


PERSONAL INFORMATION Theodore Koutroukis



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 thkoutro@econ.duth.gr  
 Sex M | Date of birth 21/07/1966 | Nationality Greek

WORK EXPERIENCE

Date from - Date to	Location	Company & reference person	Position
1988-today	Thessaloniki	<b>Business Consultant</b>	Entrepreneur
2014-2019	Komotini	<b>Democritus University of Thrace</b>	Assistant Professor
2008-2014	Chios	<b>University of Aegean</b>	Assistant Professor

EDUCATION AND TRAINING

<b>Institution</b>	Panteion University of Athens
<b>Date</b>	2001-2004
<b>Degree(s) or Diploma(s) obtained</b>	<b>Ph.D. Degree</b> (Branch: Labour Economics/ Subject of Ph.D.: "Industrial Relations in Multinational Enterprises: The experience of European Works Councils ")
<b>Institution</b>	Aristotle University of Thessaloniki - Department of Economics
<b>Date</b>	1988 - 1990
<b>Degree(s) or Diploma(s) obtained</b>	<b>Master's Degree in Economics</b>
<b>Institution</b>	Aristotle University of Thessaloniki – Department of Economics
<b>Date</b>	1984 - 1988
<b>Degree(s) or Diploma(s) obtained</b>	<b>Bachelor's Degree in Economics</b>

PERSONAL SKILLS

Mother tongue(s) **Greek**

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1	C1	C1	C1	C1
French	B1	B1	B1	B1	B1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user **Common European Framework of Reference for Languages**

**Communication skills** Excellent communication skills gained through my experience as an international consultant, mediator and an academic professor

**Organisational / managerial skills** Assistant Co-ordinator, Module DEO 43, Hellenic Open University

- Job-related skills**
- Bargaining
  - Evaluation
  - Mediation - Arbitration
  - Consultancy, capacity building and research on employee relations and labour market

Digital competence	SELF-ASSESSMENT				
	Information processing	Communication	Content creation	Safety	Problem solving
	Proficient user	Proficient user	Proficient user	Proficient user	Proficient user

Levels: Basic user - Independent user - Proficient user  
[Digital competences - Self-assessment grid](#)

Replace with name of ICT-certificate(s)

Excellent use of Windows and MS Office tools (MS Word, MS Excel/ PowerPoint)

Driving licence B

**ADDITIONAL INFORMATION**

**1. ACADEMIC AND TEACHING EXPERIENCE**

- ❑ **1997-2008** Tutor in the **Thessaloniki University of Applied Sciences (TEI)**, Undergraduate Programs
- ❑ **2003-2008:** Adjunct Lecturer in the **University of Aegean** (Department of Financial and Management Engineering – Courses Taught: Human Resource Management, Employee Relations, Negotiations)
- ❑ **2008-2014:** Assistant Professor in the **University of Aegean** (Department of Financial and Management Engineering – Courses Taught: Human Resource Management, Employee Relations, Negotiations)

- ❑ **2014-today:** Assistant Professor in the **Democritus University of Thrace**, (Department of Economics, Engineering – Courses Taught: Human Resource Management, Labour Economics, social Entrepreneurship)
- ❑ **2004-today:** Tutor in the **Hellenic Open University** - Courses Taught: Labour Economics & Industrial Organization, Adult Education)
- ❑ **2019-today,** Adjunct Lecturer, in the **Neapolis University of Paphos**, MBA program, – Courses Taught: Human Resource Management, Leadership & Organizational Behaviour.
- ❑ **2005-2007:** Post Doctoral Fellow, **Athens University of Economics and Business**, “The consequences and implications of the European Company Statute for the national states and the EU ”, Awarded Scholarship by the EU funded Pythagoras Programme
- ❑ **2004-2005:** Post Doctoral Fellow, **Panteion University of Athens**, “Human Resources and employee relations in the service sector”, Awarded scholarship by the Greek State Scholarship Foundation.
- ❑ Courses Taught: Employee Relations, Human Resource Management, Labour Economics, Personnel Economics, Microeconomics, Macroeconomics, Negotiations, Adult Education.

## 2. INTERNATIONAL RESEARCH AND CONSULTANCY PROJECTS

- ❑ Experienced regional and national co-ordinator/expert of EU funded projects (ESF, ADAPT, RETEX, NOW, EQUAL, YOUTHSTART etc.) 1993-present
- ❑ Experienced Researcher of many studies and research projects concerning industrial relations, labour market, vocational training 1990-present
- ❑ Mediator/ Arbitrator at the Greek Organisation for Mediation and Arbitration 1998-present (Providing Mediation Services in Labour Disputes/ Conflicts between trade unions and management and advised social partners in developing social dialogue procedures).

