quality assurance audits conducted by the agencies: Quality Assurance Agency, British Accreditation Society, Scottish Qualification Authority and Pearson-Edecxel.

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- ✓ Development the business partnerships network.
- ✓ Planning and organizing meetings with stakeholders, industry and higher education representatives.
- ✓ Cooperation with marketing: content marketing (creative writing, editing of newsletters, leaflets, presentations e.t.c).

**January 2017-January 2018: Qualification Development Director and Recruitment Consultant, PEOPLECERT ATHENS**

**Tasks:**

- ✓ Lead the Referencing of Qualifications to International and Sectoral Qualifications Frameworks in the fields of Business, IT and Languages.
- ✓ Accreditation of training programmes in various business sectors (i.e Hospitality, Banking, Digital Media e.t.c.)
- ✓ Collaboration with Corporate L&D to co-develop learning solutions that drive a consistent, division-wide strategy
- ✓ Key leadership role to ensure learning and development needs are analyzed and prioritized and consistent application of established learning and development principles are implemented.
- ✓ Talent Recruitment for Bootcamps in IT Sector
- ✓ Job opening, description, selection, training and appraisal.
- ✓ Lead the development of KPI's and provide consultative assistance to business management through data analysis and reporting.
- ✓ Reengineering organization structure of the Qualification Department.
- ✓ Lead the Development of new Qualifications in domains of Business, IT and Languages.
- ✓ Modification of Digital Competencies framework for the development on new skills framework in IT Sector.
- ✓ Lead the Audit from different authorities and regulation bodies
- ✓ Lead the ISO 17024 process on Certification of Persons,
- ✓ Test Development, Standard Setting and Psychometric Analysis of certification examinations
- ✓ Accreditation of Training Institutions and Programme.

*Responsible Institution:* PEOPLECERT.

**July 2015-December 2016: Director of Learning, Development, Business Engagement, Mediterranean College, Athens**

**Tasks:** Strategic Business Development, Risk Assessment, Human Resources Management.

- ✓ Directing the effective delivery of human resources management for a staff of 220 employees.
- ✓ Reengineering policies and procedures.
- ✓ Talent acquisition in white collar positions (esp. in ICT, Business, Engineering and Hospitality). Recruitment. Performance Management. HR Development Strategy and Mentoring Scheme.
- ✓ Preparation of monthly, quarterly and year-end reports and HR Reporting.
- ✓ Conduct small group and individual training sessions based on employee learning needs.

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- ✓ Lead learning enhancement classes on improving leadership skills, sales knowledge and skills, market analysis needed for workplace success and advancement.
- ✓ Continuously evaluate training needs of business and make adjustments to programmes.
- ✓ Taught weekly internal classes to more than 25 employees
- ✓ Accreditation of the College Academic Staff skills (esp. tutors) in collaboration with the awarding organisations.
- ✓ Monitoring and continuous follow up of Greek Labor Law & Legislation Ensuring that the company complies with the legal requirements. Maintain contact with all legal entities.
- ✓ Development of the College Employability Scheme and Career Counseling Services (traineeships, apprenticeship).
- ✓ Researching and assessing opportunities for new training training programmes and certifications at all levels of qualifications (Bachelor, Masters and Continuous Professional Training) in Greece and Europe (esp. United Kingdom, Germany, French, Holland, Austria and Switzerland).
- ✓ Development (design and validation) of new programmes in the fields of Engineering, Business, Computing, Education, Psychology, Hospitality and Physiotherapy.
- ✓ Reorganisation of the College English Language Center. Development of new courses on “English for Specific Purposes”. Development of professional English language certificates.
- ✓ Head of the quality assurance audits conducted by the agencies: Quality Assurance Agency, British Accreditation Society, Scottish Qualification Authority and Pearson-Edecel.
- ✓ Continual Monitoring Process and Higher Education Governance in Collaboration with 2 Partner Universities: University of Derby and Manchester Metropolitan University, United Kingdom.
- ✓ Cooperation with marketing: content marketing (creative writing, editing of newsletters, leaflets, presentations etc).
- ✓ College Representation in Awards, Contests and Events.
- ✓ Development of the industry and business network and partnerships. Tenders and Project Management.
- ✓ Planning and organizing meetings with stakeholders, industry and higher education representatives.
- ✓ Development of the Scheme of Awards and Scholarships.
- ✓ Organization of Conferences and Events.

*Responsible Institution:* Mediterranean College, Athens.

**2007-2010: Head of the Department Research and Development, Center of Lifelong Learning, Ergomathisi, Thessaloniki**

*Tasks:*

- ✓ Lead market research, competition analysis and diagnose educational needs. Designation, Development and Assessment of professional training programmes.
- ✓ Engage with industry stakeholders, municipalities and unions for the development of training and entrepreneurship programmes.

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- ✓ Research, plan, organization and conduction of training programs, seminars, and conferences for clerical, supervisory, technical, and lower-level management personnel.
- ✓ Positioning the certification programmes across B2C channel.
- ✓ Writing material for new training programs; review, evaluation, and modification of existing and proposed programs, and recommendation of appropriate changes.
- ✓ Evaluation of training program qualification tests and determination of the eligibility of prospective attendees.
- ✓ Product forecasts and transformation of the product strategies into tactical plans and go-to-market activities.
- ✓ Engage with sales team to consolidate market trends and devise appropriate strategies.
- ✓ Day to day management of the department members and coordination of the communication strategy between departments.
- ✓ Perform continual process improvement by evaluating results using Key Performance Indicators.

*Responsible Institution:* Center of Lifelong Learning, Ergomathisi, Thessalonica .

## **B. Training and Development**

### **Training Expertise on the topics:**

*Leadership, Change Management, Accountability (Self, Others and Culture Track), Influence, Trust, Management models and techniques, Presentation Skills, Train The Trainer, Training Need Analysis, Influence Skills, Team Building, Personality Insights, Making Change Happen, Embracing Change, Delivering the Customer Experience, Feedback & Feedforward, Customer Centered Selling (CSS).*

*Intercultural Intervention Models, Training and Career Counseling, Career Change, Intercultural Counseling-Executive Coaching (forming and leading global and virtual teams, relocating and transitioning to new countries and cultures, recognizing and developing global leadership potential).*

**2014-2018:** *Training Coordinator and Trainer on Leadership, Management, Sales and Entrepreneurial Skills.*

- ✓ Diagnosis of skills and training needs
- ✓ Development of the training curriculum
- ✓ Development of the training material
- ✓ Trainer in Leadership, Management, Sales, Soft Skills and Entrepreneurial Skills topics in E-Commerce, Sales Engineers and Entrepreneurs Professions.
- ✓ Moderator of group work.
- ✓ Preparation of Workshops and Case Studies.
- ✓ Conducted status meetings of class progress, quality assurance results, and updates to customer service goals with the client and management.
- ✓ Monitoring and Evaluation of the Training Programme.
- ✓ Assessment of performance and development of Certification of Managers.

*Responsible Institution:* Social Partners and Stakeholders.

**2008-2012:** *Training Coordinator and Trainer on “Educational Management and Leadership”.*

*Tasks:*

- ✓ Diagnosis of skills and training needs
- ✓ Development of the training curriculum
- ✓ Development of the training material
- ✓ Trainer in Leadership and Management topics.
- ✓ Moderator of group work.
- ✓ Preparation of Workshops and Case Studies.
- ✓ Monitoring and Evaluation of the Training Programme
- ✓ Assessment of performance and development of Certification of Managers

*Responsible Institution:* Interbalkan Institute of Public Management, Thessalonica.

**2005-2007:** *Trainer in the programme “Gender Equality during the Transition from General and Vocational education to Higher Education and employment: actions of educational and vocational guidance and counseling for mentors and career counselors”.*

*Tasks:*

- ✓ Curriculum development and development of the training materials.
- ✓ Trainer on the topics of leadership, empowerment, workforce issues and soft skills using various methods addressing learners needs
- ✓ Use of ICT and blended learning technologies.
- ✓ Coordination and implementation of experiential learning techniques and action research projects.
- ✓ Supervision and coordination of workshops and case studies.
- ✓ Internal evaluation of the training Programme.
- ✓ Development of certification tests for counselors.

*Responsible Institution:* Research Committee and Department of Psychology at Aristotle University of Thessalonica. European Commission Funded Programme.

**1999-2005:** *Trainer at the European Funded Programme, Educating Migrants and Repatriates Young and Adults.*

*Tasks:*

- ✓ Curriculum development and development of the training materials.
- ✓ Trainer on the topics of cultural literacy skills, empowerment, literacy and problem solving skills using various methods addressing learners needs
- ✓ Use of ICT and blended learning technologies.
- ✓ Coordination and implementation of experiential learning techniques and action research projects.
- ✓ Supervision and coordination of workshops and case studies.
- ✓ Performance Assessment of trainees
- ✓ Training Programme Evaluation

*Responsible Institution:* Research Committee and Department of Psychology at Aristotle University of Thessalonica. European Commission Funded Programme.

**2012-now:** *Lecturer in Educational Management and Leadership, Hellenic Open*

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University.

**2009-2017:** *Lecturer in Development of Training Programmes, Adult learning theories, Lifelong Learning and Development and Human Resources Management, University of Macedonia, Greece.*

### **C. Consulting**

**August 2018-January 2019:** *Expert on Development of the Vocational profile of the Manager of a Social Enterprise. INTERREG Athens-Bulgaria.*

- ✓ Development of Manager of the Social Enterprise Vocational Profile Guide
- ✓ Analysis of Competences and Performance indicators
- ✓ Job tasks analysis
- ✓ Requirements of educational path
- ✓ Requirements of the training programmes
- ✓ Analysis of domain specific skills and soft skills.

**August 2017-August 2018:** *Expert on Development a system of Certification of non-formal and in-formal Skills. Cyprus: Ministry of Education.*

- ✓ Research on skills need from various stakeholders
- ✓ Analysis of vocational profiles on requirements of skills and performance on the job
- ✓ Development of the national skills strategy
- ✓ Writing of reports and deliverables on training and certification mechanism ensuring the recognition of skills and competencies obtained on the job
- ✓ Development of the legislative framework on integrating of on the job obtained skills in training programmes and certifications
- ✓ Pilot testing new developed training programmes in the fields of leadership, volunteerism and hospitality.
- ✓ Development of the Dissemination strategy
- ✓ Project Management

**March 2017-March 2018:** *Technical, Administrative Consulting of the project "Actions for the employability in the retail sector".*

Tasks:

- ✓ Project Management
- ✓ Research of the skills need in new jobs in the retail sector
- ✓ Design of the training programme in Sales and the Customer Experience
- ✓ Development of the Career Counselling and Mentoring Scheme
- ✓ Evaluation of the project

*Responsible Institution:* National Confederation of Hellenic Commerce and Entrepreneurship-ESEE and Ministry of Employment

**September 2016-May 2017:** National Expert, *"Developing Quality Assurance procedures for the Certification of workplace learning", EQAVET Project.*

Tasks:

- ✓ Development of the implementation guide for the certification of skills obtained through workplace learning in selected professions in hospitality and business sector.
- ✓ Development of performance assessment manuals in workplace learning.

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- ✓ Development of a handbook on training requirements.
- ✓ Evaluating European and National-Regional specific skills needs in obtaining qualifications.
- ✓ Coordination of the communication strategy between various stakeholders (social partners, national stakeholders, industry) and dissemination of the results.

*Responsible Institution:* National Organization for Qualifications and Vocational Guidance (E.O.P.P.E.P).

**October 2016-November 2017:** Consultancy, *“Developing Training Modules, Qualifications Frameworks and Certification Procedures for Professionals in the field of Hospitality and Culinary”*.

*Tasks:*

- ✓ Design of the skills and certification curriculum for professionals in the fields of Hospitality and Culinary.
- ✓ Design of the training programmes and the enterprise learning methods.
- ✓ Development of workflows, procedures and the operational plan in a virtual reality environment.
- ✓ Planning and coordination of meetings with state and private stakeholders.

*Responsible Institution:* SYNERGY Lifelong Learning Centre.

**January 2015-December 2015:** Consulting, *“Balancing Supply & Demand of the Professional Skills needed in the interregional area Greece and Bulgaria– SKILLS BALANCING”*.

*Tasks:*

- ✓ Research and development of a guide map for balancing skills differences in the Interregional Area Greece-Bulgaria in clerical and technical professions.
- ✓ Development of a convergence skills scheme for the applied qualification systems of clerical and technical professions ‘exercised’ in the Interregional Area.
- ✓ Development of the English Language Qualification Framework and certification procedures for English Language Skills as horizontal qualifications across professions and fields of study/training.

*Responsible Institution:* The Hellenic Confederation of Professionals, Craftsmen & Merchants-GSEVEE, General Secretariat of Lifelong Learning, Ministry of Education.

**January 2015-December 2015:** Consulting, *“Actions of the social partners on the identification and forecast of skills needs within the National System of identifying labor market needs”*.

*Tasks:*

- ✓ Research and development of instruments for skill forecasts in retail sector.
- ✓ Design of qualification frameworks (competence-performance analysis, job tasks, soft skills and training requirements) for two professions: Sales Engineers and E-Commerce.
- ✓ Development of an operational plan for enterprise learning in the specific sectors. Project Management and Evaluation of the Project.
- ✓ Writing of monthly monitoring reports.



*Responsible Institution:* National Confederation of Hellenic Commerce and Entrepreneurship-ESEE and Ministry of Employment.

**May 2015-August 2015:** Consulting and Project Management of the Programme *“Training of the caregivers for people with dementia, autism and special needs. Development of Qualification Frameworks and Certification Procedures”*.

*Tasks:*

- ✓ Development of the training programme,
- ✓ Development of the qualification framework and certification procedures for caregivers for people with dementia, autism and special needs.
- ✓ Production of concluding reports and summary guides for training and certification. Technical and administrative support of the project.

*Responsible Institution:* Lifelong Learning Centre of Centre for Psychological Health, Ministry of Health.

**July 2014-July 2015:** Consulting and Monitoring the Development of the *National Qualification Framework for non-Formal Education and Informal Learning in Greece*.

*Tasks:*

- ✓ Development and Writing the National Reports on Qualification Frameworks and Certification Procedures for continuing professional training programmes and enterprise learning in Greece.
- ✓ Development the legislative framework for the certification of skills provided by non-formal education institutions and through informal learning.
- ✓ Development of the communication strategy of the Project and coordination of the steering committees between state, stakeholders and industry representatives. Writing of concluding reports provided at the Greek Ministry of Education and EU. Consulting for the development of the teens' gate on educational and career counseling.
- ✓ Consulting for the web services of educational counseling.

*Responsible Institution:* National Organization for Qualifications and Vocational Guidance (E.O.P.P.E.P).

