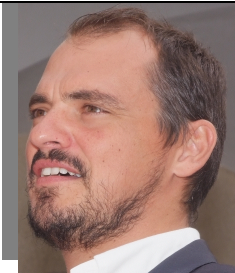


## CURRICULUM VITAE

### PERSONAL INFORMATION

	<p><b>Name:</b> <b>Dr. Kleanthis K. Katsaros</b></p> <p><b>Address:</b></p> <ul style="list-style-type: none"> <li>▪ 36 Avenue du President Wilson, 94230 Cachan, Paris (France)</li> <li>▪ 92A Iroon Polytechniou, 12462 Chaidari, Athens (Greece)</li> </ul> <p><b>Phone:</b> +30 6974806389</p> <p><b>E-mail:</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; border-bottom: 1px solid black;">Personal:</td> <td>1. kleanthis.katsaros@gmail.com</td> </tr> <tr> <td rowspan="5">Professional:</td> <td>2. dr.kleanthis.katsaros@ous.email</td> </tr> <tr> <td>3. kkatsaros@inseec-edu.com</td> </tr> <tr> <td>4. kleanthis.katsaros@ouc.ac.cy</td> </tr> <tr> <td>5. kkatsaros@aueb.gr</td> </tr> <tr> <td>6. katsaros.kleanthis@ac.eap.gr</td> </tr> <tr> <td></td> <td>7. k.katsaros@aade.gr</td> </tr> </table> <p><b>Skype:</b> katsaros8</p> <p><b>Web of Science ResearcherID:</b> AAV-5379-2020</p> <p><b>Webpage:</b></p> <ol style="list-style-type: none"> <li>1. <a href="#">Personal Page</a></li> <li>2. <a href="#">LinkedIn</a></li> <li>3. <a href="#">Google Scholar</a></li> <li>4. <a href="#">Researchgate</a></li> <li>5. <a href="#">Academia.edu</a></li> </ol> <p><b>Date of birth:</b> 12-11-1979</p> <p><b>Nationality:</b> Greek</p> <p><b>Marital status:</b> Married with two children</p>	Personal:	1. kleanthis.katsaros@gmail.com	Professional:	2. dr.kleanthis.katsaros@ous.email	3. kkatsaros@inseec-edu.com	4. kleanthis.katsaros@ouc.ac.cy	5. kkatsaros@aueb.gr	6. katsaros.kleanthis@ac.eap.gr		7. k.katsaros@aade.gr
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	4. kleanthis.katsaros@ouc.ac.cy										
	5. kkatsaros@aueb.gr										
	6. katsaros.kleanthis@ac.eap.gr										
	7. k.katsaros@aade.gr										

### 1. EDUCATION AND TRAINING

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Postdoctoral research</li> <li>• Title</li> </ul>	<p>February 2014 – February 2016</p> <p><b>Athens University of Economics and Business</b></p> <p>Department of Business administration</p> <p>Daily level investigation of attitudes to change that can take the form of task adaptivity (e.g. responding to and coping with change in work roles/processes), proactivity (e.g. future directed behaviors that initiate change in work roles/processes), resistance to change (constructive vs dysfunctional) and attitudinal ambivalence: The moderating role of supervisory influence tactics.</p> <p><b>Postdoctoral Researcher</b></p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Thesis:</li> </ul>	<p>September 2005 - September 2012</p> <p><b>University of Macedonia</b></p> <p>Department of Accounting and Finance</p> <p>Organizational Behavior &amp; Strategic Change Management</p>



<ul style="list-style-type: none"> <li>• Grade</li> <li>• Title</li> </ul>	<p>The role of emotional and cognitive attitudes towards readiness-to-change and their influence in organization's financial results.</p> <p>With honors</p> <p><b>Doctor of philosophy (PhD)</b></p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Thesis:</li> <li>• Grade</li> <li>• Title</li> </ul>	<p>October 2005 - October 2007</p> <p><b>University of Macedonia</b></p> <p>Department of International European and Economic Studies</p> <p>Organizational change and tourism: A survey of the tourist businesses of the prefecture of Thessaloniki.</p> <p>Excellent</p> <p><b>M.sc. in International Economic Relations</b></p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Thesis:</li> <li>• Grade</li> <li>• Title</li> </ul>	<p>February 2003 - February 2005</p> <p><b>University of Macedonia</b></p> <p>Interdepartmental Postgraduate Program</p> <p>Business strategy and change management strategy in the Greek ICT industry.</p> <p>Excellent</p> <p><b>M.Sc. in Information Systems</b></p>
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Grade</li> <li>• Title</li> </ul>	<p>September 1997 - September 2002</p> <p><b>University of Macedonia</b></p> <p>Department of Business administration</p> <p>Very good</p> <p><b>B.Sc. in Business Administration</b></p>

