





PERSONAL INFORMATION

Theodore Koutroukis



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 Sex M | Date of birth July 21, 1966 | Nationality Greek

WORK EXPERIENCE

Date from - Date to	Location	Company & reference person	Position
1988-today	Thesssaloniki	Business Consultant	Entrepreneur
2014-today	Komotini	Democritus University of Thrace	Professor
2008-2014	Chios	University of Aegean	Assistant Professor

EDUCATION AND TRAINING

Institution	Panteion University of Athens
Date	2001-2004
Degree(s) or Diploma(s) obtained	Ph.D. Degree (Branch: Labour Economics/ Subject of Ph.D.: " Industrial Relations in Multinational Enterprises: The experience of European Works Councils ")
Degree(s) or Diploma(s) obtained	M.Ed. (Adult Education)
Institution	Hellenic Open University. School of Humanities, Patras, Greece Master's Thesis: Trade Union Education in Greece, 2007
Date	2003 - 2007
Degree(s) or Diploma(s) obtained	Master's Degree in Economics
Institution	Aristotle University of Thessaloniki – Department of Economics
Date	1984 - 1988
Degree(s) or Diploma(s) obtained	Bachelor's Degree in Economics

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
Macedonian	A2	A2	A2	A2	A2

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
 Coordinator of Module DMD 55, Hellenic Open University
 Head of Evaluation Team, Democritus University of Thrace, University Training Centre, Unit of Program Evaluation.

- Job-related skills**
- Bargaining
 - Evaluation of Educational Organizations
 - 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

Replace with name of ICT-certificate(s)

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

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)
- ❑ **2014-2018:** Assistant Professor in the **Democritus University of Thrace**, (Department of Economics: *Courses Taught:* Human Resource Management, Labour Economics, Social Entrepreneurship)
- ❑ **2019-2023:** Associate Professor in the **Democritus University of Thrace**, (Department of Economics: *Courses Taught:* Human Resource Management, Labour Economics, Social Entrepreneurship)
- ❑ **2024-today:** Professor in the **Democritus University of Thrace**, (Department of Economics: *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.

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).
- ❑ External Evaluation Expert for Higher Education Institutes in Cyprus Republic, FYROM, Bulgaria, and Montenegro and Member of the Unit for Internal Evaluation, Department of Economics, Democritus University of Thrace. (2025-)

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)

2023-2025 Democritus University of Thrace (DUTH, Greece), Internal Evaluation (Evaluator of Undergraduate Programs in several departments before their merger with DUTH University)

2024-2025 Frederick University of Cyprus (External Evaluator of Graduate Programs)

2018-2025 Member of the Board, DUTH (Greece), University Centre of Lifelong Learning (Evaluator of Training Programs for University Graduates)

2025-today External Evaluation Expert for Higher Education Institutes in Cyprus Republic, FYROM, Bulgaria, and Montenegro and Member of the Unit for Internal Evaluation, Department of Economics, Democritus University of Thrace. (2025-)

5. GRANTS AWARDED

2004-2005 Greek State Scholarship Foundation, Post Doctoral Research, Panteion University of Athens.

“Human Resources and employee relations in the service sector”, Awarded scholarship by the Greek State Scholarship Foundation

2006-2007 Pythagoras programme (Greek Ministry of Education and EU) (Post Doctoral Research, 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