**March 2015-October 2015:** *Implementation of an Employability Scheme fostering Women Entrepreneurship Skills*.

*Tasks:*

- ✓ Development of the Counseling and Mentoring framework and procedures for women entrepreneurship skills.
- ✓ Training in entrepreneurship skills.
- ✓ Career counseling sessions and career development planning.
- ✓ Internal Evaluation of the career counselling actions.
- ✓ Development of a dissemination strategy for enhancing women's entrepreneurship skills.

*Responsible Institution:* Institute for Small-Medium Enterprises, IME/GSEVEE.

**October 2014-October 2015:** Development of training Programmes and Project Management, *“Development of educational programmes and certification procedures for apprenticeship training for Level 4 and 5 of the Qualifications*

*Framework”.*

*Tasks:*

- ✓ Development of skills need and reskilling strategy for level 4 and 5 Qualifications for technical professions.
- ✓ Development of the training curriculum.
- ✓ Development and implementation of the model for trainer’s accreditation in the methodology of dual training (work-based learning).
- ✓ Development of Key Performance Indicators for selected technical professions. Development of the quality assurance procedures regarding the input and the output of apprenticeship system.
- ✓ Writing of the manuals and handbooks for the implementation of the apprenticeship system.

*Responsible Institution:* Institute of Educational Policy, KANEP/GSEE.

**May 2008- December 2012:** *Project Management and Monitoring of the Programme “Training on Educational Management in Greece”.*

*Tasks:*

- ✓ Design of the Professional Qualifications framework for the Manager of Educational Organisations.
- ✓ Development of the enterprise training programme and the training materials handbooks.
- ✓ Development of the performance assessment tools for the certification of Managers. Recruitment, Coordination and Management of Trainers.
- ✓ Evaluation of the programme.

*Responsible Institution:* Interbalkan Institute of Public Management, Thessalonica.

**May 2012-June 2014:** *Career Counseling and Mentoring in Anti-poverty Programme.* Stavros Niarchos Foundation

*Tasks:*

- ✓ Training and coordination of career counselors.
- ✓ Career counseling sessions with middle skill workers.
- ✓ Design of counseling tools and handbooks.
- ✓ Preparation of Seminars in Basic Skills.
- ✓ Organization of Career Days.
- ✓ Evaluation of the outputs of Counseling.
- ✓ Lead the Internal evaluation of the programme with leader partner Deloitte.

*Responsible Institution:* PRAKSIS Non-Governmental Organization (NGO).

**2004-2009:** *Managerial and Technical Support, Project Management in the European Funded Programme “Gender Equality during the Transition from General and Vocational education to Higher Education and employment: actions of career counseling”.*

*Tasks:*

- ✓ Development of the National Implementation Guide for School and Career Counseling in Public Career Counseling Centers
- ✓ Recruitment, Monitoring and Performance Assessment of 800 Career Counselors.
- ✓ Development of the training curriculum and training material.
- ✓ Organisation of in-service workshops for monitoring performance.

Contact details:

Fokianou 8, 116 35 Athens, Greece  
[sytyziouki@yahoo.gr](mailto:sytziouki@yahoo.gr) | +306974975052



- ✓ Development of career guidance tools and handbooks for the implementation of educational and career counseling.
- ✓ Development and Monitoring the intervention plan for .

*Responsible Institution:* Research Committee and Department of Psychology at Aristotle University of Thessalonica.

#### **D. Research and Development**

**September 2012- September 2013:** Research of Excellence in the field: *Developing and Assessing Global Workers Intercultural Competencies: trainers and consultants.*

*Tasks:*

- ✓ Research and Instrument development for the assessment of Intercultural Competencies.
- ✓ Development of a programme handbook for training.
- ✓ Development of a handbook for competence-performance assessment.

*Funding:* Research Committee of Aristotle University.

**May 2012-December 2012:** *Research Associate* at the Programme 'Education of Migrant and Repatriate Students in Greece'.

*Tasks:*

- ✓ Research and Production of the report: "Migrant Students drop out from the Greek Educational System: causes and consequences".
- ✓ Recommendation Report on bilingual and bicultural education in the context of Intercultural Education.

*Responsible Institution:* Research Committee University of Thessaly and Department of Primary Education.

**July 2007- July 2008:** *Research Associate and Consulting at the European Funded Programme 'Evaluation of Women's Integration into the labor market in the IT field.*

*Tasks:*

- ✓ Qualitative Research in Womens' IT Skills.
- ✓ Assessment of training programmes in the dimension of transferable skills and IT Skills.
- ✓ Production of an analysis report on training needs and provision of training programmes enforcing women participation in the labor market.
- ✓ Development of a guide for gender inclusive educational and career practices and actions.

*Responsible Institution:* Research Committee and Department of Philosophy, Education and Psychology at Aristotle University of Thessalonica.

**January 1997-March 1997:** *Research and production of the report "A critical Approach to the Development of Intercultural Training in Greece".*

*Tasks:*

- ✓ Research and production of the report on Training Curriculum Requirements.
- ✓ Handbook on Trainer skills and methodology of teaching.

Contact details:

Fokianou 8, 116 35 Athens, Greece

[sitziouki@yahoo.gr](mailto:sitziouki@yahoo.gr) | +306974975052

*Responsible Institution:* Department of Pre-school Education at National and Kapodistrian University of Athens.

**November 2001-June 2003:** *Evaluation of the Undergraduate Programme and curriculum revision at the European Funded Programme "Trends and Practices in lifelong Education".*

*Tasks:*

- ✓ Conduction and analysis of the interviews of trainees in lifelong learning needs.
- ✓ Production of the Assessment report.
- ✓ Design of a guide in training curriculum for Lifelong Learning competencies.

*Responsible Institution:* Research Committee and Department of Philosophy and Education at Aristotle University of Thessalonica.

#### **E. Affiliate Lecturer**

**Available upon request**

#### **F. Memberships**

EGG, Enter, Go, Grow, Start up Safari, Moderator  
CEDEFOP network on Initial Vocational Education and Workplace Learning.  
CEDEFOP network on Skills Forecasts.

Secretary of the Greek Branch of Interbalkan Society for Pedagogy and Education  
Member of the Greek Society of Pedagogy and Education

Member of EUR-ALPHA Group on Supporting Adult Literacy in Europe.  
Basic Literacy Skills for Adults in Europe (Steering Committee, Paris and Lisbon).

#### **G. Publications and Conference Announcements**

**Available upon request.**

#### **H. Languages**

English (Proficiency of Michigan, Understanding C2, Speaking C2 and Writing C2)  
German (Mittelstufe, Understanding C2, Speaking C2 and Writing C2)  
French (Certificat de Langue Francaise, Understanding C2, Speaking C1 and Writing C1).  
Mother Tongue: Greek

#### **I. Skills and Competencies**

Social Skills	Organizational Skills	Research Skills	Computer and Competencies
<ul style="list-style-type: none"> <li>✓ Effective communication, planning and follow up</li> <li>✓ One to one counseling, helping and enabling others with their challenges</li> <li>✓ Managing relationships, inter-department and peers,</li> <li>✓ Motivation of peers</li> <li>✓ Team player</li> <li>✓ Intercultural competencies</li> <li>✓ Willing to learn new skills and competencies</li> <li>✓ Co-ordination of groups and group work</li> <li>✓ Negotiation skills</li> <li>✓ Problem solving skills</li> </ul>	<ul style="list-style-type: none"> <li>✓ Training and developing others, coaching and mentoring</li> <li>✓ Recruitment, interviewing and effective induction of new people</li> <li>✓ Quality awareness and managing according to quality standards and procedures</li> <li>✓ Planning, prioritizing and organizing tasks and activities</li> <li>✓ Time Management of self and team members</li> <li>✓ Brainstorming skills</li> <li>✓ Co-ordination skills and multitasking</li> <li>✓ Highly motivated for the quality of the work</li> <li>✓ Persistence in the achievement of the goals and the results</li> <li>✓ Effectiveness in the management of time and resources</li> <li>✓ Skills in planning and conducting seminars</li> </ul>	<ul style="list-style-type: none"> <li>✓ Skills on data analysis and data mining</li> <li>✓ Use of qualitative and quantitative techniques and methodologies</li> <li>✓ Usage of statistical packages: SPSS, STATA</li> </ul>	<ul style="list-style-type: none"> <li>✓ High level of competency on MS office.</li> </ul>

Assistant Professor  
**PANAYIOTIS GKOREZIS**



# ΒΙΟΓΡΑΦΙΚΟ ΣΗΜΕΙΩΜΑ

## ΠΑΝΑΓΙΩΤΗ ΓΚΟΡΕΖΗ

### 1. ΠΡΟΣΩΠΙΚΑ ΣΤΟΙΧΕΙΑ

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Ημ. Γέννησης	31-10-1981
Διεύθυνση κατοικίας	Χείλωνος 3, 54645, Θεσσαλονίκη
Τηλέφωνο	2310820422
Κιν.τηλ.	6974993837
E-mail	

### 2. ΕΚΠΑΙΔΕΥΣΗ

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1999-2003	Πτυχίο Οικονομικών Επιστημών, Σχολή Ν.Ο.Π.Ε., Α.Π.Θ.
2003-2004	Μεταπτυχιακό δίπλωμα, Διοίκηση Ανθρώπινων Πόρων και Διοίκηση Γνώσης (Human Resource and Knowledge Management), Lancaster University, UK.
2005-2010	Διδακτορική Διατριβή, Τμήμα Οικονομικών Επιστημών, Σχολή Ν.Ο.Π.Ε., Α.Π.Θ, Τίτλος διατριβής: <i>«Η Επίδραση των Ανταμοιβών στην Ψυχολογική Ενδυνάμωση των Εργαζομένων στον τομέα των Υπηρεσιών: μια Συγκριτική Προσέγγιση στο Δημόσιο και Ιδιωτικό Τομέα»</i>
2012-2013	Μεταδιδακτορικός Υπότροφος, Τμήμα Οικονομικών Επιστημών, Σχολή Ν.Ο.Π.Ε., Α.Π.Θ., Θέμα έρευνας: <i>«Ο καθοριστικός ρόλος της ενδυναμωτικής ηγεσίας στην ενίσχυση της δημιουργικότητας και της καινοτομίας των εργαζομένων στο σύγχρονο εργασιακό περιβάλλον»</i>
2013-2014	Μεταδιδακτορικός Υπότροφος, Τμήμα Οικονομικών Επιστημών, Σχολή Ν.Ο.Π.Ε., Α.Π.Θ., Θέμα έρευνας: <i>«Η επίδραση της ηγεσίας στην υποκίνηση της πράσινης εργασιακής συμπεριφοράς».</i>

### 3. ΕΡΓΑΣΙΑΚΗ ΕΜΠΕΙΡΙΑ

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#### Διδακτική Εμπειρία

2018-2019

Επίκουρος Καθηγητής, Τμήμα Οικονομικών Επιστημών,  
Αριστοτέλειο Πανεπιστήμιο Θεσσαλονίκης

Μέλος Σ.Ε.Π., Ελληνικό Ανοικτό Πανεπιστήμιο, στο  
προπτυχιακό πρόγραμμα «Διοίκηση Μονάδων Υγείας», στη  
θεματική ενότητα «Βασικές Αρχές Διοίκησης Υπηρεσιών Υγείας»

Πρόγραμμα Μεταπτυχιακών Σπουδών «Διοίκηση Επιχειρήσεων  
(MBA)», Α.Π.Θ. στα μαθήματα «Διοίκησης Επιχειρήσεων»  
(χειμερινό εξάμηνο) και «Διοίκηση Ανθρώπινων Πόρων» (εαρινό  
εξάμηνο)

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Διοίκηση  
Επιχειρήσεων & Πληροφοριακά Συστήματα», Α.Π.Θ. στα  
μαθήματα «Διοίκησης Επιχειρήσεων» και «Πληροφοριακά  
Συστήματα στη Διοίκηση Ανθρώπινων Πόρων» (χειμερινό  
εξάμηνο)

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Γλώσσες,  
Επικοινωνία και Διοίκηση Υπηρεσιών Εκπαίδευσης στο  
σύγχρονο κοινωνικό, οικονομικό και τεχνολογικό περιβάλλον»,  
Α.Π.Θ. στο μάθημα «Σύγχρονο κοινωνικό-οικονομικό  
περιβάλλον» (εαρινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διεθνείς Επιχειρηματικές  
Δραστηριότητες», Πανεπιστήμιο Μακεδονίας, στο μάθημα  
«Διεθνής Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης  
Καθηγητής με τον Καθηγητή Φώτη Βούζα)

2017-2018

Μέλος Σ.Ε.Π., Ελληνικό Ανοικτό Πανεπιστήμιο, στο  
προπτυχιακό πρόγραμμα «Διοίκηση Μονάδων Υγείας», στη  
θεματική ενότητα «Βασικές Αρχές Διοίκησης Υπηρεσιών Υγείας»

Πρόγραμμα Μεταπτυχιακών Σπουδών «Διοίκηση Επιχειρήσεων  
(MBA)», Α.Π.Θ. στο μάθημα «Διοίκηση Ανθρώπινων Πόρων»  
(εαρινό εξάμηνο)

Διατμηματικό Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση  
Ολικής Ποιότητας και Καινοτόμες Εφαρμογές στην Εκπαίδευση»,  
Α.Π.Θ., στο μάθημα «Ηγεσία και Ειδικά Θέματα Οργανωσιακής

*Συμπεριφοράς» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)*

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Οργανωσιακή Θεωρία και Συμπεριφορά» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διεθνείς Επιχειρηματικές Δραστηριότητες», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Διεθνής Διοίκηση Ανθρώπινων Πόρων» (συνδιδασκαλία με τον Αναπληρωτή Καθηγητή Φώτη Βούζα)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Υπηρεσιών Υγείας», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Οργανωσιακή Συμπεριφορά και Ηγεσία» (επισκέπτης Καθηγητής) (εαρινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Μάνατζμεντ Τουριστικών Επιχειρήσεων και Οργανισμών», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Διοίκηση Ανθρώπινου Δυναμικού» (επισκέπτης Καθηγητής) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Ψυχική Υγεία», Τ.Ε.Ι. Λάρισας, στο μάθημα «Φροντίδα Ψυχικής Υγείας βασισμένη σε Ενδείξεις» (επισκέπτης Καθηγητής) (χειμερινό εξάμηνο)

2016-2017

Προπτυχιακό πρόγραμμα σπουδών Οικονομικών επιστημών, Α.Π.Θ., στο μάθημα «Διοίκηση Μικρομεσαίων Επιχειρήσεων - Επιχειρηματικότητα», στο πλαίσιο του προγράμματος «Απόκτηση Ακαδημαϊκής Διδακτικής Εμπειρίας σε Νέους Επιστήμονες Κατόχους Διδακτορικού»