## 2. TEACHING EXPERIENCE

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>January 2018 – Today</p> <p><b>Athens University of Economics and Business</b></p> <p>Adjunct Faculty Member</p> <p>Postgraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Change Management (Spring Semester), MSc in Human Resource Management, [8<sup>TH</sup> in Western Europe by Eduniversal 2021].</li> <li>▪ Management of change &amp; Restructuring (Spring Semester), MBA International, [8<sup>TH</sup> part time MBA in the world by Eduniversal 2021].</li> <li>▪ Human Resource Management in Shipping (Spring Semester), MSc in International Shipping, Finance and Management, [5<sup>TH</sup> in the World by Eduniversal 2019].</li> <li>▪ 2. Supervision of Postgraduate Theses: <ul style="list-style-type: none"> <li>i. Restructuring ERGOSE: adapting the Organizational model to the modern contract awarding methods of the updated legal framework (2019-2020).</li> <li>ii. Inclusive leadership and commitment to organizational change: The role of job autonomy and organizational support (2021).</li> <li>iii. Transformational leadership and organizational commitment: The role of followers' emotions and trust in the leadership. A survey in primary education (2021).</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	
<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> <li>• Main activities and responsibilities</li> </ul>	<p>December 2017 – Today</p> <p><b>ECOLE SUPÉRIEURE DU COMMERCE EXTÉRIEUR – ESCE</b></p> <p><b>International Business School – Inseec Group (Paris, France)</b></p> <p>Visiting Professor</p> <p>1. Undergraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ International People Management</li> </ul>



- Management 3
- Corporate Strategy

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>April 2017 – Today</p> <p><b>OPEN UNIVERSITY OF SWITZERLAND</b>  <b>Royal Academy of Economics and Technology in Switzerland</b>  Visiting Professor</p> <p>1. Courses (Undergraduate &amp; Postgraduate):</p> <ul style="list-style-type: none"> <li>▪ Principles of Business Operations Level 5</li> <li>▪ Human Resources in Business Level 5</li> <li>▪ Managing People in Organisations Level 7</li> <li>▪ Strategic Operations Management Level 7</li> <li>▪ Project Management Level 8</li> <li>▪ Global Management Level 8</li> <li>▪ Research Methods Level 8</li> </ul> <p>2. Supervision of Phd Theses:</p> <ol style="list-style-type: none"> <li>i. Collaborative economy for change leadership in Thailand's banking industry (2019).</li> <li>ii. Should UAE incorporate Leadership and Decision Making as a core curriculum for grades 10-12 throughout the UAE high-school system? (2020).</li> <li>iii. The state and the development of Albania Capital Market, in terms of corporate and government securities, and its impact on Economic Activity (in progress).</li> <li>iv. The impact of leadership management in health and safety system with new technologies in the workplace (in progress).</li> </ol> <p>3. Supervision of Postgraduate Theses:</p> <ol style="list-style-type: none"> <li>i. Leaders' Performance in the Context of Corporate Changes, Case Study: Romanian Companies (2019).</li> <li>ii. Importance of Preventive Healthcare in India (2020).</li> <li>iii. How quality Management systems can increase the efficiency of organizations to monitor and control projects in up to 3 years (2020).</li> </ol> <p>4. Member of PhD/Master Thesis Committee at OUS International Research Department.</p>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>October 2017 – Today</p> <p><b>Hellenic Open University</b>  Adjunct Faculty Member</p> <p>1. Postgraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Management of People and Organizations, (MBA61 Module, Management, Human Resource Management, Marketing Management and Strategic Management, MBA program).</li> <li>▪ Insurance institutions - Support structures, (ΓΧΝ61 Module, Postgraduate Program for The Management of Aging &amp; Chronic Diseases).</li> </ul> <p>2. Undergraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Business Administration and Organizations, (DEO40 Module, Business Policy and Strategy, Multinational Business Administration, Organizational Behavior, Project Management), School of Social Sciences, Bachelor's Degree Program in Business Administration &amp; Organizations.</li> <li>▪ Basic Principles of Management, (DHD23 Module), School of Social Sciences, Bachelor's Degree Program in Public Administration.</li> </ul> <p>3. Supervision of Postgraduate Theses:</p> <ol style="list-style-type: none"> <li>1. The Evolution of Leadership in Army Through its Glorious History and Its Contribution to the Formulation of the Ideal</li> </ol>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	