## 3. RESEARCH INTERESTS

Personnel Economics, Employee Relations, Vocational Training, Negotiations, Labour Market institutions, Human Resource Management

## 4. EVALUATION EXPERIENCE

**2001-today:** Evaluator of projects funded by the Greek Ministries of Education and Labour, 2001-present)

**1996-1997:** Registered evaluator of tenders submitted in the "HORIZON" and "YOUTHSTART" Projects (Community Initiative EMPLOYMENT – Greek Ministry of Labour and Social Insurance)

**1998-2002:** Registered evaluator for the accreditation of vocational training centres (ESF Operational Programme “Employment and Vocational Training” - Greek Ministry of Labour and Social Insurance)

## 5. GRANTS AWARDED

**2004-2005** Greek State Scholarship Foundation

**2006-2007** Pythagoras programme (Greek Ministry of Education and EU)

**2009-2010** Propondis Foundation Scholarship for academic research

## 6. MEMBERSHIPS

**2002:** European Association of Labour Economists

**1989:** International Labour and Employment Relations Association

## 7. PUBLICATIONS

### Conference Papers:

- ❑ Recent developments in the trade union movements of Greece and Bulgaria: A comparative analysis (\*), 9th World Congress of the International Industrial Relations Association, Sydney, 31 August- 4 September, 1992.
- ❑ Aspects of lower and higher level workers participation in Greece (\*), Annual Conference of the International Sociological Association, Athens-Glyfada, 9-12 September 1999.
- ❑ The Greek Experience in European Works Councils: New Challenges for a peripheral Industrial Relations System (\*), 6th European Congress of the International Industrial Relations Association, Oslo, 25-29 June 2001.
- ❑ Social Dialogue at the Local Community Level: the case of the Imathia Region in Northern Greece, 13th World Congress of the International Industrial Relations Association, Berlin, 8-12 September, 2003(\*).
- ❑ The added value of European Works Councils: a case study approach in Greek subsidiaries, 7th European Congress of the International Industrial Relations Association, Lisbon, 7-11 September 2004.
- ❑ ICT graduate programmes in Greece: Analysis and Association with the labour market, paper to the International Conference on «Global Integration of Graduate Programs», Amman, 26-30 November, 2004.
- ❑ Developments in the level and structure of employment and their impact on Industrial Relations in the Service Sector of the developed countries: a literature review, paper to the II University Professors' European Symposium "Ora et Labora: Work in Europe, Pontifical Lateranensis University, Rome, 30 June-3 July, 2005.
- ❑ Employee Participation in the European Company: Implications for the Greek industrial relations system, Asian Regional Congress of the International Industrial Relations Association, New Delhi, 19-21 April, 2007.
- ❑ Can European Works Councils be effective? A study of their contributing factors from an employee representative point of view, 1st Hellenic Conference in Applied Economics, University of Thessaly, Volos, 26-28 November 2009.
- ❑ An HR management view of European Works Councils function: the Greek case, (\*) paper to the International Conference on Management and Service Science (MASS 2010), Wuhan, 24-26 August, 2010.
- ❑ Social Dialogue in the Era of Memoranda: The consequences of austerity and deregulation measures on the Greek social partnership process (\*), 6th International Conference "The Economies of Balkan and Eastern Europe Countries in the changed world"- EBEEC 2014 (Nis, Serbia, May 9-10.5.2014).
- ❑ Austerity and Social Dialogue in Greece: The consequences of Greek Memoranda on Social Partners' Dialogue (\*), WEA web-conference 'Greece and austerity policies: Where next for its economy and society?', World Economics Association, 20.10.-21.12.2014.
- ❑ The added value of European Works Councils: A case study approach in Greek subsidiaries, Διεθνές Ανοικτό Συνέδριο Διοίκησης Επιχειρήσεων HOBA 2015, 7-8.3.2015., στο <http://mpa.ub.uni-muenchen.de/62741/>
- ❑ European Works Councils: Their benefits and costs in a peripheral European country, ILERA European Regional Conference, Milan, 8-10.9.2016.
- ❑ Evaluating the effectiveness of transnational employee involvement schemes (EWCs): An assessment of contributing factors from a worker representative standpoint, 9th International Conference EBEEC 2017, THE ECONOMIES OF BALKAN AND EASTERN EUROPE COUNTRIES, Piraeus, 28-30.4.2017
- ❑ Do European Works Councils contribute to the Europeanization of industrial relations? Evidence from the case of EWCs in Greece, 2nd International Conference on Scientific Cooperation for the Future of Economics and Administrative Sciences, ASECU, Thessaloniki, 6-8.9.2017.
- ❑ Measuring the effectiveness of international employee involvement: assessing the contributing factors from a European Works Councilor standpoint, 5th SCF International Conference on "Economic and Social Impacts of Globalization" and "Future of European Union", Podgorica 2018 (poster).