Μέλος Σ.Ε.Π., Ελληνικό Ανοικτό Πανεπιστήμιο, στο προπτυχιακό πρόγραμμα «Διοίκηση Επιχειρήσεων», στη θεματική ενότητα «Εισαγωγή στη Διοικητική των Επιχειρήσεων και Οργανισμών»

Μέλος Σ.Ε.Π., Ανοικτό Πανεπιστήμιο Κύπρου, στο μεταπτυχιακό πρόγραμμα «Πολιτική Υγείας και Σχεδιασμός Υπηρεσιών Υγείας», στη θεματική ενότητα «Διοίκηση Ανθρώπινου Δυναμικού και Ηγεσία»

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA), Α.Π.Θ., στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (εαρινό εξάμηνο)

Διατμηματικό Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Ολικής Ποιότητας και Καινοτόμες Εφαρμογές στην Εκπαίδευση», Α.Π.Θ., στο μάθημα «Ηγεσία και Ειδικά Θέματα Οργανωσιακής Συμπεριφοράς» (χειμερινό εξάμηνο)

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Οργανωσιακή Θεωρία και Συμπεριφορά» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Μάνατζμεντ Τουριστικών Επιχειρήσεων και Οργανισμών», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης Καθηγητής) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Μάνατζμεντ Τουριστικών Επιχειρήσεων και Οργανισμών», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Μεθοδολογία Έρευνας» (επισκέπτης Καθηγητής) (εαρινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διεθνείς Επιχειρηματικές Δραστηριότητες», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Διεθνής Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης Καθηγητής)

Διατμηματικό Μεταπτυχιακό Πρόγραμμα Σπουδών «Νέα Επιχειρηματικότητα, Καινοτομία και Ανάπτυξη», Πανεπιστήμιο Θεσσαλίας, στο μάθημα «Οργανωσιακή Συμπεριφορά και Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης Καθηγητής) (εαρινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Ψυχική Υγεία», Τ.Ε.Ι. Λάρισας, στο μάθημα «Φροντίδα Ψυχικής Υγείας βασισμένη σε Ενδείξεις» (επισκέπτης Καθηγητής) (χειμερινό εξάμηνο)

2015-2016

Μέλος Σ.Ε.Π., Ελληνικό Ανοικτό Πανεπιστήμιο, στο προπτυχιακό πρόγραμμα «Διοίκηση Επιχειρήσεων», στη θεματική ενότητα «Εισαγωγή στη Διοικητική των Επιχειρήσεων και Οργανισμών»



Μέλος Σ.Ε.Π., Ανοικτό Πανεπιστήμιο Κύπρου, στο μεταπτυχιακό πρόγραμμα «Πολιτική Υγείας και Σχεδιασμός Υπηρεσιών Υγείας», στη θεματική ενότητα «Διοίκηση Ανθρώπινου Δυναμικού και Ηγεσία»

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Οργανωσιακή Θεωρία και Συμπεριφορά» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA), Α.Π.Θ. στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (εαρινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διεθνείς Επιχειρηματικές Δραστηριότητες», Πανεπιστήμιο Μακεδονίας, στο μάθημα «Διεθνής Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης Καθηγητής) (εαρινό εξάμηνο)

Διατμηματικό Μεταπτυχιακό Πρόγραμμα Σπουδών «Νέα Επιχειρηματικότητα, Καινοτομία και Ανάπτυξη», Πανεπιστήμιο Θεσσαλίας, στο μάθημα «Οργανωσιακή Συμπεριφορά και Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης Καθηγητής) (εαρινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Ψυχική Υγεία», Τ.Ε.Ι. Λάρισας, στο μάθημα «Φροντίδα Ψυχικής Υγείας βασισμένη σε Ενδείξεις» (επισκέπτης Καθηγητής) (χειμερινό εξάμηνο)

Mediterranean College of Thessaloniki, Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA) στο μάθημα «Διοίκηση, Ηγεσία και Ανάπτυξη Ανθρώπινου Δυναμικού στον Εργασιακό Χώρο» (χειμερινό εξάμηνο)

2014-2015

Μέλος Σ.Ε.Π., Ελληνικό Ανοικτό Πανεπιστήμιο, στο μεταπτυχιακό πρόγραμμα «Διοίκηση Μονάδων Υγείας», στη θεματική ενότητα «Βασικές Αρχές Διοίκησης Υπηρεσιών Υγείας»

Μέλος Σ.Ε.Π., Ανοικτό Πανεπιστήμιο Κύπρου, στο μεταπτυχιακό πρόγραμμα «Πολιτική Υγείας και Σχεδιασμός Υπηρεσιών Υγείας», στη θεματική ενότητα «Διοίκηση Ανθρώπινου Δυναμικού και Ηγεσία»

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Διατμηματικό Μεταπτυχιακό Πρόγραμμα Σπουδών «Νέα Επιχειρηματικότητα, Καινοτομία και Ανάπτυξη», Πανεπιστήμιο Θεσσαλίας, στο μάθημα «Οργανωσιακή Συμπεριφορά και Διοίκηση Ανθρώπινων Πόρων» (επισκέπτης Καθηγητής) (εαρινό εξάμηνο)

Πρόγραμμα επιμόρφωσης για Στελέχη Ενόπλων Δυνάμεων με επιστημονικό υπεύθυνο τον Καθηγητή Γεώργιο Παπαχρήστου

Mediterranean College of Thessaloniki, Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA) στο μάθημα «Διοίκηση, Ηγεσία και Ανάπτυξη Ανθρώπινου Δυναμικού στον Εργασιακό Χώρο» (χειμερινό εξάμηνο)

2013-2014

Μέλος Σ.Ε.Π., Ελληνικό Ανοικτό Πανεπιστήμιο, στο προπτυχιακό πρόγραμμα «Διοίκηση Επιχειρήσεων», στη θεματική ενότητα «Εισαγωγή στη Διοικητική των Επιχειρήσεων και Οργανισμών»

Μέλος Σ.Ε.Π., Ανοικτό Πανεπιστήμιο Κύπρου, στο μεταπτυχιακό πρόγραμμα «Πολιτική Υγείας και Σχεδιασμός Υπηρεσιών Υγείας», στη θεματική ενότητα «Διοίκηση Ανθρώπινου Δυναμικού και Ηγεσία»

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA), Α.Π.Θ. στο μάθημα «Ειδικά Θέματα Διοίκησης Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (εαρινό εξάμηνο)

Mediterranean College of Thessaloniki, Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA) στο μάθημα «Διοίκηση, Ηγεσία και Ανάπτυξη Ανθρώπινου Δυναμικού στον Εργασιακό Χώρο», Προπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» στο μάθημα «Κατανοώντας τους Ανθρώπους στους Οργανισμούς», & Executive Diploma στο

μάθημα «Ηγεσία και Συμπεριφορά Οργανώσεων» (χειμερινό εξάμηνο)

2012-2013

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA), Α.Π.Θ. στο μάθημα «Ειδικά Θέματα Διοίκησης Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (εαρινό εξάμηνο)

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Mediterranean College of Thessaloniki, Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA) στο μάθημα «Σύγχρονες Προκλήσεις στην Ηγεσία και τη Διοίκηση» & Executive Diploma στο μάθημα «Κατανοώντας τους Ανθρώπους στους Οργανισμούς», & Executive Diploma στο μάθημα «Ηγεσία και Συμπεριφορά Οργανώσεων» (χειμερινό εξάμηνο)

2011-2012

Διατμηματικό Πρόγραμμα Μεταπτυχιακών Σπουδών «Πληροφορική και Διοίκηση», Α.Π.Θ. στο μάθημα «Διοίκηση Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (χειμερινό εξάμηνο)

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA), Α.Π.Θ. στο μάθημα «Ειδικά Θέματα Διοίκησης Ανθρώπινων Πόρων» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου) (εαρινό εξάμηνο)

Mediterranean College of Thessaloniki, Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA) στο μάθημα «Στρατηγικός Ανταγωνισμός και Βιωσιμότητα», Προπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» στο μάθημα «Ανταμοιβές και Απόδοση» & Executive Diploma στο μάθημα «Ηγεσία και Συμπεριφορά Οργανώσεων» (χειμερινό εξάμηνο)

2010-2011

Μεταπτυχιακό Πρόγραμμα Σπουδών «Διοίκηση Επιχειρήσεων» (MBA), Α.Π.Θ. στο μάθημα «Λογιστική Ανθρώπινου Δυναμικού» (συνδιδασκαλία με την Καθηγήτρια Ευγενία Πετρίδου)

### ***Ερευνητική Εμπειρία***

2016-2017	Ευρωπαϊκό πρόγραμμα Collective Innovation for Public Transport in European Cities (CIPTEC), Μέλος ερευνητικής ομάδας, Υπεύθυνος Καθηγητής: Αριστοτέλης Νανιόπουλος
2014- 2015	Ενίσχυση Ερευνητικής Δραστηριότητας στο Α.Π.Θ. με θέμα: <i>Η επίδραση της διάρρηξης του ψυχολογικού συμβολαίου στη συμπεριφορά των ακαδημαϊκών: οι ρόλοι της επαγγελματικής εξουθένωσης και της σημασίας των εργασιακών καθηκόντων</i> », Μέλος ερευνητικής ομάδας, Υπεύθυνη Καθηγήτρια: Ευγενία Πετρίδου
2014- 2015	Ερευνητική μελέτη μοντέλου πρόβλεψης της ζήτησης και της προσφοράς του ανθρώπινου δυναμικού στο ΕΣΥ, Μέλος ερευνητικής ομάδας, Υπεύθυνος Καθηγητής: Νικόλαος Πολύζος
2013- 2014	Μονάδα Καινοτομίας και Επιχειρηματικότητας Α.Π.Θ., Μέλος ερευνητικής ομάδας, Επιστημονικά Υπεύθυνη Καθηγήτρια: Ευγενία Πετρίδου
2012-2013	Μονάδα Καινοτομίας και Επιχειρηματικότητας Α.Π.Θ., Μέλος ερευνητικής ομάδας, Επιστημονικά Υπεύθυνη Καθηγήτρια: Ευγενία Πετρίδου
2011- 2012	Μονάδα Καινοτομίας και Επιχειρηματικότητας Α.Π.Θ., Μέλος ερευνητικής ομάδας, Επιστημονικά Υπεύθυνη καθηγήτρια: Ευγενία Πετρίδου
2007-2008	Επιχειρηματικότητα και Καινοτομία σε 14 τμήματα του Α.Π.Θ., Επιστημονικά Υπεύθυνος Καθηγητής Γεώργιος Ζώτος
2007-2008	Εκσυγχρονισμός του συστήματος βιβλιοθηκών του Α.Π.Θ., Επιστημονικά Υπεύθυνος Καθηγητής Κωνσταντίνος Μανωλίκας
2006-2007	Πρόγραμμα Πυθαγόρας, με θέμα: <i>Οργανωτική Συμπεριφορά και ο ρόλος των Φύλων</i> , Επιστημονικά Υπεύθυνος Καθηγητής Γεώργιος Ζώτος



#### 4. ΣΥΓΓΡΑΦΙΚΟ ΕΡΓΟ

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##### 4. 1α. Δημοσιεύσεις σε διεθνή επιστημονικά περιοδικά αξιολογημένες με σύστημα κριτών (AJG/Impact Factor/SCImago/CiteScore)

1. Skrinou, M. and Gkorezis, P. (in press), Antecedents of psychological empowerment: a study of Greek employees in municipalities, *International Journal of Public Administration*.
2. Gkorezis, P., Erdogan, B., Xanthopoulou, D. & Bellou, V. (2019), Implications of perceived overqualification for employee's close social ties: The moderating role of external organizational prestige. *Journal of Vocational Behavior*. 115 (4/3.387/2.164/4.80)
3. Tsafarakis, S., Gkorezis, P., Nalmpantis, D., Genitsaris, E., Andronikidis, A., Altsitsiadis, E. (2019), Investigating the preferences of individuals on public transport innovations using the maximum difference scaling method, *European Transport Research Review*, 11(3), (-/1.727/0.595/)
4. Hatzithomas, L., Gkorezis, P., Zotou, A., and Tsourvakas, G. (2018), The impact of atmospherics on WOM about short-life-cycle products: The case of motion pictures, *Journal of Product and Brand Management*, 27(5), 471-483. (1/2.018/-/2.59)
5. Gkorezis, P., Georgiou, L. and Theodorou, M. (2018), High performance work practices and nurses' intention to leave: the mediating role of organizational cynicism and the moderating role of human resource management-related educational background. *International Journal of Human Resource Management*, 29(3), 465-484. (3/3.150/0.96/-)
6. Siachou, E. and Gkorezis, P. (2018), Empowering leadership and organizational ambidexterity: a moderated mediation model, *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 6(1), 94-116. (1/-/0.34/1.23)
7. Gkorezis, P. and Vatou A. (2018), Perceived overqualification and organizational cynicism: the role of work-related boredom and empowering leadership. *International Journal of Employment Studies*, 26(1), 93-112. (1/-/-/-)
8. Vatou A. and Gkorezis, P. (2018), Linking calling and work passion in the educational context: work meaningfulness as a mediator. *Journal of Psychological and Educational Research*, 26(1), 23-39. (1/-/0.13/-)
9. Gkorezis, P., Kostagiolas, P., and Niakas, D. (2017), Linking exploration to academic performance within an Open University context: the role of information seeking and academic self-efficacy, *Library Management*, 38(8/9), 404-414. (-/-/0.46/0.98)
10. Gkorezis, P., and Kastritsi, A. (2017), Employee expectations and intrinsic motivation: work-related boredom as a mediator. *Employee Relations*, 39(1), 100-111. (2/1.496/0.46/0.51)
11. Gkorezis, P. and Petridou, E. (2017), Corporate social responsibility and pro-environmental behavior: organizational identification as a mediator, *European Journal of International Management*, 11(1), 1-18. (1/1.349/0.56/0.51)