	<p>Leader or manager (2016-2017).</p> <ol style="list-style-type: none"> <li>Competitive advantage development of a Greek consulting engineering firm (2017-2018).</li> <li>Motivation of public sector employees: The case of South Aegean Region (2017-2018).</li> <li>Consumer behavior in tourism: The mediating role of physical surroundings (irrespective quality and price) (2017-2018).</li> <li>The management of European funded projects in primary education, mainly for sensitive social groups (2017-2018).</li> <li>Online consumer behavior in Greece (2018-2019).</li> <li>Exploring employees' change readiness and organizations' financial performance: The case of Greek banking sector (2018-2019).</li> <li>Human Performance in Military Aviation (HPMA). Statistical Empirical Analysis of the factors which contribute to flight safety satisfaction of Pilots taking into account the conditions of operational training. A research approach in Hellenic Air Force (HAF) (2018-2019).</li> <li>Workplace attitudes and Motivation in the Greek public sector. The case of citizens' service office (KEP) (2018-2019).</li> <li>Business marketing and strategic management in times of financial crisis and recession (2019-2020).</li> <li>The human capital as a source of competitive advantage for the organizations (2019-2020).</li> <li>Improve Problem Management process: A case study for MRHT, a multinational software house company (2019-2020).</li> <li>The contribution of the elderly to Greek households in the midst of an economic crisis (2020-2021).</li> <li>Employee motivation &amp; performance: Examination of Iceland's 'four-day-week trial' case (2021-2022).</li> <li>Total Quality Management in Public Sector; the case of e-EFKA (2021-2022).</li> <li>The role of love in quality of life in people with cardiovascular disease (2021-2022).</li> </ol>
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<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>September 2015 – Today</p> <p><b>Open University of Cyprus</b></p> <p>Adjunct Faculty Member</p> <p>Undergraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Leadership (Winter Semester)</li> <li>▪ Organizational Behavior (Spring Semester)</li> </ul> <p>Moodle coordinator:</p> <ul style="list-style-type: none"> <li>▪ Leadership (2017-2018)</li> </ul>
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<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>November 2016 – Today</p> <p><b>National School for Public Administration and Local Government</b></p> <p>Visiting Lecturer</p> <p>Postgraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Planning, development and evaluation of human resources in the public sector, Leadership, Motivation and Change Management</li> <li>▪ Principles of Administration of Public Organizations</li> <li>▪ Decision making</li> <li>▪ Strategic Management</li> <li>▪ Change Management</li> </ul>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	