2009-2010 Propondis Foundation Scholarship for academic research

6. MEMBERSHIPS

2002: European Association of Labour Economists

1989: International Labour and Employment Relations Association

2025: Thessaloniki Association of Economists

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.
- ❑ 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).
- ❑ An assessment of the dynamics of relations between Trade Unions and Migrant Workers: A Greek case, International Conference on the routes, impacts and policies connected to the current mass migratory movements and people on the move, International Conference on the «Routes, Impacts and Policies connected to the Current Mass Migratory Movements and People on the Move», ILABSEM, Aristotle University of Thessaloniki, 2020
- ❑ Who pays the Ferryman? Implications of labour market reforms on Greek Industrial Relations Landscape, 11th International Conference on Economics, Georgian Aviation University, Tbilisi, Georgia, 2020 (web-conference)
- ❑ Post-COVID-19 era and Fourth Industrial Revolution: Contemporary trends in labor relations and organizational adaptation(*), ILERA 9th African Congress "Challenges Facing Employment Relations, Labour Law And Social Protection To Reduce Poverty, Inequality And Unemployment In Africa, In The Wake Of A Global Pandemic", Kruger National Park, 2021.
- ❑ Innovative in-company training programs in large listed companies: an assessment of the "Leading the TITAN way" project (*), 4th ICOMIEU Conference "Emerging trends in education: A fusion of Pedagogy, Management, Robotics and STEAM()", 2022.
- ❑ Teaching Python via RUR-PLE (RUR - Python Learning Environment) platform (*), 4th ICOMIEU Conference "Emerging trends in education: A fusion of Pedagogy, Management, Robotics and STEAM", 2022.
- ❑ Teachers' burnout in secondary education A comparative analysis on two teachers' groups in Thessaloniki (*), Conference ICOMIEU 2023.

- ❑ European Universities in the Middle Ages: What can we learn from their influence on contemporary trends regarding organization and administration in higher education (*), 6th ICOMEU 2024 “Smart School: Smart Education Competences”, International Hellenic University, Thessaloniki, 4-6 October 2024

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, 9(17), 35–50. Retrieved from <https://econjournals.sgh.waw.pl/wfes/article/view/1886>
- ❑ 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. .
- ❑ Regional underdevelopment and less developed business ecosystems: The case of Eastern Macedonia and Thrace (*), Bulletin of Applied Economics (*), 6(2), 2020, 31-44.
- ❑ Regional Innovation Systems and Less Developed Business Ecosystems: Fundamental Concepts and Theoretical Trends, International Journal of Economics, Business and Management Research, 4 (05), 2020, 137-156
- ❑ The role of HR department in managing employee relations in multinational subsidiaries (*), International Journal of Application or Innovation in Engineering & Management (IJAIEM), 8(12), 2019, 44-50.
- ❑ Do ALP's Competences matter? The shift of adult education towards professionalization (*), Journal of Contemporary Education, Theory & Research, 5(1/2), 2021, 26-31.
- ❑ Migrant Workers and Trade Unions: Philadelphia or Lycophilia? A Study On The Greek Case, HOBA Journal, 6(2), 2020, 51-65
- ❑ Conceptions of Human Resource Management and Training in SMEs of Eastern Macedonia and Thrace (*), Journal of Management and Strategy, 11(4), 2020, 21-40.
- ❑ Managing Open School Units Amid COVID-19 Pandemic through the Experiences of Greek Principals. Implications for Current and Future Policies in Public Education (*). Administrative Sciences. 2021; 11(3):70. <https://doi.org/10.3390/admsci11030070>
- ❑ The Impact of Covid-19 Pandemic on The Work Landscape and Employment Policy Responses: Insights From Labor Policies Adopted in The Greek Context(*), European Scientific Journal, 17 (31), 2021): ESJ Special Edition: PUBLIC POLICIES IN TIMES OF PANDEMICS, 179-194.
- ❑ Employee Involvement and Participation as a Function of Labor Relations and Human Resource Management: Evidence from Greek Subsidiaries of Multinational Companies in the Pharmaceutical Industry (*), Administrative Sciences, 12(1), 41; 2022, <https://doi.org/10.3390/admsci12010041>
- ❑ European Works Councils in the Pharmaceutical Industry (*), Spoudai, 72, 1-2. 2022, 80-90 <https://spoudai.unipi.gr/index.php/spoudai/article/view/2951>
- ❑ Manpower and Employee Relations during the COVID-19 Pandemic: the case of Greek public education (*), East-West Journal of Economics and Business, 2022, 2, 61-77.
- ❑ Employment Flexibility and Industrial Relations Reforms in Greece of Memoranda(*), E-Journal of International and Comparative Labour Studies, 12(02), 2022, 40-63.