12. Gkorezis, P., Bellou, V., Xanthopoulou, D., Bakker, A. and Tsiftsis, A. (2016), Linking football team performance to fans' work engagement and performance: test of a spillover model. *Journal of Occupational and Organizational Psychology*, 89(4), 791-812. (4/2.323/1.85/-)
13. Kostagiolas, P., Gkorezis, P., Martzoukou, K. and Niakas, D. (2016), Linking physicians' online information seeking preferences to job satisfaction: A moderated mediation model, *Journal of Documentation*, 72(6), 1134-1153. (-/1.573/0.79/1.69)
14. Gkorezis, P., Panagiotou, M. and Theodorou, M. (2016), Workplace ostracism and employee silence in nursing: the mediating role of organizational identification. *Journal of Advanced Nursing*, 72(10), 2381-2388. (-/2.376/1.01/-)
15. Bellou, V. and Gkorezis, P. (2016), Unveiling the link between facets of nonverbal communication and leader effectiveness: A moderated mediation model, *Human Performance*, 29(4), 310-330. (3/1.098/0.88/-)
16. Gkorezis, P., Bellou, V. and Petridou E. (2016), Greek academics' intention to migrate during financial crisis: A moderated mediation model, *International Journal of Employment Studies*, 24(2), 56-72. (1/-/-/-)
17. Gkorezis, P. and Bellou, V. (2016), The relationship between leader self-deprecating humor and perceived effectiveness: Trust in leader as a mediator, *Leadership and Organization Development Journal*, 37(7), 882-898. (1/1.462/0.52/1.82)
18. Gkorezis, P. and Bellou, V. (2016), The relationship between workplace ostracism and information exchange: The mediating role of self-serving behaviour. *Management Decision*, 54(3), 700-713. (2/1.963/0.73/2.74)
19. Gkorezis, P. (2016), Principal empowering leadership and teacher innovative behavior: a moderated mediation model, *International Journal of Educational Management*, 30(6), 1030-1044. (1/-/0.41/1.52)
20. Gkorezis, P., Lioliou, A. and Petridou, E. (2016), The impact of supervisor humor on newcomer adjustment: the mediating role of relational identification, *Leadership and Organization Development Journal*, 37(4), 540-554. (1/1.462/0.52/1.82)
21. Gkorezis, P. (2015), Supervisor support and pro-environmental behaviour: the mediating role of LMX, *Management Decision*, 53(5), 1005-1022. (2/1.963/0.73/2.74)
22. Gkorezis, P. Petridou, and Krouklidou, T. (2015), The detrimental effect of Machiavellian leadership on employees' emotional exhaustion: organizational cynicism as a mediator, *Europe's Journal of Psychology*. 11(4), 619-631. (-/-/0.44/-)
23. Polyzos, N., Karakolias, S., Mavridoglou, G., Gkorezis, P. and Zilidis, C. (2015) Current and future insight into human resources for health in Greece. *Open Journal of Social Sciences*, 3(5), 5-14. (-/-/-/-)
24. Gkorezis, P., Bellou, V. and Skemperis, N. (2015), Nonverbal communication and relational identification with the leader: evidence from two countries, *Management Decision*, 53(5), 1045-1060. (2/1.963/0.73/2.74)

25. Gkorezis, P., Petridou, E. and Xanthiakos, P. (2014), Leader positive humor and organizational cynicism: lmx as a mediator, *Leadership and Organization Development Journal*, 35 (4), 305-315. (1/1.462/0.52/1.82)
26. Siachou, E. and Gkorezis, P. (2014), Do empowered employees absorb knowledge? An empirical investigation of the effects of psychological empowerment dimensions on absorptive capacity, *Management Research Review*, 37(2), 130-151. (1/-/0.46/1.90)
27. Gkorezis, P., Kalampouka, P. and Petridou, E. (2013), The mediating role of belongingness in the relationship between workplace incivility and thriving, *International Journal of Employment Studies*, 21(2), 63-78. (1/-/-/-)
28. Gkorezis, P. and Petridou, E. (2012), The effect of extrinsic rewards on public and private sector employees' psychological empowerment: a comparative approach, *International Journal of Human Resource Management*, 23(17), 3596-3612. (3/3.150/0.96/-)
29. Gkorezis, P., Mylonas, N. and Petridou, E. (2012), The effect of perceived external prestige on Greek public employees' organizational identification: gender as a moderator, *Gender in Management: An International Journal*, 27(1), 51-62. (1/1.206/0.40/1.58)
30. Gkorezis, P., Hatzithomas, L. and Petridou, E. (2011), The impact of leader's humour on employees' psychological empowerment: the moderating role of tenure, *Journal of Managerial Issues*, 23 (1), 83-95. (-/-/-/-)
31. Gkorezis, P. and Petridou, E. (2011), The impact of rewards on empowering public nurses, *Health Services Management Research*. 24 (2), 55-59. (1/-/0.25/-)
32. Gkorezis, P. and Petridou, E. (2008), Employees' psychological empowerment via intrinsic and extrinsic rewards, *Academy of Health Care Management Journal*, 4(1), 17-38. (-/-/-/-)

**4.1β. Δημοσιεύσεις υπό κρίση σε διεθνή επιστημονικά περιοδικά αξιολογημένες με σύστημα κριτών (λίστα ABS/Impact Factor)**

1. Gkorezis, P. (second round), Supervisor positive humor and employee job performance: a moderated mediation model of work enjoyment and suspicion of the supervisor. *Humor: International Journal of Humor Research*. (-/0.558/0.37/1.00)
2. Gkorezis, P., Georgiou N., & Nikolaou I. (under review), Gamified or situational judgement test? A moderated mediation model of recommendation intentions, *European Journal of Work and Organizational Psychology*. (3/2.638/1.71/-)

**4.2. Κεφάλαια σε βιβλία**

1. Gkorezis, P. and Theodorou, M. (2016), High-performance work practices in healthcare sector, in *Effective methods for modern healthcare service quality and evaluation*, pp. 16-44, IGI Global.
2. Bellou V., Xanthopoulou D., and Gkorezis, P. (in press), Organizational change and employee functioning: Investigating resources as boundary conditions, in *The impact of organizational change: Coping resources and strategies*. Routledge.

#### **4.2a. Επιμέλεια σε βιβλία**

1. Longenecker, J. Petty J., William, P., & Leslie, H. (2018), *Διοίκηση μικρομεσαίων επιχειρήσεων: έναρξη και ανάπτυξη επιχειρηματικών δραστηριοτήτων*, Εκδόσεις Broken Hill Publishers Ltd (μαζί με Βικτώρια Μπέλλου και Φώτη Βούζα)

#### **4.3. Δημοσιεύσεις σε πρακτικά συνεδρίων αξιολογημένες με σύστημα κριτών**

1. Gkorezis, P., Georgiou, K., Nikolaou, I. & Perperidou, S. (2019), Game-Based assessment vs situational judgment test: applicant outcomes through a moderated mediation model, *European Association of Work and Organizational Psychology*, May-June, Turin, Italy.
2. Gkorezis, P., Erdogan, B., Xanthopoulou, D. & Bellou, V. (2018), Implications of perceived overqualification for employee's close social ties, *Academy of Management Annual Meeting*, August, Chicago, USA.
3. Tsafarakis, S., Gkorezis, P., Genitsaris, E., Nalmpantis, D., Andronikidis, A., Altsitsiadis, E. (2018), Investigating the preferences of individuals on Public Transport innovations using the Maximum Difference Scaling method, *Transport Research Arena Conference*, April, Vienna, Austria
4. Gkorezis, P., Bellou, V. and Petridou, E. (2015), The impact of work overload on academics' intention to leave Greece: A moderated mediation model, *Presented at the 31st European Group for Organization Studies Conference*, July, Athens, Greece.
5. Siachou, E. and Gkorezis, P. (2015). The relationship between role ambiguity and organizational agility: The moderating role of organizational tenure, *Strategic Management Society*, St. Gallen, Switzerland.
6. Siachou, E., Gkorezis, P. and Israilidis, J. (2014), Empowering leadership and organizational ambidexterity: The mediating roles of knowledge sharing and employees' ignorance, *Presented at the 14th European Academy of Management Conference*, June, Valencia, Spain.
7. Gkorezis, P., Christodoulou, A. and Petridou, E. (2012), The association between relational identification and employee outcomes, *Presented at the 12th European Academy of Management Conference*, June, Rotterdam, Holland.



8. Siachou, E. and Gkorezis, P., (2012), The relationship between psychological empowerment dimensions and absorptive capacity, *Presented at the 12th European Academy of Management Conference*, June, Rotterdam, Holland.
9. Dimitriades, Z. and Gkorezis, P. (2012), The relationship between work-family balance and continuance commitment: organizational engagement as a mediator, *Presented at the 5th Annual Euromed Conference*, Glion-Montreux.
10. Gkorezis, P. and Petridou, E. (2011), Organizational extrinsic rewards versus social extrinsic rewards: A comparative approach on their impact on employees' psychological empowerment, *Presented at the 11th European Academy of Management Conference*, June, Tallinn, Estonia.
11. Gkorezis, P., Mylonas, N. and Besleme, A. (2011), The impact of organizational identification on psychological empowerment dimensions, *Presented at the International Academy of Management and Business*, June, Istanbul, Turkey.
12. Gkorezis, P., Mylonas, N. and Besleme, A. (2011), The intervening role of organizational identification on the relationship between perceived external prestige and psychological empowerment: The case of Greek Citizens Service Centers, *Presented at the 16th International Conference on Corporate Marketing Communications*, April, Athens, Greece.
13. Gkorezis, P., Hatzithomas, L. and Petridou, E. (2009), Humour as a moderator of the relationship between Leader – Member Exchange and employees' psychological empowerment, *Presented at the International Academy of Management and Business*, October, Istanbul.
14. Gkorezis, P. and Petridou, E. (2009), Creating an empowered workforce: The effect of intrinsic rewards on the psychological empowerment of employees, *Presented at the 59th British, Universities Industrial Relations Association Conference*, July, Cardiff.
15. Gkorezis, P. and Petridou, E. (2009), The impact of extrinsic rewards on nurses' psychological empowerment: the case of Health Care in Greece, *Presented at the 4th L.S.E PH.D. Symposium on Contemporary Greece and Cyprus*, June, London.

#### **4.3a. Παρουσιάσεις σε συνέδρια**

1. Siachou, E. and Gkorezis, P. (2019), Leader humility and employee voice: a moderated mediation model. *12th Annual Conference of the EuroMed Academy of Business (EMAB)*, Thessaloniki, Greece.
2. Xanthopoulou, D., Gkorezis, P., Bellou, V., and Petridou, E. (2016), Organizational justice matters for employee functioning in changing environments: A study of Greek organizations in times of financial recession, *12th European Academy of Occupational Health Psychology Conference*, Athens.
3. Petridou E., Bellou, V. and Gkorezis, P. (2015), Antecedents of academic migration, *Presented at the Narratives of the crisis: myths and realities of the contemporary society*, Thessaloniki.

#### 4.4. Λοιπό συγγραφικό έργο

1. Γκορέζης, Π. (2015), Θεωρίες υποκίνησης, Παράλληλο κείμενο, Ελληνικό Ανοικτό Πανεπιστήμιο.

#### 5. ΛΟΙΠΕΣ ΑΚΑΔΗΜΑΪΚΕΣ ΔΡΑΣΤΗΡΙΟΤΗΤΕΣ

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1. Κριτής επιστημονικών άρθρων (Reviewer) στα περιοδικά: *European Journal of Work and Organizational Psychology* (3/2.208), *International Journal of Human Resource Management* (3/1.262), *Journal of Personnel Psychology* (2/0.925), *Leadership and Organization Development Journal* (1/0.462), *Management Research Review* (1/-), *Journal of Advanced Nursing* (~1.917), *Baltic Journal of Management* (1/0.457).
2. Μέλος εκδοτικής επιτροπής (Senior Editor) στο περιοδικό *Europe's Journal of Psychology*.

Dr EVANGELIA SIACHOU

# Curriculum Vitae

## Dr. Evangelia Siachou

### Contact Details



42, Evias Street,  
GR-113 62 Athens

## Employment History

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	<i>Year of Employment</i>
Human Resources Management Executive Core D.G. Transport Team Organizing Committee for The Olympic Games ATHENS 2004, Athens, Greece D.G. Transport, Strategic Planning Department	2003-2006
Human Resources Management Trainee In Service Internship Programme within the EC D.G. Development Centre for the Development of Enterprise, Brussels, Belgium	10/2002-03/2003

## Education

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	<i>Year of Award</i>
Ph. D. in Management Athens University of Economics and Business (AUEB), Athens, Greece. Department of Business Administration	2011
Master of Science (MSc) in Industrial Relations and Personnel Management London School of Economics and Political Science (LSE), London, UK. Department of Industrial Relations	2002
Bachelors of Science (BSc Hons) in International Relations and European Studies Panteion University of Social and Political Science, Athens, Greece Department of International and European Studies	2000



## Qualifications

	<i>Year of Completion</i>
<b>Liverpool Online Management Faculty Dissertation Advisor Training Program</b> University of Liverpool Partnership Laureate Online Education International	<b>2019</b>
<b>Liverpool Online Management Faculty Training Program</b> University of Liverpool Partnership Laureate Online Education International	<b>2017</b>
<b>Postgraduate Certificate in Learning and Teaching in Higher Education</b> University of Hertfordshire, Hertfordshire, UK Department of Learning and Education	<b>2010</b>
<b>Fellow of The Higher Education Academy</b> Recognition Reference: 35163	<b>Oct. 22, 2009</b>
<b>Associate of The Higher Education Academy</b> Recognition Reference: 35163	<b>Aug. 14, 2008</b>
<b>Postgraduate Diploma in Business Administration</b> Athens University of Economics and Business	<b>2004</b>

## Languages

- 🇬🇷 Greek (Native Speaker)
- 🇮🇹 Italian (Cell 2 – Basic Knowledge)

## Honours and Prizes

	<i>Year of Accomplishment</i>
<b>Emerald Literati Award for Outstanding Paper</b> For the academic journal, Siachou, E. and Gkorezis, P. 2018. Empowering Leadership and Organizational Ambidexterity: A moderated mediation model. <i>Evidence-Based HRM: A Global Forum for Empirical Scholarship</i> , 6(1), pp. 94-116.	<b>2019</b>
<b>Faculty Excellence Award, University of Liverpool Online Programs.</b>	<b>2019</b>
<b>Erasmus+ Program, Key Action 1, Mobility for Learners and Staff, Higher Education Students and Staff Mobility.</b>	<b>2017</b>

### **Emerald Literati Network Awards for Excellence**

For the academic journal: Israilidis, J., Siachou, E., Cooke, L. and Lock, R., 2015. Individual variables with an impact on knowledge sharing: the critical role of employees' ignorance. *Journal of Knowledge Management*, 19(6), pp.1109-1123.

2016

## **List of Publications**

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### **A.1 Existing Publications**

Siachou, E. and Gkorezis, P. (2018). Empowering leadership and organizational ambidexterity: a moderated mediation model. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 6(1), pp. 94-116. [ABS 1\*]

*\*Outstanding Paper - Emerald Literati Network Awards for Excellence 2019*

Vlachos, I. and Siachou, E. (2018). An empirical investigation of workplace factors affecting lean performance. *International Journal of Productivity and Performance Management*, 67(2), pp. 278-296. [ABS1\*]

Siachou, E. and Flouris, T. (2015). Managing the risky matter of business model innovation in the context of the airline industry. *International Journal of Aviation Management*, 2(3-4), pp. 183-194.