	<ul style="list-style-type: none"> <li>▪ Negotiations</li> </ul> <p>Author of educational and certification material for the following training programs:</p> <ul style="list-style-type: none"> <li>▪ Health Change Management</li> <li>▪ Change Management</li> <li>▪ Negotiations</li> </ul>
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<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>October 2017 – January 2020</p> <p><b>University of Western Macedonia</b></p> <p>Visiting Professor</p> <p>1. Postgraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Administration and management of tangible and intangible resources and human resources in education (Winter Semester), «M.sc. in Education Management».</li> <li>▪ Financial Management in the Petroleum and Gas Industry and Transportation (Spring Semester), «M.Sc. in Petroleum Oil and Gas Management and Transportation ».</li> </ul> <p>2. Supervision of Postgraduate Theses:</p> <ol style="list-style-type: none"> <li>The effect of educational technology on students' performance (2019).</li> <li>Comparative study of education systems in EU countries in primary education (2019).</li> <li>Analysis of the Greek construction industry: The case of METKA company (2019).</li> <li>Financial Analysis of the Natural Gas and Oil Business Sector (2020).</li> <li>Primary and secondary education systems in the European Union (2020).</li> <li>Leadership of pre-school education schools (2019-2020).</li> <li>Human resources recruitment in the Greek primary education (2019-2020).</li> <li>Human resources management in primary education (2019-2020).</li> </ol>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> </ul>	<p>1. October 2011 – July 2018</p> <p><b>University of West Attica</b></p> <p>Adjunct Faculty Member</p> <p>1. Postgraduate Courses:</p> <ul style="list-style-type: none"> <li>▪ Administration and Entrepreneurship</li> <li>▪ Economic and Technical Analysis</li> <li>▪ Marketing Information Systems</li> </ul> <p>2. Supervision of Postgraduate Theses:</p> <ol style="list-style-type: none"> <li>Franchise and economic crisis (2012).</li> <li>Analysis of the Hellenic Shipbuilding Industry: Comparative study with EU and Asian countries (2017).</li> </ol>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> <li>• Main activities and responsibilities</li> </ul>	<p>October 2015 – February 2016</p> <p><b>School of Pedagogical and Technological Education</b></p> <p>Adjunct Faculty Member</p> <p>Postgraduate Course:</p> <ul style="list-style-type: none"> <li>• Entrepreneurship - Innovation &amp; Teaching</li> </ul>
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<ul style="list-style-type: none"> <li>• Dates</li> <li>• Educational Organization</li> <li>• Position</li> <li>• Main activities and responsibilities</li> </ul>	<p>March 2015 – September 2015</p> <p><b>National and Kapodistrian University of Athens</b></p> <p>Mentor</p> <p>Online (one-to-one) sessions regarding:</p> <ul style="list-style-type: none"> <li>▪ Drafting a Business Plan and Finding Financing</li> </ul>
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- Ways to carry out research activities
- Consulting in specific professional sectors, Information on the prospects of the sector
- Guidance in making a professional decision
- Guidance on the choice of further education

• Dates	April 2014 - August 2014
• Educational Organization	<b>University of the Aegean</b>
• Position	Instructor
• Main activities and responsibilities	Postgraduate Course: <ul style="list-style-type: none"> <li>▪ New Markets over the Internet (Search engine Optimization, Google Analytics, Google AdWords)</li> </ul>

• Dates	February 2014 - July 2014
• Educational Organization	<b>Panteion University</b>
• Position	Instructor
• Main activities and responsibilities	1. Postgraduate Courses: <ul style="list-style-type: none"> <li>▪ Market research, marketing &amp; sales planning</li> <li>▪ Business planning applications</li> </ul> 2. Student Group Mentor who received the 2 <sup>nd</sup> Business Plan Award in the Money Show 2014.

• Dates	October 2011 - July 2013
• Educational Organization	<b>Aegean Omiros College – University Of Wales (UK)</b>
• Position	Instructor
• Main activities and responsibilities	Postgraduate Courses: <ul style="list-style-type: none"> <li>▪ Leadership and Managing Change</li> <li>▪ Strategic Management</li> <li>▪ Managing in the Business Context</li> <li>▪ Management and Organizational Analysis</li> <li>▪ Research Methodology</li> </ul>

• Dates	October 2006 – June 2011
• Educational Organization	<b>International Hellenic University</b>
• Position	Adjunct Faculty Member
• Main activities and responsibilities	Postgraduate Courses:: <ul style="list-style-type: none"> <li>▪ Business Management Information Systems (Microsoft Business Solutions – NAVISION)</li> <li>▪ Databases in Business Administration</li> </ul>

• Dates	March 2011 – June 2011
• Educational Organization	<b>New York College - New York Empire State College (USA)</b>
• Position	Instructor
• Main activities and responsibilities	Postgraduate Course: <ul style="list-style-type: none"> <li>▪ Organizational Behavior</li> </ul>

• Dates	April 2007 - June 2007
• Educational Organization	<b>University of Macedonia</b>
• Position	Instructor
• Main activities and responsibilities	Postgraduate Courses: <ul style="list-style-type: none"> <li>▪ Strategic Management</li> <li>▪ Organizational Behavior</li> </ul>