- ❑ Human Resource Management, Employee Participation and European Works Councils: The Case of Pharmaceutical Industry in Greece (*), *Societies* 12(6), 167, 2022. <https://doi.org/10.3390/soc12060167>
- ❑ The Post-COVID-19 Era, Fourth Industrial Revolution, and New Globalization: Restructured Labor Relations and Organizational Adaptation (*), *Societies* 2022, 12, 187. <https://doi.org/10.3390/soc12060187>
- ❑ “In God we trust” - The contribution of Christian Trade Unions in European Integration, *Religions*, *Religions* 2023, 14(7), 889; <https://doi.org/10.3390/rel14070889>
- ❑ A comparative study of Burnout among several teachers’ specializations in secondary schools of Thessaloniki (*), *Merits* 2023, 3(3), 478-493; <https://doi.org/10.3390/merits3030028>
- ❑ Business and Regional Innovation Culture: An Overview of the Conceptualization of Innovation Culture (*), *Administrative Sciences*, 2023, 13(11), 237; <https://doi.org/10.3390/admsci13110237>
- ❑ European Works Councils: Their Impact on the Europeanization of Industrial Relations in an Era of Market Globalism. *Social Sciences*. 2024; 13(3):171. <https://doi.org/10.3390/socsci13030171>
- ❑ Principal-Teacher Relationships Under the Pressure of the COVID-19 Pandemic: Critical Factors and Implications for School Leadership During Crises (*). *Societies* 2024, 14, 209. <https://doi.org/10.3390/soc1410020>
- ❑ Modern Comprehension of the Treaty of Lausanne (1923): Historical Documentary, Searching for Rodakis by Kerem Soyyilmaz (*). *Histories* 2025, 5, 10. <https://doi.org/10.3390/histories5010010>
- ❑ Collective Bargaining in Post-Memoranda Greece: Could It Guarantee Decent Work by Greek Employees? *Social Sciences* 2025, 14, 496. <https://doi.org/10.3390/socsci14080496>

Chapters in International Books:

- ❑ Greece, in B.S. Cooper (ed), *Labor Relations in Education: An International Perspective*, Westport: Greenwood Press, 1992, 127-136 (*).
- ❑ Employee Participation and Bipartite and Tripartite Cooperation in Greece: Problems and Prospects, in R. Markey, A. Chouraqui, P. Gollan, A. Hodgkinson and U. Veersma (eds), *Models of Employee participation in a Changing Global Environment: Diversity and Interaction*, 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.
- ❑ Entrepreneurship enhancement policies and the competitiveness web: The case of the European South (*), in N. Apostolopoulos, K. Chalvatzis & P. Liargovas (eds), *Entrepreneurship, Institutional Framework and Support Mechanisms in the EU*, Emerald Publ., 2021.
- ❑ Change Management, Organizational Adaptation and Labor Market Restructuration: Notes for the Post-COVID-19 Era (*). In Popescu, C.R (Ed), *COVID-19 Pandemic Impact on New Economy Development and Societal Change*. IGI Global, 2022.
- ❑ The Impact of Western Christianity on Trade Unionism, in D.Hiebert (Ed.), *International Handbook of Sociology and Christianity*, Routledge 2023 (SCOPUS Indexed)
- ❑ Implications of the COVID-19 Pandemic on Human Resource Management and Labor Relations: Social Dialogue for the Post-Crisis Era, (*), in M.V. Kayas, in “Social & Economic Studies within the Framework of Emerging Global Developments”. Vol. 3, Peter Lang, 2023 (SCOPUS Indexed).
- ❑ “In God We Trust” -The Contribution of Christian Trade Unions in European Integration, *Prime Archives in Religions and Theology*, in VideLeaf, 2023 (reprint).