Israilidis, J., Siachou, E., Cooke, L. and Lock, R. (2015). Individual variables with an impact on knowledge sharing: the critical role of employees' ignorance. *Journal of Knowledge Management*, 19(6), pp.1109-1123. [ABS 2\*]

*\*Highly Commended Paper - Emerald Literati Network Awards for Excellence 2016*

Siachou, E. and Gkorezis, P. (2014). Do empowered employees absorb knowledge? An empirical investigation of the effects of psychological empowerment dimensions on absorptive capacity. *Management Research Review*, 37(2), pp.130-151. [ABS 1\*]

Gunsel, A., Siachou, E. and Acar, A.Z. (2011). Knowledge management and learning capability to enhance organizational innovativeness. *Procedia-Social and Behavioral Sciences*, 24, pp.880-888.

Siachou, E. and Ioannidis, A. (2009). Questioning the positive effect of external knowledge transfer Incurred by industry attractiveness: The case of Mobile Virtual Network Operators (MVNOs). *The Electronic Journal of Knowledge Management*, 7(2), pp. 267-276.

*\*Best Paper Award -5<sup>th</sup> International Conference on Intellectual Capital and Knowledge Management (ICICKM) (9-10 October, NYC, USA).*

## A.2 Work in Press

Vlachos, I. and Siachou, E. (2019). "A perspective on knowledge sharing and lean management: an empirical investigation". *Knowledge Management Research & Practice*. [ABS 1\*]- *In press*

Manuscript ID: TKMR-2018-OA-0370 (Accepted: 29 Jan 2019)

## A.3 Work in Progress

Israilidis, J., Siachou, E. and Kelly, S. (2019). "Why organizations fail to share knowledge: An empirical investigation and opportunities for improvement: *Information Technology & People*. [ABS 3\*] – *Revised & Resubmitted Status*

Manuscript ID: ITP-02-2019-0058

Siachou, E., Gkorezis, P. and Adeosun, F. (2019). "The relationship between empowering leadership and volunteers' service capability: Intention to share knowledge as mediator". *Evidence-Based HRM: A Global Forum for Empirical Scholarship*. [ABS 1\*] – *Under Review*

Manuscript ID: EBHRM-07-2019-0058

## A.4 Work in Preparation

Siachou, E., Gkorezis P. and Barouta, M. (2019). "Humility in leadership and employee voice: The mediating role of employee intention to share knowledge and the moderating role of organizational tenure".

Potential Outlet: *The International Journal of Human Resource Management* [ABS 3\*]

## B. Book Chapter (blind review process)

Siachou, E. and Ioannidis, A. (2008). The centrality of team leaders in knowledge-sharing activities: Their dual role as knowledge processors. In E. Bolisani (Eds) *Building the Knowledge Society on the Internet: Sharing and Exchanging Knowledge in Networked Environments*. Hersley, NY: IGI Global.

## C. 1 Papers Accepted for Presentation in European and International Academic Conferences (blind review process)

Siachou, E. and Vlachos, I. (2019). Revealing Failures on Knowledge Sharing: An Empirical Investigation. 32<sup>nd</sup> Annual Conference of British Academy of Management (BAM) Conference (3-5 September, Aston University, UK).

Siachou, E. and Israilidis, J. (2019). An empirical investigation of critical factors affecting knowledge sharing failure: The role of ignorance. 19<sup>th</sup> European Academy of Management (EURAM) Conference (26-28 June, Lisbon, Portugal).



Siachou, E. and Flouris, T. (2018). Absorptive Capacity and Business Model Innovation: A Case in The Aviation Industry. *32<sup>nd</sup> Annual Conference of British Academy of Management (BAM) Conference* (4-6 September, Bristol University, UK).

Siachou, E. and Vlachos, I. (2018). A perspective on knowledge sharing and lean management: An empirical investigation. *18<sup>th</sup> European Academy of Management (EURAM) Conference* (19-22 June, Reykjavik, Island).

Siachou, E. and Vlachos, I. (2017). Knowledge acquisition through effective contract design: An empirical investigation. *31<sup>st</sup> Annual Conference of British Academy of Management (BAM) Conference* (6-8 September, University of Warrick, UK).

Siachou, E. and Vlachos, I. (2017). Factors affecting the learning of effective contract design: An empirical study. *17<sup>th</sup> European Academy of Management (EURAM) Conference* (21-24 June, Glasgow, UK).

Siachou, E. and Vlachos, I. (2016). From start-up to scale-up: Attempts to define business scalability and reveal its antecedents. *30<sup>th</sup> Annual Conference of British Academy of Management (BAM) Conference* (6-8 September, Newcastle, UK).

Vlachos, I. and Siachou, E. (2016). Managing upgrade to lean: An empirical investigation of work practices and organizational culture effects. *16<sup>th</sup> European Academy of Management (EURAM) Conference* (1-4 June, Paris, France).

Siachou, E. and House, J. (2015). Individual antecedents and moderating effects of employees' personal identity: How does English as a lingua franca impact on individual absorptive capacity? *29<sup>th</sup> Annual Conference of British Academy of Management (BAM) Conference* (8-10 September, Portsmouth, UK).

Siachou, E. and Gkorezis, P. (2015). The relationship between role ambiguity and organizational agility: The moderating role of organizational tenure. *Strategic Management Society Special Conference*, (28-30 May, St. Gallen, Switzerland).

Siachou, E. and Flouris, T. (2015). The impact of unlearning on flight operations safety. *62<sup>nd</sup> CASI Aeronautics Conference and AGM 3<sup>rd</sup> GARDN Conference* (18-21 May, Montreal, Canada).

Siachou, E. and Flouris, T. and Yilmaz, A.K. (2014). Organizational ambidexterity in airline industry: Evidence from low cost and legacy carriers. *18<sup>th</sup> Air Transport Research Society (ATRS) Conference* (17-20 July, Bordeaux, France).

Yilmaz, A.K., Flouris, T., Erdogan, D. and Siachou, E. (2014). Effects of institutional pressure on Corporate Social Responsibility: The perspective of institutional theory in airport management. *18<sup>th</sup> Air Transport Research Society (ATRS) Conference* (17-20 July, Bordeaux, France).



Siachou, E., Israilidis, J. and Gkorezis, P. (2014). Empowering leadership and organizational ambidexterity: The mediating roles of knowledge sharing and employees' ignorance. *14<sup>th</sup> European Academy of Management (EURAM) Conference* (4-7 June, Valencia, Spain).

Siachou, E. and Flouris, T. (2013). Managing the risky matter of business model innovation in the context of the airline industry. *17<sup>th</sup> Air Transport Research Society (ATRS) Conference* (23-29 June, Bergamo. Italy).

Siachou, E., Cooke, L., Lock, R. and Israilidis, J. (2013). Facilitating knowledge sharing through ignorance management: The moderating role of knowledge processors. *13<sup>th</sup> European Academy of Management (EURAM) Conference* (23-29 June, Istanbul Turkey).

Siachou, E. and Gkorezis, P. (2012). Effects of psychological empowerment dimensions on absorptive capacity: An empirical investigation. *12<sup>th</sup> European Academy of Management (EURAM) Conference* (6-8 June, Rotterdam, Holland).

Gunzel, A., Siachou, E. and Acar, A.Z (2011). Knowledge management and learning capability to enhance organizational innovativeness. *7<sup>th</sup> International Strategic Management Conference* (30 June-2 July, Paris, France).

Agoraki, M.E., Siachou, E., and Ioannidis, A. (2011). Effectual upshots on firm performance: A determinative perspective of business model innovation. *European Financial and Management Association (EFMA) Conference* (22-25 June, Braga, Portugal).

Siachou, E. and Ioannidis, A. (2011). Knowledge strategic movements under environmental dynamism conditions: A conceptual framework and an empirical test. *11<sup>th</sup> European Academy of Management (EURAM) Conference* (1-4 June, Tallinn, Estonia).

Siachou, E., Blatsos, I., Ioannidis, A and Nikolopoulos, A. (2010). Empowering knowledge seekers: The moderating role of knowledge keepers' unwillingness to knowledge sharing. *8<sup>th</sup> European Academy of Management (EURAM) Conference (EURAM)* (19-22 May, Rome, Italy).

Siachou, E. and Ioannidis, A. (2008). Assessing the possible costs of external knowledge incurred by moderators: The case of external knowledge transfer in strategic alliances. *Strategic Management Society 28<sup>th</sup> Annual International Conference*, (12-15 October, Cologne, Germany).

Siachou, E. and Ioannidis, A. (2008). Questioning the positive effect of external knowledge transfer incurred by industry attractiveness: The case of Mobile Virtual

Network Operators (MVNOs). *5<sup>th</sup> International Conference on Intellectual Capital and Knowledge Management (ICICKM)* (9-10 October, NYC, USA).

Siachou, E. and Ioannidis, A. (2008). The effect of unique tacit knowledge resulting from business model innovation on organizations' performance: The case of Mobile Virtual Network Operators (MVNOs). *8<sup>th</sup> European Academy of Management (EURAM) Conference* (14-17 May, Slovenia).

## C.2. Papers Published in Conference Proceedings

Siachou, E. and Apostolidis, D. (2013). Do it like the European Union (EU) does: The applicability of EU knowledge cost management to star ups. *14<sup>th</sup> European Conference on Knowledge Management (ECKM)* (5-6 September, Kaunas, Lithuania).

Siachou, E. (2012). The facilitating role of knowledge processors on knowledge costs: A differentiated perspective on knowledge integration within action teams. *13<sup>th</sup> European Conference on Knowledge Management (ECKM)* (6-7 September, Cartagena, Spain).

Siachou, E., Daskou, S. and Yannopoulos, P. (2011). Existing dimensions of absorptive capacity and the way forward: The mediating functionality of mental models manifested by entrepreneurs. *12<sup>th</sup> European Conference on Knowledge Management (ECKM)* (1-2 September, Passau, Germany).

Siachou, E. and Ioannidis, A. (2010). Limited absorptive capacity, distinct performance outcomes: Toward a differentiated performance framework of knowledge acquisition within knowledge intensive alliances. *5<sup>th</sup> European Conference on Innovation and Entrepreneurship (ECIE)* (16-17 September, Athens, Greece).

Siachou, E. and Ioannidis, A. (2010). Knowledge transfer in strategic alliances: Moderating effects of limited absorptive capacity and powerful relationships on business model innovation performance. *11<sup>th</sup> European Conference on Knowledge Management (ECKM)* (2-3 September, Famalicao, Portugal).

Siachou, E. and Ioannidis, A. (2006). The moderating role of the team-leader in the value of knowledge utilization: An extension of Haas and Hansen's Situated Performance Perspective. *7<sup>th</sup> European Conference on Knowledge Management (ECKM)* (4-5 September, Budapest, Hungary).

## Teaching Experience

Hellenic American University (Athens, Greece Campus)  
Department of Business  
Associate Professor of Management

*Academic Year*

**2010-present**

**July 2017 - present**

**Assistant Professor of Management**

**Sept. 2010 – June 2017**

**Courses Taught**

Undergraduate Level:

(BUS200) Perspectives on Business in Society; (BUS305) Principles of Management; (BUS310) Organizational Behaviour; (BUS360) Entrepreneurship; (BUS365)

Innovation and New Product Development; (BU5368) Ideation; (BUS390) Human Resources Management; (BU5499) Business Capstone; (BUS500) Business Skills

Graduate Level:

(BU5501) Functional Skills Integration; (BUS212) Leadership and Organizational Behaviour; (BUS12OB) Organizational Behaviour; (BU5512OD) Organizational Development; (BUS527HR) Human Resource Management; (BUS527HR) Strategic Human Resource Management; (BUS27TD) Talent Development; (BUS595) Special Topics in Business: Creative Strategy; (MBA6300CP) Capstone Project; (MGT6130) Entrepreneurship and New Venture Management

**University of Liverpool Partnership**

**2017-present**

Management and Law Programmes

**Honorary Lecturer**

**Jan. 2019 – present**

**Courses Taught**

(KMGT-676) Talent Development

**Aug. 15 -Oct. 9, 2019**

(KMGT-676) Talent Development

**May 5 - July 24, 2019**

(KMGT-673) Organizational Design and Change

**Jan. 10 - March 3, 2019**

**Instructor**

(KMGT-673) Organizational Design and Change

**Oct. 4 – Nov. 28, 2018.**

(KMGT-501) Human Resource Management

**July 19 – Sept. 12, 2018**

(KMGT-673) Organizational Design and Change

**March 22 - May 15, 2018**

(KMGT-673) Organizational Design and Change

**Jan. 11 – March 7, 2018**

(KMBA) Strategic HRM

**Aug. 17 – Oct. 11, 2017**

**Hellenic Open University**

**2017-2018**

Department of Social Sciences

Bachelor of Science in Business Administration Program

**Adjunct Faculty Member**

**Oct. 2017 – July 2018**

**Course Taught**

(PDE402) Organisation Management

**Open University of Cyprus (OUC)**

**2016-present**

**Adjunct Faculty Member**

**Sept. 2016 – July 2017**

Bachelor of Science in Business Administration Program

**Course Taught**

(PDE302) Human Resources Management

<b>Adjunct Faculty Member &amp; Coordinator</b> Master in Business Administration (MBA) Program <b>Course Taught</b> (MBA50) Organization Management	<b>Oct. 2017 – present</b>
<b>IST College Partnership, University of Hertfordshire</b> (Athens, Greece Campus) Department of Business Administration <b>Lecturer in Human Resources Management</b> <b>Courses Taught</b> Undergraduate Level: Contemporary Personnel Perspectives; Managing Self and Others; Sociology of Work; Human Resource Management; Human Resource Management in Europe; Employability; Industrial Relations; Intro to Business; Organizational Psychology; Personal and Professional Development; Personal Development Planning	<b>2006-2010</b>
<b>Athens University of Economics and Business (AUEB), Athens, Greece</b> Department of Business Administration <b>Doctoral Researcher/ Research and Teaching Assistant</b>	<b>2005-2011</b>

## **Administrative Experience**

	<i>Academic Year</i>
Hellenic American University (Athens, Greece Campus)	
- <b>Director of General Education and Academics</b>	<b>July 2015 – present</b>
- <b>Coordinator of Bachelor of Science in Business Administration Program</b>	<b>July 2011-June 2015</b>

## **Experience in Academic Governance**

	<i>Academic Year</i>
Hellenic American University (Athens, Greece Campus)	
- <b>Chair of Curriculum Committee</b>	<b>2018-present</b>
- <b>Member of Curriculum Committee</b>	<b>2017-2018</b>
- <b>Planning Committee for Accreditation (Co-Chair, NEASC – Standard 4)</b>	<b>2016-2018</b>
- <b>Chair of Academic Standards Committee</b>	<b>2016-2018</b>
- <b>Member of Academic Standards Committee</b>	<b>2014-present</b>
- <b>Academic Advisor of the Career Development Office</b>	<b>2013-present</b>
- <b>Chair of Institutional Research Board</b>	<b>2012-2016</b>
- <b>Member of Student Affairs Committee</b>	<b>2010-2014</b>



## Professional Activities

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### A.1 Participation in Research Programs With Funding

	<i>Academic Year</i>
Research Fellow for the Development of Educational Material and Case Studies on Successful Companies in Greece during the Financial Crisis Innovation and Entrepreneurship Unit, Athens University of Economics and Business.	<b>July, 2011- Feb. 2012</b>

### A.2 Reviewer in Academic Journals & Conferences

	<i>Academic Year</i>
✚ Annual Conference of European Academy of Management (EURAM)	<b>Since 2012</b>
✚ Annual Meeting of Academy of Management (AOM)	<b>Since 2012</b>
✚ Management Research Review	<b>Since 2012</b>
✚ Electronic Journal of Knowledge Management	<b>Since 2012</b>
✚ International Journal of Productivity and Performance Management	<b>Since 2016</b>
✚ Evidence-Based HRM: A Global Forum for Empirical Scholarship	<b>Since 2016</b>

### A.3 Experience in Academic Conference Organization

- ✚ Strategic Management Special Interest Group (SIG) Officer [European Academy of Management (EURAM), 2018, 2019].
- ✚ Co-Chair of the track on the Dynamics of Strategic Multi-Partner Network Management in Contexts, 16<sup>th</sup> European Academy of Management (1-4 June 2016), Paris, France.
- ✚ Co-Chair of the track on Strategies for Air and Maritime Transportation, 15<sup>th</sup> European Academy of Management (17-20 June 2015), Warsaw, Poland.
- ✚ Chair of the mini-track on Knowledge Management and Innovation, 14<sup>th</sup> European Conference on Knowledge Management (5-6 September 2013, Kaunas, Lithuania).