## 2.2 CONSULTING - VOCATIONAL TRAINING

• Dates	September 2014 – Today
• Educational Organization	<b>National Centre for Public Administration and Local</b>



<ul style="list-style-type: none"> <li>● Position</li> </ul>	<p><b>Government</b></p> <p>Instructor - Expert - Author of educational material</p> <p>1. Courses:</p> <ul style="list-style-type: none"> <li>▪ <b>Training of heads of departments:</b> a) Organizational culture and introduction of innovation.</li> <li>▪ <b>Formulation of business plan:</b> a) the importance of the business plan, clarity of objectives, main axes of the business plan.</li> <li>▪ <b>Effective management of organizational change:</b> a) Introduction to organizational change, b) Change management (strategy, structure, culture), c) Change management at team and individual level, d) Good practices for managing and implementing organizational change nationally and internationally, e ) Mechanisms for supporting and evaluating organizational change.</li> <li>▪ <b>Development of administrative skills:</b> Project management and preparation of business plans: a) Planning and development of a business plan, b) Decision making and comparative selection of business plan actions.</li> <li>▪ <b>Development of administrative skills:</b> Problem solving and decision making techniques: a) Decision making models, Evaluation of alternative problem scenarios.</li> <li>▪ <b>Management skills development:</b> Leadership and strategic thinking - organizational change: a) Organizational change: introduction to organizational change, b) critical factors for the success/ failure of a change, c) organizational complexity, organizations as complex and adaptive systems.</li> <li>▪ <b>Principles and good practices for quality citizen service:</b> Opinions of the Legal Council of the State - Reports of the Ombudsman and related services/ institutions.</li> <li>▪ <b>Improving social skills: the art of negotiation - agreement techniques:</b> Definition and concept of negotiation, types of negotiation, negotiation theory: style and strategy, psychology of negotiation, interculturalism.</li> <li>▪ <b>Administration of educational units:</b> Legitimacy of Administrative action in the field of education.</li> <li>▪ <b>Administrative skills development: human resource management:</b> Human resource utilization and human resource management, planning, job descriptions.</li> <li>▪ <b>Improving social skills: communication disorders and the art of persuasion:</b> The content of communication and conflict as a function of social conditions - "cultural capital" and "transformative learning".</li> <li>▪ <b>Management skills development: leadership and strategic thinking - organizational change:</b> Strategic thinking and organization, impact analysis, linking personal motivation with strategic strategy.</li> </ul> <p>2. <b>Expert for the certification of the training program</b> "Effective Management of Organizational Change" (4258/02-06-2015).</p> <p>3. <b>Author of educational material and certification material</b> of the training program "Effective Management of Organizational Change" (5973 / 03-09-2015).</p>
<ul style="list-style-type: none"> <li>● Main activities and responsibilities</li> </ul>	
<ul style="list-style-type: none"> <li>● Dates</li> <li>● Educational Organization</li> </ul>	<p>April 2014 – Ιοῦνιος 2016</p> <p><b>Vocational Training &amp; Consulting:</b> e.g. National School Of Public Health, Thessaloniki Chamber Of Commerce and Industry, Private Vocational Training Institutes, Public Vocational Training Institutes, Vocational Training Centers..</p>
<ul style="list-style-type: none"> <li>● Position</li> </ul>	<p>Instructor</p> <p>1. Courses:</p>



<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	Business Administration, Organizational Behavior, Human Recourses Management, Change Management, Leadership (> 2.000 teaching hours).
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### 3. WORKING EXPERIENCE