### Articles in Reviewed Journals:

- ❑ "Social Security in Greece", *BIRG Bulletin*, 15, Basic Income Research Group, 1992, pp.12-14 Part-time work in Greece: Problems and prospects, *The Work Flexibility Review*, 1991, 2 (\*)
- ❑ Developments in the level and structure of employment and their impact on industrial relations in the service sector of the developed countries: a literature review, *The Cyprus Journal of Science and Technology*, (5)3, 2007, 21-26.
- ❑ New forms of employee involvement in European Companies: Implications for a peripheral Industrial Relations system, *Social Cohesion and Development*, (2)2, 2007, 155-163.
- ❑ Social Dialogue in areas and times of depression: Evidence from regional Greece, *African Journal of Business Management*, (2)4, 2008, 77-84 (\*).
- ❑ Aspects of worker participation in Greece: A legal revolution and the evolution so far, *Labour Relation Review* 59, 2010, 30-41 (\*).
- ❑ Can European works Councils be effective? A study of their contributing factors from an HR point of view, *International Journal of Decision Sciences, Risk and Management*, 2, (3/4), 2010, 276-290 (\*).
- ❑ Evaluating the effectiveness of European Works Councils: a study of their influencing factors from the employee representative standpoint, *International Journal of Engineering and Management* 2 (1), 2010, 25-35.
- ❑ Can European works Councils be effective? A study of their contributing factors from an HR point of view, (\*) *International Journal of Decision Sciences, Risk and Management*, 2, (3/4), 2010, 276-290.
- ❑ The European Company Statute and its implications for a peripheral industrial relations system: the case of Greece, *Res Manageria*, 2(6), 2011, 43-52.
- ❑ Factors Contributing to the Effectiveness of the European Works Council: An Explorative Study, *E-Journal of International and Comparative Labour Studies*, 1 (1-2), 2012, 25-42.
- ❑ Benefits and Costs of European Works Councils in Greece: a Balkan way of Social Dialogue, *Procedia Economics and Finance*, 33 (2015), 121-128.
- ❑ Are European Works Councils a vehicle for the Europeanization of employee relations? A study from the standpoint of People Management Executives, *East-West Journal of Economics and Business* (forthcoming).
- ❑ Is Europeanization of employee relations fostering by EWCs? An assessment by the Greek Social Partners, *Warsaw Forum of Economic Sociology*, (forthcoming)
- ❑ May workers use EWCs to foster Europeanization of Industrial Relations? An exploratory study of trade union policy in MNCs, *HOBA Journal*, 5(1), 2019, 13-36. .

### Chapters in International Books:

- ❑ Greece, in B.S. Cooper (ed), *Labor Relations in Education: An International Per-spect-ive*, Westport: Greenwood Press, 1992, 127-136 (\*).
- ❑ Employee Participation and Bipartite and Tripartite Cooperation in Greece: Prob-blems and Prospects, in R. Markey, A. Chouraqi, P. Gollan, A. Hodgkinson and U. Veersma (eds), *Models of Employee participation in a Changing Global Envi-ronment: Diversity and In-teraction*, Aldershot, Ashgate, 2001, 137-143 (\*).
- ❑ Employee Participation in the European Company: Implications for the Greek Industrial Relations System, in M. Gold, A. Nikolopoulos and N. Kluge (eds), *The European Company Statute: A New Approach to Corporate Governance*, Brussels, Peter Lang, 2009, 143-164.
- ❑ Social Dialogue in Post-Crisis Greece: A Sisyphus Syndrome for Greek Social Partners' Expectations, in J. Marangos (Ed), *The Internal Impact and External Influence of the Greek Financial Crisis*, Palgrave-Macmillan, 2017, 71-83.
- ❑ Critical Reflection in Contemporary Adult Education (\*), in S. Sava (Ed.), *Collective capacity building - Shaping education and communication in knowledge society*, Rotterdam: Sense, 2019 (forthcoming).