Professor  
JOHN YFANTOPOULOS

<b>FAMILY NAME</b>	<b>YFANTOPOULOS</b>
<b>FIRST NAMES</b>	<b>JOHN</b>
<b>Address</b>	<b>6 Pandora street, 14578 Ekali, Athens Greece</b>
<b>NATIONALITY</b>	<b>Greek</b>
<b>MARITAL STATUS:</b>	<b>Married with two children</b>
<b>E-MAIL:</b>	

EDUCATION
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<b>Institution</b>	<b>Athens University of Business and Economics, Greece (ASOEE)</b>
<b>Date</b>	<b>1970-1974</b>
<b>Degree(s)</b>	<b>BA in Economics</b>

<b>Institution</b>	<b>University of York, U.K.</b>
<b>Date</b>	<b>1975-1976</b>
<b>Degree(s)</b>	<b>M.Sc. Course in Public Finance and Human Resources</b>

<b>Institution</b>	<b>University of York, U.K.</b>
<b>Date</b>	<b>1976-1979</b>
<b>Degree(s)</b>	<b>Doctor of Philosophy in Economics</b>

LANGUAGE SKILLS (Competence scale 1 to 5)
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Language	Reading	Speaking	Writing
Greek	5	5	5
English	5	5	5
French	5	4	3

PRESENT POSITIONS
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Professor of Health Economics University of Athens
Member of the European Union Committee on Managing Health Reforms towards greater Social Justice
Member of the Greek Presidency for the European Union
President of the Board for Public Health in Greece
Director of the Master Programme on Health Economics and Management. University of Athens

DISTINCTIONS-AWARDS
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<b>1982</b>	Elected Rapporteur of the 23 <sup>rd</sup> European Assembly of the World Health Organisation. Regional Office for Europe
<b>1988</b>	Silver Medal Hellenic Red Cross
<b>1989</b>	President of the Red Cross Hospital
<b>1989</b>	Elected Member of the Senate of the University of Athens

<b>1990</b>	Vice President of the Evritanian Association
<b>1994</b>	Member of the Committee of Experts for Assessing the Greek Health and Social Reforms
<b>1994</b>	Member of the Board of Directors of the Encephalos Hospital
<b>1995</b>	Member of the scientific committee of the “Erricos Dinan” Hospital
<b>1996</b>	Member of the International Committee for the evaluation of the Greek Health Reforms. Ministry of Health and Welfare.
<b>1996-today</b>	Secretary General of the Gazis-Triantafillopoulos Scientific Foundation
<b>2000-02</b>	Member of the Board of Directors of the Nation Drug Organization (NDO)
<b>2001</b>	Member of the Board of Directors of the Greek Welfare Organization (EOKF)
<b>2003</b>	Member of the Board of Directors of the Organizations Against the Drugs OKANA
<b>2002-04</b>	Member of the Social Protection Committee of the European Commission
<b>2004-2008</b>	Member of the Scientific Committee of the University of Athens for the management of University Hospitals
<b>2005-2008</b>	Standing Committee for Social Science. European Science Foundation.
<b>2005-2007</b>	Inter-Ministerial Committee to draft the legislation on Research and Technology
<b>2007-2008</b>	Member of the Board of Directors for the Evgenidio University Hospital
<b>2009</b>	Member of the Core Group of Standing Committee for Social Science. European Science Foundation
<b>2008-2011</b>	Member of The Scientific Committee on Climate Change –Bank of Greece
<b>2011</b>	Member of the Task Force for the Greek Memorandum European Commission and The Greek Government Ministry of Health
<b>2014</b>	Member of the Greek Presidency for the European Commission
<b>2014</b>	President of the Board for Public Health in Greece



## PROFESSIONAL EXPERIENCE RECORD

<b>Date:</b>	From 1980 to 1984
<b>Location:</b>	Athens, Greece
<b>Employment</b>	<b>Ministry of Health and Welfare</b>
<b>Position:</b>	Scientific Advisor
<b>Description:</b>	<p>Social and Economic Planning, European Health Care Systems; International Relations with EEC, O.E.C.D, W.H.O.</p> <ul style="list-style-type: none"> <li>• Delegation to the EEC Hospital Committee;</li> <li>• Delegate to the OECD Working Party on Social Policies and the National Experts Committee on Pensions and Public Policy;</li> <li>• - Delegate to the W.H.O. 35<sup>th</sup> World Health Assembly and to the 32<sup>nd</sup> Session of the National Committee of Europe.</li> </ul>
<b>Date:</b>	From 1984 – 1993
<b>Location:</b>	Athens, Greece
<b>Employment</b>	<b>National Centre for Social Research</b>
<b>Position:</b>	Head of Social Research Division.
<b>Description:</b>	<ul style="list-style-type: none"> <li>• Project Co-ordinator of a Research Team studying: <ul style="list-style-type: none"> <li>(a) Income Distribution;</li> <li>(b) Poverty and Social Inequality;</li> </ul> </li> <li>I Health Services Research.</li> </ul>
<b>Date:</b>	From 1985 to 1988
<b>Location:</b>	Athens, Greece
<b>Employment</b>	<b>National School of Public Administration</b>
<b>Position:</b>	Head of the Department for Social Policy
<b>Description:</b>	Post graduate courses for civil servants, on social security management and health economics.
<b>Date:</b>	1987 to 1993 Assistant Professor of Health Economic 1993 to 2001 Associate Professor of Social Policy & Health Economics 2001 to today Professor of Health Economics and Social Policy
<b>Location:</b>	Athens, Greece
<b>Employment</b>	<b>University of Athens, School of Law, Economics and Management</b>
<b>Position:</b>	Professor of Social Policy
<b>Description:</b>	<p>Courses on</p> <ul style="list-style-type: none"> <li>• Health Policy and Administration</li> <li>• Health Economics and Health Policy</li> <li>• Pharmaco-economics</li> <li>• Social Statistics and survey analysis</li> <li>• European Comparative Analysis</li> </ul>
<b>Date:</b>	1991
<b>Location:</b>	Luxemburg
<b>Company:</b>	<b>Eurostat and the European Commission</b>
<b>Position:</b>	Consultant and Researcher
<b>Description:</b>	Contribution with research papers on poverty, living conditions and the European Community Household Panel ECHP
<b>Date:</b>	1998 to date
<b>Location:</b>	Brussels

<b>Company:</b>	<b>European Commission, DG V</b>
<b>Position:</b>	Temporary Consultant and Researcher
<b>Description:</b>	Contribution with research papers on poverty, inequality and living conditions in the European Member States for the "Social Situation Report"

### EDUCATIONAL EXPERIENCE

GREECE	
1984	University of Crete
1983-1985	School of Public Health
1985-1987	National School of Public Administration
1987-Σήμερα	University of Athens
YUGOSLAVIA-DUBROVNIK	
1985	Inter-cultural Center. Health Economics
USA	
1989	CLARK University. Visiting Professor, Health Economics
ERASMUS	
1989	University of Tiburg The Netherlands
1990	University of Leuven Belgium
TEMPUS	
1991	University of Budapest Semmelweis Hungary
BULGARIA	
1993	School of Public Health SOFIA Resource Management in Health Care
RUSSIA	
1995	University of Western Siberia. The Moscow School of Economics and Political Science
BULGARIA	
2012	University of Sofia Bulgaria Health Economics and Management

### EXPERIENCE WITH INTERNATIONAL ORGANIZATIONS

Temporary Scientific Advisor	
WORLD HEALTH ORGANIZATION	
1981	Greece, Athens, Health Planning and Management.
1982	Greece, Athens, Perinatal Study Group.
1982	Malaysia, Kuala Lumpur, Maternal and Child Health.
1982	Switzerland, Geneva, Cost Benefit Analysis on Child Health.
1982	Denmark, Copenhagen, Health for all Targets setting Group.
1982	Denmark, Copenhagen, Health Economics in Europe.
1982	Germany, D.R Dresden, Development of Life Styles Conductive to Health.
1983	Greece, Athens, Perinatal Mortality.
1983	France, Paris, Social and Economic Aspects of Alcohol Consumption.

1984	Portugal, Funchal, Health Economics Modules.
1984	Portugal, Funchal, Advisory Committee on Health Economics.
1985	Yugoslavia, Dubrovnik, Health Economics Training.
1985	Germany, F.R. Munich, and Cost Effectiveness of managing: Chronic Psychotic Patients.
1997	Denmark Health Economics Modules
2000	Hungary. Development of Health Economics Learning Modules
<b>WORLD HEALTH ORGANIZATION Member of The Greek Delegation</b>	
1981	Denmark, Copenhagen, Programme Consultation with Member States of W.H.O.
1981	Denmark, Copenhagen, Functioning of the Regional Office for Europe.
1982	Switzerland, Geneva, Thirty Fifth-World Health Assembly.
1982	Denmark, Copenhagen, Thirty Second Session of the Regional Committee for Europe Head Countries.
1997	Fiftieth World Health Assembly. Geneva Headquarters.
<b>COUNCIL OF EUROPE</b>	
1996	"Social Challenge to Health: Equity and Patients Rights in the context of health reforms" Council of Europe 7 <sup>th</sup> to 8 <sup>th</sup> November Warsaw Poland
<b>ORGANIZATION FOR ECONOMIC DEVELOPMENT AND CO-OPERATION (O.E.C.D.)</b>	
1980	France, Paris, Social Policies in the 1980s
1981	France, Paris, Centre for Education Research and Innovation C.E.R.I
1983	France, Paris, Growth and Control of Social Expenditures
1984	France, Paris, O.E.C.D. Working Party on Social Policies in the Member States
1985	France, Paris, National Experts Committee on Pensions and Public Policy
2006-2007	France paris national Expert on Health Statistics
<b>EUROPEAN COMMISSION</b>	
<b>Hospital Committee of the EEC</b>	
1981	France, Strasburg, Hospital Budgeting PPBS (Programme Planning Budgeting Systems).
1981	England, Bristol, Productivity and Costliness Indicators.



1982	Greece, Athens, General Assembly of the Committee.
1982	Holland, Amsterdam, Hospital Management and Administration Policies in the EEC Countries.
<b>Directorate General I</b>	
1995	Novosibirsk Russian Federation, Evaluating the Social and Economic Impact of Privatisation on the Social Protection system in Western Siberia.
1995	Tomsk Oblast Russian Federation. Evaluating the role of the NGO's in the Local Welfare State.
1995	Kemerovo Oblast, Russian Federation, Regional and Municipal Authorities survey for investigating regional administration regional economy and structural adjustments.
<b>Directorate General V</b>	
1986	Belgium, Brussels, Poverty Indicators in Europe.
1988	Belgium, Brussels, Living and Working Conditions of Households in Europe.
1989	Belgium, Brussels, Development of a Monitoring System in the Psychiatric Sector in Greece.
1990	Belgium, Brussels, Assessments of the 815/82 EEE Regulations on Special Financial Aid to Greece.
1991	Belgium, Brussels, Low Pay Expert Working Party.
1993	Belgium, Brussels, The Human Resource Needs in the Health Sector in Greece.
<b>Directorate General XII.</b>	
1983	Belgium, Brussels, Utilisation of Medical Technology in the EEC Countries.
1985	England, Birmingham, European Criteria on the Methodology of Economic Appraisal of health Technology.
1988	Belgium, Brussels, COMAC member of the Working party.
<b>Directorate General XIII</b>	
1992	Belgium, Brussels, Coordinated Action on Case Mix and Resources Management.
1993	Germany, Munich, Coordination of the CAMERAMAN project.
1993	Bulgaria Sofia, Working Group on Ambulatory and Chronic/Long Term Data Base Management.
1993	Greece, Athens, Diagnostic Groups and Psychiatric Care in the EEC countries.
1999-2004	Member of the Scientific Committee for the Social Situation Report.

#### **SPECIFIC EXPERIENCE IN NON-EU COUNTRIES**

<b>RUSSIA</b>	
1995	Evaluation of the role of the NGOs in the Local Welfare State.
1995	Regional and municipal authorities survey for investigating regional administration, economy and structural adjustments (Takis).