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Organization</li> <li>• Position</li> <li>• Main activities and responsibilities</li> </ul>	<p>January 2017 - Today</p> <p><b>Independent Authority for Public Revenue</b></p> <p>General Directorate of Financial Services</p> <p>Directorate of Procurement and Building Infrastructure:</p> <ul style="list-style-type: none"> <li>▪ Design and Implementation of internal procedures for drawing up the annual program of required supplies and services to meet the needs of the Authority's services, and establishment of long-term Procurement Strategy.</li> </ul>
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<ul style="list-style-type: none"> <li>• Dates</li> <li>• Organization</li> <li>• Position</li> </ul>	<p>August 2013 – December 2016</p> <p><b>Ministry of Finance, Hellenic Republic</b></p> <p>General Secretariat of Public Revenue</p> <p>Directorate of Strategic Planning and Financial Management, Department of Strategic Planning and Performance Appraisal (PA):</p> <ul style="list-style-type: none"> <li>▪ Strategic planning of General Secretariat of Public Revenue.</li> <li>▪ Goal setting of General Directorates.</li> <li>▪ Performance Evaluation of General Directorates.</li> </ul>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Organization</li> <li>• Position</li> </ul>	<p>February 2007 – July 2013</p> <p><b>Technopolis Group of Companies SA</b></p> <p>Senior Business Manager</p> <p>Administration of the group's department (35 employees) which provides Management Consulting Services in the fields of:</p> <ul style="list-style-type: none"> <li>▪ Corporate and Business Strategy Development (i.e. market analysis and segmentation, strategic positioning, strategic marketing development, human resources strategy, portfolio analysis and diversification); Operations Improvement (i.e. business process reengineering, organisational restructuring, performance management); and Human Capital Development (i.e. human resource management, human resources development, change management services).</li> </ul>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Organization</li> <li>• Position</li> </ul>	<p>June 2012 – March 2013</p> <p><b>Ministry of Education</b></p> <p>Expert</p> <p>Evaluation of proposals for the University Alumni Knowledge Update Program, in the thematic field Business Administration / Business Services.</p>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

<ul style="list-style-type: none"> <li>• Dates</li> <li>• Organization</li> <li>• Position</li> </ul>	<p>April 2007 – December 2007</p> <p><b>Thessaloniki Industrial Chamber</b></p> <p>Business Reorganization Consultant</p> <p>Consulting services in the framework of Action 11 "Support to companies for the development of adapted mechanisms and processes of continuous learning of their staff", of Action II of the Project entitled "Standard areas and systems for the promotion of lifelong learning in work practices, K.P. EQUAL. ».</p>
<ul style="list-style-type: none"> <li>• Main activities and responsibilities</li> </ul>	

### 4. RESEARCH



### Peer-reviewed Academic Journals:

Katsaros, K.K. (2022), "Exploring the inclusive leadership and employee change participation relationship: the role of workplace belongingness and meaning-making", *Baltic Journal of Management*, Vol. 17 No. 2, pp. 158-173.

Katsaros, K.K. & Tsirikas, A. (2022), Perceived change uncertainty and behavioral change support: The role of positive change orientation, *Journal of Organizational Change Management*, Vol. 35 No. 3, pp. 511-526.

Vakola, M., Petrou, P. & Katsaros, K.K. (2021), Work engagement and job crafting as conditions of ambivalent employees' adaptation to organizational change, *The Journal of Applied Behavioral Science*, 57 (1), pp. 57-79.

Katsaros, K.K. Tsirikas, A. & Kosta, G. (2020), The impact of leadership on firm financial performance: The mediating role of employees' readiness to change, *Leadership & Organization Development Journal*, 41 (3), pp. 333-347.

Vakola, M., Petrou, P. & Katsaros, K.K. (2019), Work engagement and job crafting as conditions of ambivalent employees' adaptation to organizational change, *Academy of Management Annual Meeting*, 2019 (1), pp. 14266.

Staboulis, M., Tsirikas, A. & Katsaros, K.K. (2019), Relation of horizontal skills with specializations based on industry dynamics in regional labor markets. The case of the Attica region, *Development Management*, 17 (3), pp. 35-53.

Katsaros, K.K., Tsirikas, A. & Nicolaidis, C. (2015), Firm performance: The role of CEOs' emotional and cognitive characteristics, *International Journal of Business and Economic Sciences and Applied Research*, 8 (1), pp. 51-82.

Katsaros, K.K., Tsirikas, A. & Bani S. (2014), CEOs' attitudes to change, strategic flexibility and organizational performance in Greek ICT industry, (2015), *International Journal of Management Sciences*, 4 (12), pp. 567-581.