1996	Evaluating of the social and economic impact of privatization on the social protection system in Western Siberia (Takis).
1999	Short-term expert on social policy and social administration (Tempus).
2000	Short-term expert on economic evaluation and social reforms (Takis).
2000–2003	Training of staff of health and social organizations and evaluation of efficiency, in collaboration with the “Medical Academy School of Moscow”.
<b>MOLDOVA</b>	
1996	Short term expert on social protection and financing of social and health insurance.
1997	Development of a strategic five-year plan for the Moldova health sector (EC, DG I).
1998	Private Health Insurance and Private Health Expenditure in Moldova (World Bank).
1998	Implementation and monitoring of health care reforms in the hospital sector (Takis).
<b>BULGARIA</b>	
1993	Working group on ambulatory and chronic/long term database management (EC, DG XIII).
1994–1996	Consulting services for the Ministry of Health and the European Commission on Concerted Action on Case Mix and Resource Management of Hospital Services, and Working Group on Ambulatory and Chronic/Long Term Care.
1994–1997	Teaching activities on the Monitoring of the Health Reforms in Balkans countries, for the National School of Public Health.
<b>HUNGARY</b>	
1989–1990	Visiting Professor at the Budapest Semmelweis University of Medicine by the ERASMUS Programme “European Social Security and Welfare Systems”. Lectures on Health Economics, Health Care Management, Comparative Analysis between South-North and South Eastern European countries Social Security and Welfare Systems.
1991	Consultant to the pharmaceutical sector for introducing cost effectiveness studies and Health Insurance Reforms.
1992	Study of the Reform of Hungarian and Czech Health Care Systems, within a World Bank’s Health and Community Services project (in collaboration with T. Angelus).
1994	Consultant to the SANDOZ for the study of the Cost Utility Analysis of Onychomycosis.
<b>CZECHOSLOVAKIA</b>	
1983	Guest-advisor to the Ministry of Health. Evaluation Projects were carried out for Hospitals, Elderly Houses, Polyclinics in Prague, Melnick, Ulhost, Beron.
1990–1991	Consultant to the Czechoslovakian Government; Studies on the Social Security and Welfare systems.
<b>ROUMANIA</b>	
1996	Research on Balkan social services.
	Development of private primary care services and private insurance plans. (Ministry of Research and Technology).
<b>KAZAKHSTAN</b>	
1993	Advisor to the Ministry of Health for the study of the development of Ambulatory and Hospital Services in Kazakhstan and Preparation of Proposal for Insurance Reforms.
<b>ALBANIA</b>	
1999	Poverty and social exclusion in Albania (Copernicus).
<b>MALAYSIA</b>	
1982	Maternal and Child Health, (World Health Organisation).
<b>MOLDOVA, ARMENIA, UZBEKISTAN KAZAKHSTAN</b>	
2000–2003	Analysis of economic and social trends for the national governments.

**APPENDIX I**  
**SELECTED PUBLICATIONS**

**BOOKS**

1979	"The Economics of Health Status and Health Care Planning. A Theoretical and Empirical Analysis with Reference to Greece" Doctor of Philosophy Thesis. Submitted to the University of York U.K. pp 372.
1980	"Medical and Paramedical Education with respect to Primary Health Care in Greece" Edited by Varakis C and Yfantopoulos J. Proceeding of a Greek National Seminar organised by O.E.C.D –CERI.
1985	Health Planning in Greece. Some Economic and Social Aspects, Athens: National Centre of Social Research, pp. 484.
1988	Health Planning in Greece. Some Economic and Social Aspects, Athens: National Centre of Social Research, (2 <sup>nd</sup> Edition), pp. 501.
1988	Social Welfare. A proposal for a new System, (Co-author with Kremalis C., Leventis G., Flogaitis E., et al.), University of Athens, pp. 203.
1990	"Health Services in Greece. Management and Planning" with Provopoulos G. and Stefanou M. European Institute of Social Security.
1990	"Topics in Social Policy", with Provopoulos G, Sakoulas Edition pp 296.
1990	"Poverty Dimensions in Greece" Volume One and Two Karagiorgas D, Georgacopoulos Th, Karantinos D, Bouzas N, Yfantopoulos J, Chrisakis E. National Centre for Social Research.
1991	"Health Reforms in Hungary and Czech Republic", (Co-editor with Prof Tamas Angelus), Based on a report submitted to European Commission DG V.
1993	"Blood Transfusion and the Challenge of AIDS in Greece". Medical and Economic Aspects. (with Politis D.) Beta Medical Arts.
1994	"Report on the Organization and Management of Health Services in Greece". Eds. Sissouras A. Yfantopoulos J. Ministry of Health, Welfare and Social Security.
1994	"Indicators of Poverty and Adequacy of Social Security." Methodological considerations and comparative results for seven countries: Belgium, The Netherlands, Luxembourg, Ireland, Catalonia, Greece. Deleeck H., Van den Bosh, Delathouwer, Muffels R, Berghman J, Kapteyn A., Schaber Ray J., Whelan B., Estivill J., Yfantopoulos J. EUROSTAT and D.G. V European Commission.
2000	"Social Protection for dependency in Old Age in Greece". Katholike University of Leuven Belgium.
2001	"Guest Editor. Special Issue on Health Related Quality of Life" Part I English Participants. Archives of Hellenic Medicine Athens Greece.
2001	"Guest Editor. Special Issue on Health Related Quality of Life" Part II. Greek Participants Archives of Hellenic Medicine Athens Greece.
2002	"Social Insurance for Doctors and Health personnel. Economic and Demographic dimensions" published by the Athenian Medical Association.
2002	"Disability and Social Exclusion in the European Union. Time to Change tools to change". Under the Auspices of the European Disability Forum. The European Commission
2003	"Health Economics. Theory and Policy. Dardanos Editions 2003. Pages 624..
2005	"The Economics of Health Reform" Fourth World Conference on Health Economics. University of Athens (Editor) (pages 873)
2005	Oral health of the Greek Population. National Dental Association
2006	"Health Economics. Theory and Policy" Second Edition. Pages 661. (In Greek)
2006	"Health Economics Management & Policy. (Co-edited with Papanikos G.T. (pages 431)
2006	"studies in Public Policy" Sakoulas edition



2007	"Social and Economic Dimensions of health and Quality of Life" Archives of Hellenic Medicine. Co-editors Yfantopoulos J, Skapinakis P, Niakas D.
2008	"Statistics in Social Research" Dardanos Editions
2009	"Economic and Social Dimensions of the Welfare State" Dardanos Editions
2010	Access to Pharmaceutical Care John Yfantopoulos Maniadakis N, Foutzilas National Centre for Social research Edition
2011	Social and Economic Dimensions of Climate Change in Greece. Bank of Greece.
2011	27 <sup>th</sup> Scientific Plenary Meeting of the EuroQol Group. Edited by John Yfantopoulos University of Athens and the EQ-5D Group
2018	

#### CHAPTERS IN INTERNATIONAL PUBLICATIONS (REFEREED)

1984	"Productividad Regional de los Recursos Sanitarios en Grecia" in Aspectos Economicos de la Reforma Sanitaria. Spain, Sevilla. Universitat de Catalunya In Spanish and English
1985	"Alcohol Policies in Greece". In: "Alcohol Policies" Grand M. (editor) World Health Organization. Regional Office for Europe Series No 18, pp. 92-109.
1985	"Blood Logistics and Thalassaemia in Hellenic Red Cross" An Economic and Clinical Assesment in Politis D. Proceedings of the 2 <sup>nd</sup> Mediterranean meeting on Thallasaemia. Milano
1985	"Trends in Health Legislation in Greece". In: "Health Legislation in Europe Country Profiles". World Health Organization. Regional Office for Europe. P.p 93-109.
1986	"Visual Impairment in Greece Health Service Organization" Co author with Levett J. and Tsambalakis I. In Development of Electronic Aids for the Visually Impaired. Martinus Nijhoff Published by the European Commission
1987	"Economic Appraisal of Health Technology in Greece". In Drummond MF (ed) Economic Appraisal of Health Technology in the European Community. Commission of the European Communities. Health Services Research series No 2. Oxford University Press.
1988	"Social and Economic Policies in the Mental Health Sector in Greece". In: Costs and Effects Of Managing chronic Psychotic Patients. Schwefel D, Zollner H, Potthoff P, (Eds). Springer-Verlag, Berlin, pp. 51-75.
1989	"Health Insurance and Health care Reforms in Greece". In: European Institute of Social Security. EISS. Health care under social security and Non Contributory Pensions. ACCO editions Leuven, Amersfoort pp 343-358.
1990	"The Greek Nursing Workforce. Present Needs and Future Predictions". Monos D., Yfantopoulos J. in the Book "Nursing Leadership: global Strategies" Fagin C. (Ed.).
1991	"Financing of Social Security in the E.C". Yfantopoulos J. In the Book "Social Security in Europe. Miscellanea of the Erasmus Programme of studies relating to Social Security In the European Communities" Pieters D. (editor).
1992	"Changes in Social Security Policy in the EEC during the Eighties", Kremalis K. and Yfantopoulos J, in the Book "Future" Greve B. (editor).
1993	"Decentralization of Mental Health Services in Greece. 1979-1982 and 1989-1992" Madianos M and Yfantopoulos J et al. Preventive Psychiatry (Ed. Christodoulou) Published in Karger Basel.
1994	"An approach in the direct and the indirect cost of Aids in Greece" with Papaevangelou G, Kornarou H, Roumeliotou A. In the book "The Economic and Social Impact of Aids in Europe" by Fitzimons D, Hardy V, and Tolley K. (Eds) The National Aids Trust
1994	"Equity productivity and case-mix in the Greek Hospital Sector". In Case-Based Telematic Systems F.H. Roger France et.al(Editors). IOS Press pp. 124-134
1995	"The impact of ageing on health care expenditure in Europe" Kanavos P, Yfantopoulos J Economics of Health Care IX. Ageing and Old Age Econometrics University of Athens
1995	"The iatrogenic effects among the elderly" Economics of Health care IX Ageing and Old Age Econometrics University of Athens



1998	"Elderly and the Family in the Southern European Welfare State' in Modernising and Improving EU Social Protection: Conference on long-term Care of Elderly Dependent People in the EU and Norway, pp.129-147 Published by the Department of Health and the European Commission
1999	"Cost containment and health expenditure in the EU: a Macroeconomic Perspective" Kanavos P Yfantopoulos J, in: Health Care and Cost Containment in the European Union, pp. 155-196.
1999	"Demographic Trends and Socio-Economic Indicators in Greece and the EU" in "About Greece" Metaxas A.J. (Editor) Ministry of Press and mass Media. Pp. 149-159.
1999	"The welfare state in Greece" in "About Greece" Metaxas A.J. (Editor) Ministry of Press and mass Media. P.p. 232-252.
2001	" The Economics of Alzheimer in Greece" in "Time to Care the cost of formal and informal care for persons with Alzheimer" (Pacolet J, and Hedeboew G) (Editors) Clearing house and Hoger Instituut Voor de Arbeid Katholieke Universiteit Leuven pp. 111-137
2001	"Comparison of the Properties of the EQ-5D with the 15-D in Finland and Greece" (with H. Sintonen) in Proceedings of the 18th Plenary Meeting of the EuroQol Group. 6th -7th September 2001, Copenhagen Denmark (edited by Norinder A, Pedersen K and Roos P. Denmark.
2001	"Cost of care for persons with Alzheimer's disease and related disorders" " in "Time to Care the cost of formal and informal care for persons with Alzheimer" clearing house and Hoger Instituut Voor de Arbeid Katholieke Universiteit Leuven pp. 15-52
2002	" Greece and the European Social Model" in Greece in the European Union: The new role and the new agenda Ministry of Press and Mass Media pp.167- 184
2003	" A comparison of EQ-5D time trade-off values obtained in Germany, the United Kingdom and Spain. Busschbach J, Weijnen T, Nieuwenhuizen M, Oppe S, Badia X, Dolan P, Greiner W, Kind P, Krabbe P, Ohinmaa A, Roset M, Sintonen H, tsuchia A, Williams A, Yfantopoulos J, De Carro F, in the book: Brooks R, Rabin R, de Charro " The measurement and Valuation of Health status using EQ-5D: A European perspective" Kluwer Academic Publishers pp143 -165

#### STUDIES CARRIED OUT FOR THE EUROPEAN COMMISSION

1988	"The MAQUETTE of Social and Poverty Indicators in Greece", National Centre of Social Research DG V. and EUROSTAT, 1988.
1990	Economic and Social Evaluation of the Psychiatric Reform in Greece, Co-author with Madianos M., DGV EEC
1990	"Poverty Indicators in Greece". "Maquette". Yfantopoulos J National Center for Social Research.
1990	"Deinstitutionalization in Greece". The follow up of Leros Seminar. D.G. V European Commission.
1991	An evaluation of the Psychiatric Programmes in Greece, Co-author with Madianos M. D.G.V. EEC
1991	Monitoring the Psychiatric Reform in Greece. Madianos.M. Yfantopoulos J.
1991	Low Wages in Greece. Yfantopoulos J. European Commission D. G. V.
1991	An Assessment of the European Community Household Panel on the base of the National feasibility Studies. Yfantopoulos J. EUROSTAT. Document H.I. 12/91
1991	Greek Report on the Feasibility Study for the PAN-EUROPEAN PANEL, National Centre for Social Research D.G.V. and EUROSTAT EEC
1993	Manpower Planning in the Greek and Southern European Health Sectors. European Commission D.G. V
1993	The structure of the Greek Questionnaire on the EUROPANEL, University of Athens
1995	Medical and Nursing Training-Educational Programmes in Greece, University of Athens, for DG V European Commission



<b>CONTRIBUTIONS TO THE EUROPEAN COMMISSION PUBLICATIONS ON SOCIAL SITUATION REPORTS</b>	
<b>2001</b>	Social Situation Report 2001. Published by the European Commission and the Eurostat
<b>2002</b>	Social Situation Report 2002. Published by the European Commission and the Eurostat
<b>2003</b>	Social Situation Report 2003. Published by the European Commission and the Eurostat
<b>2004</b>	Social Situation Report 2004. Published by the European Commission and the Eurostat
<b>2009</b>	Methodological Approaches in Measuring Health Inequalities
<b>2010</b>	Socio-Economic Inequalities in Health in 27 European Member States

#### SELECTED REFEREED ARTICLES

<b>1980</b>	"A note on Fixed Production Models for Hospitals" Socio-Economic Planning Sciences. An International Journal. Vol. 14, No.4
<b>1980</b>	"Production Relationships between Various Indexes of mortality and Income, Education, Health Services and Other Environmental Variables. Spoudai. Economic Journal Vol. A No 3-4 p.p. 422-430
<b>1980</b>	"Regional Inequalities with Regard to 17 <sup>th</sup> Dimensional Health Status Indexes in Centre of Planning and Economic Research. Greece
<b>1981</b>	"Co-Operative Enterprises. A Welfare Analysis for the case of Government Support" Studies in Memory of Prof. Georgiadis M University of Pireaus pp.319-330
<b>1982</b>	The Economics of Health in Medical Education" Archives of Hellenic Medicine Vol. 2 pp 132-137
<b>1984</b>	"Socio-Economic factors and School Health Education in Greece". (With Velonakis M, Karatianou A and Trichopoulos D) Hygie International Journal of Health Education. Vol III , NO 4 pp.20-25
<b>1984</b>	"Economic Analysis for Hospitals" Archives of Hellenic Medicine Volume 1 (10) p.p. 314-328
<b>1984</b>	"Health Expenditure in Greece and the OECD Countries" Archives of Hellenic Medicine Volume 1 (10) 6 p.p. 506-515
<b>1984</b>	"The cost of hospital psychiatric services in Greece" Encephalos Scientific journal
<b>1985</b>	"The impact of demographic change on health expenditure" in "Demographic crisis EDIM p.p. 159-168
<b>1985</b>	"The Economics of Health in medical education" Archives of Hellenic Medicine Volume 2, June (3) p.p. 132-137
<b>1985</b>	"Health planning and the spatial allocation of primary health care" Technica Chronica 4/ 6 p.p. 24-30
<b>1985</b>	"Social Change and Social Planning" Social workers Athens
<b>1986</b>	"Social Welfare and resource allocation in the health sector" Social Work vol. 1 p.p. 13-26
<b>1986</b>	"Infant mortality and economic development" Social Work vol.2 p.p. 79-88
<b>1986</b>	"Health care and First Aid" Greek Red Cross publication p.p. 89-101
<b>1986</b>	"Socio-Economic Development and Primary care" Iatriki Medical Journal Vol. 50 p.p. 14-25
<b>1986</b>	"Social and Economic planning for Blood Donorship" Greek Red Cross publication p.p. 43-55.
<b>1986</b>	« Economic Aspects of Alcohol Policies in Greece and the EEC. Journal d' Economie Medicale Vol. 4 pp 24-34
<b>1986</b>	"Social Organization and Self Care" in the book First Aid by Germetis A. Medical Arts publication Greece.

1987	« The Economic Dilemma of the Greek Performing Arts. Pricing and Subsidizing policies”: SPOUDES Greek Economic Journal Vol. 37 pp. 123-143
1988	“Poverty, Health and Social Policy” In Honor of Sakis Karagiorgas Pantios University publication p.p. 305-339
1988	“Economic Recession and the under development of health services in Greece” in the Book «Problems of the Welfare State Development in Greece” by Maloutas Th. and Economou. Exantas publication Athens
1988	“ Methods of economic evaluation for an antismoking campaign in Greece” IATRIKI Medical Journal Vol. 54 p.p. 80-89
1988	“ Ageing and Pensions in the EU and Greece” EDIM p.p. 151-161
1988	« Kirlian Photography. A tool in the Diagnosing of Psychopathology” Co –authors Magoni Adamenco V, Evangelopoulou T and Yfantopoulos J In Journal of Biological Photography International Journal Vol. 56 Number 3 July pp.85-88
1989	“The welfare state and health expenditure” with Mossialos E Health Review vol. 1 (1) p.p. 53-58
1989	“ The perception of the population for Thalassemia in Greece” Politis D et al Vol. 56 (6) p.p.. 575-581
1989	“ The evolution of private expenditure in Greece” Health and the Economy p.p. 561-574
1990	“ The evolution of secondary and tertiary care in Greece” in the Symposium Health for All for 2000 p.p. 199-206.
1990	“ The supply of blood in the Greek urban and semi-urban populations” with Politi D, et al IATRIKI Medical Journal vol. 57 p.p. 130-135
1990	“The welfare state and pension policies in Greece and the European Countries” The Greek review of Social research EKKE vol 73 <sup>A</sup> p.p. 199-249
1990	“ Statistical measures for Economic inequality” The Greek review of Social Research EKKE vol p.p. 38-78
1990	“ Factors influencing the decision for home care for cancer patients” with Christopoulou. Hellenic Oncology. Vol 27 p.p. 345-356
1990	“ The economic aspects of AIDS” in the Second Pan-Hellenic Scientific Meeting Thessalonica. Greece.
1991	“The Effectiveness of the Health Care Systems”, in Proceedings of the European Conference on Health Economics, published by Lambrakis Organisation, Athens.
1991	“Public Knowledge of Thalassemia in Greece and the current concepts of the social status of the Thalassemic patients. (Politis D Yfantopoulos J, and Richardson C.) Social Science and Medicine. An International Journal. Vol.32 No.1 pp 59-64
1991	“An assessment of the ECHP on the base of the National Feasibility studies EUROSTAT. Doc H.1 ( in English, French and German)
1992	”Social Policy in Europe”, published by the Danish National Institute of Social Research, J. Yfantopoulos et al.
1993	“The Economics of Mental Health Services in Greece”, in “Social Research in Greece”, National Centre for Social Research, pp. 578-606,...
1993	“Economics and financing of AIDS in Greece” Politis D, Yfantopoulos J, in Economics and Management of AIDS National Centre of Health Science.
1993	“Cost analysis of outpatient care for HIV infected patients in Greece”, Kornarou E., Roumeliotou A., Yfantopoulos J., Papaevangelou G., Archives of Hellenic Medicine, Vol. 10, pp. 35-38.
1993	“Economic Analysis of AIDS in Greece” Kornarou E, Yfantopoulos J, Papaevangelou G Archives of Aids in Greece Vol. 1, (2) pp..96-108.
1993	”ESRI-EUROSTAT, Non-Monetary Poverty Indicators in Greece”, published by EUROSTAT and D.G. V of the European Commission.
1993	”Comparison of Poverty in Seven European Countries and Regions Using Subjective and Relative Measures”, K. Van de Bosch, Callan T, Estivil J, Hausman P. Jeandidier B, Muffels R., Yfantopoulos J. Journal of Population Economics. Vol. 6. pp. 59-64

1993	"The evolution of Health Expenditures in the Southern European Countries", in the book "State and Social Policy" Maloutas th, et al. Themelio editions 253-270
1994	"Hospital Production Functions Before and After the NHS Reforms in Greece", Econometrics of Health Care VII Evaluation, Applied Econometrics Association, University of Lyon.
1994	"Econometric Techniques in measuring the cost of HIV patients", with Politis K., IATRIKI Medical Journal, Nov., Vol. 66, No. 5, pp. 501-508.
1994	"Economic Evaluation Methods for Measuring the Impact of Aids in Greece", in "Aids Syndrome in Greece", by Papadatos C. and Cosmidis J. (eds.), Greek Scientific Committee against Aids p.p 281-300
1994	"Health and Socio-Economic Development" in "Health Planning and the Organization of Health Services" Ministry of Health and Welfare.
1994	"Economic and Legal Aspects of Mental Health Policies in Greece". International Journal of Social Psychiatry (1994) Vol. 40 No.4 pp.296-305.
1995	"The impact of Ageing on health care Expenditure in Europe", Kanavos P., Yfantopoulos J., Econometrics of Health care. IX. Ageing and Old Age Econometrics, University of Athens.
1995	"Economic Evaluation of Chronic Patients with Renal Failure", in Renal Failure by Ziogiannis P., 365-375.
1995	"The management of Public Hospitals in Greece 1922-1992", with Geitona M., IATRIKI Medical Journal , vol. 67, No. 2, pp. 133-141.
1995	Poverty and Pension Policies in Seven European Countries. Econometrics of Health care. IX. Ageing and Old Age Econometrics. University Of Athens
1995	"The Iatrogenic effects among the elderly". Econometrics of Health care. IX. Ageing and Old Age Econometrics. University of Athens.
1995	"The state of the Welfare State Anno 1992 in Greece". With Georgacopoulos Th. In the book The Twelve fair faces of the European Welfare States. By Pacolet J. katholieke University of Leuven.
1995	"Social and Economic policies to combat Social Exclusion in Greece" National Centre for Social Research Athens
1995	"Social Policy" in the book European Unification, with Maravegias N and Tsinisizelis M., Themelio, Athens pp. 645-681
1996	"European Dental Systems. A search for Care or Cure". Paper presented in the European Dental Association. 2 <sup>nd</sup> Congress of European Dental Students Zappeion 2 <sup>nd</sup> -6 <sup>th</sup> October, Athens.
1996	"Death of a Child at Home or in Hospital: Experiences of Greek Mothers". Papadatou D., Yfantopoulos J., Kosmidis H. Death Studies. Vol.20: pp.215-235.
1996	"The EQ-5D as a tool for resource allocation in Greece", Paper presented in the European Conference on the EuroQol Instrument. University of Oslo Norway.
1996	"Towards a Southern European Health System The Greek Experience". Paper presented at the ECPR Workshop on: "Beyond the Health Care State. New Dimensions in Health Politics in Europe" Oslo, 29 March – 3 April 1996.
1996	"Poverty in the European Union. Published in Russian in the Journal " Region: Economics and Sociology
1996	"Smoking in Greece", Anti Cancer Greek Society. ESHEA, Athens
1996	"Health Care Services in the Aegean area", in the book by Kioulafas (ed.) Telemedicine in the Aegean Sea Samos. Greece.
1996	"Physician induced demand for Health Services. A literature review", Maniadakis N, Yfantopoulos J., Archives of Hellenic Medicine, vol. 13 Jan-Feb (1), pp. 58-68
1997	"Shaping health reforms and policies in the Southern European countries and the Balkan region" A comparative view, in: Archives of Hellenic Medicine, Athens Vol. 14, No 1, pp. 26-37.
1997	" Targets and Strategies to develop post graduate studies in Greece" in "Education 2000" Charokopion University p.p 52-58 and 100-101.



1997	"Health Inequalities in Greece" in the Book A Unified health insurance system Kyriopoulos J and Sisouras A. Themelio, pp. 229-247
1997	"110 billion drachmas the cost of inefficiency of public hospitals in Greece" Archives of Hellenic Medicine Vol 14(6) 1997, p.p. 592-594
1998	"The Greek Translation and Validation of the EuroQol Quality of Life Instrument in Plenary Meeting, Discussion Papers pp. 100-112.
1999	"AIDS and Social Exclusion" in "Dimensions of Social Exclusion in Greece" Volume II National Centre for Social research p.p. 13-54.
1999	"Family Economic inequalities and poverty in Greece" with Balourdos D, National Review of Social Research, Athens, pp. 137-181
1999	"Poverty and economic deprivation in the Balkan area and the European Union" EKEM, Athens, pp. 95-108
1999	"Cross boarder movement of patients", Archives of Hellenic Medicine, pp.328
1999	"The welfare state in Greece" Published in the Book "About Greece". Ministry of Press and Mass Media Secretariat General of Information, pp. 232-252.
1999	"Health inequalities – some of the issues, and evidence from Greece" in Initiating a Dialogue for Health, Neighbours in the Balkans, pp. 103-112.
1999	"Cost Effectiveness Analysis of Regional VS General VS Combination Anaesthesia and Analgesia Techniques in Greek Patients Undergoing Hip Arthroplasty" Yfantopoulos J, Athanasiadis H., Karokis A., Tsekouras V., Pierrakos G., Pagouni H., Hatzianeou E. in the 15 <sup>th</sup> Annual Meeting of the International Society of Technology Assessment in Health Care, pp.105.
1999	"Pain outcome assessment of surgical anaesthesia and post operative analgesia" Yfantopoulos J, Athanasiadis H., Karokis A., Tsekouras V., Pierrakos G., Karamihali E., Hatzianeou E. in the 15 <sup>th</sup> Annual Meeting of the International Society of Technology Assessment in Health Care, Edinburgh U.K. pp.150.
1999	"Patient satisfaction: A key concept for evaluating and improving nursing services" Mercuris A, Yfantopoulos J, Lanara V, Lemonidou C, Journal of Nursing Management 1999, 7, pp. 19-28
1999	"Characteristics of the People with Disabilities in Greece" Statistical Data, Research and Policy Implementation, with D. Balourdos, M. Chrysakis, S. Soulis, in Mentor A Journal of Scientific and Educational Research pp. 140-162.
1999	"Developing an instrument to measure patient satisfaction with nursing care in Greece " Mercuris A, Yfantopoulos J, Lanara V, Lemonidou C, Journal of Nursing Management 1999, 7, pp. 91-100
2000	"Payment systems in Medical services" Health Management (Russian Journal on Managing Health Service Organizations) Vol 1-2 pp 26-34
2000	"Countries in Transition Health Economic Issues" in: The 7 <sup>th</sup> International Conference on System Science in Health Care, "Sustainable structure for better health", pp. 368-375.
2000	"Income inequality and poverty in Moldova" Moldovan Economic Trends October December 2000 pp 85-108
2000	"Socio Economic aspects of Hepatitis B and C", with Pierrakos G Greek Medical Association. 26 <sup>th</sup> Congress, pp 76-86.
2000	"Demographic trends and their socio-economic impact" Gerontological and Geriatric Society p.p. 401-405.
2000	"Health manpower development and the NHS staffing" Polyzos N, Yfantopoulos J Archives of Hellenic Medicine Vol. 17 Nov-Dec (6) p.p. 627-639
2001	"The efficiency of the welfare state in combating poverty in the European Union" National Institute for Labour p.p. 311-328
2001	"Regional Dimensions of Poverty and income inequality in Greece" With Bloodroots D. The Greek Review of Social Research EKKE. Volume A, B, p.p. 155-195
2001	"Health and Wealth in Azerbaijan. An econometric view" Azerbaijan Economic Trends. January –March 2001



2001	"Regional Dimensions of Poverty and income inequality in Greece" With Balourdos D. The Greek Review of Social Research EKKE. Volume C p.p.3-42
2001	"The Social Quality of Life" Editorial ", Archives of Hellenic Medicine, May-April, vol 18, pp. 108-113.
2001	"Quality of Life and Qualys in the measurement of health". Archives of Hellenic Medicine, May-April, vol 18, pp. 114-130.
2001	"Pain as an outcome measure in various anaesthesia and analgesia techniques ". Athanasiadis C, Christodouloupoulou A, Karokis A, papaspyrou S, Pierrakos G, Yfantopoulos J, Archives of Hellenic Medicine, May-April, vol 18, pp. 161-168.
2001	"The Greek version of the EuroQol (EQ-5D) instrument", Archives of Hellenic Medicine, May-April, vol 18, pp. 180-191.
2001	"Social Production Function Theory" Sarris, Soulis S, Yfantopoulos J Archives of Hellenic Medicine May June Vol. 13 (3) p.p. 230-238.
2001	"Validation and measurement of quality of life in Greece using EQ-15D", Archives of Hellenic Medicine May-April, vol 18, (3) pp. 279-287
2001	"Quality of Life measurement for patients with Hepatitis C" with Pierrakos G and Zanakis V., Archives of Hellenic Medicine, vol. 18, pp. 288-296
2001	"Comparison of the Properties of the EQ-5D with the 15-D in Finland and Greece" (Yfantopoulos J, Sintonen H,) in Proceedings of the 18 <sup>th</sup> Plenary Meeting of the EuroQol Group. 6 <sup>th</sup> –7 <sup>th</sup> September 2001, Copenhagen Denmark (edited by Norinder A, Pedersen K and Roos P. Denmark.
2002	"Economic Dimensions of Diabetes" in Migdalis "Diabetes" ZITA Publications p.p. 37-44
2002	"Descriptive validity of the EQ-5D and the 15D in assessing HRQOL preferences in blind people" EuroQol Meeting University of York. U.K.
2003	"Socio-Economic Inequalities in Health Related Quality of Life between Manual and Non-manual Workers in Greece": Yfantopoulos J., Papagiannopoulou V., Rachiotis G., Bechrakis P. EuroQol Group, 15 September 2003.
2003	"The economics of Blood. Evidence of Greece", with Kanavos PG., Politics CV., International Conference for Blood and Blood Products.
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## **SELECTED POSTERS IN INTERNATIONAL CONFERENCES**

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