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(A):



	<p>towards change uncertainty in Greece, <i>Tourismos: An International Multidisciplinary Journal of Tourism</i>, 7 (2), pp. 359–379.</p> <p>Tsirikas, A., Katsaros, K.K. &amp; Nicolaidis, C. (2012) 'Modelling and benchmarking organisations' memory capabilities', <i>International Journal of Knowledge and Learning</i>, 8 (3/4), pp. 328–351.</p> <p>Tsirikas, A., Katsaros, K.K. &amp; Nicolaidis, C. (2012) Knowledge management, tolerance of ambiguity and productivity: Evidence from the Greek public sector, <i>Employee Relations</i>, 34 (4), pp. 344 -359.</p> <p>Katsaros, K.K., &amp; Nicolaidis, C. (2012), Personal traits, emotions and attitudes in the workplace: Their effect on managers' tolerance of ambiguity, <i>The Psychologist-Manager Journal</i>, 15 (1), pp. 37-55.</p> <p>Nicolaidis, C. &amp; Katsaros K.K. (2011), Tolerance of ambiguity and emotional attitudes in a changing business environment: a case of Greek IT CEOs, <i>Journal of Strategy and Management</i>, 4 (1), pp. 44-61.</p> <p>Nicolaidis, C. &amp; Katsaros K.K. (2010), Emotions towards Change "A Case of Northern Greek IT Industry", <i>International Journal of Business &amp; Economics</i>, 10 (1), pp. 65-74.</p> <p><b>Under publication/review/revision:</b></p> <p>Katsaros, K.K. (2022), Firm performance in the midst of the Covid-19 Pandemic: The role of perceived organizational support during change and work engagement, <i>Management Decision</i> (under review).</p> <p>Katsaros, K.K. &amp; Tsirikas, A. (2022), Perceptions of change uncertainty and behavioral change support: The mediating role of self- and other- interest, <i>Leadership &amp; Organization Development Journal</i> (under revision).</p> <p>Sanders, K. et al. (2021), Adopting an Attributional Perspective of HR Strength in Times of Crisis: A Cross-Cultural Study, <i>Journal of Business Research</i> (under revision).</p>
<b>(B):</b>	<p><b>Book Chapter:</b></p> <p>Katsaros, K.K. (2015), Readiness to organizational change: A competitive advantage in the current business environment, in Tsamis, A. (Ed.), <i>Entrepreneurship Dimensions II</i>, Panteion University Edition (Greek), pp. 200-221, ISBN 978-960-85708-7-0.</p>
<b>(C):</b>	<p><b>Book:</b></p> <p>Vakola, M. &amp; Katsaros, K.K. (2020), <i>Managing changes in organizations</i>, Athens, Benos publications, ISBN139789603591580.</p>
<b>(D):</b>	<p><b>International Conferences (with review):</b></p> <p>Sanders, K. et al. (2021), The antecedents of HR strength in times of crisis: an attributional lens, <i>Academy of management proceedings</i>, 2021 (1), pp. 11154.</p> <p>Vakola, M., Petrou, P. &amp; Katsaros, K.K. (2019), Work engagement and job crafting as conditions of ambivalent employees' adaptation to organizational change, <i>Academy of management proceedings</i>, 2019 (1), pp. 14266.</p> <p>Vakola, M., Katsaros, K.K., &amp; Petrou, P., <i>Ambivalence and adaptive performance: The moderating role of work engagement</i>, 19<sup>th</sup> Congress of the European Association of Work and Organizational Psychology, May 29-June 1, 2019, Turin, Italy</p> <p>Tsirikas, A., &amp; Katsaros, K.K., <i>Individual, Team and Organizational Learning. Interactions and Best Practices</i>, 2nd International Conference on Reimagining Schooling, September 24-26, 2015,</p>



	<p>Thessaloniki, Greece.</p> <p>Katsaros, K.K., &amp; Vakola, M., <i>Responding to change recipients' reactions: A conceptual model</i>, 17<sup>th</sup> Congress of the European Association of Work and Organizational Psychology, May 20-23, 2015, Oslo, Norway.</p> <p>Katsaros, K.K., Tsirikas, A., &amp; Nicolaidis, C., <i>Towards a tolerance of ambiguity model in Greek tourism industry</i>, in the proceedings of the International Conference on Tourism - Tourism in an Era of Uncertainty, April 27-30, 2011, Rhodes island, Greece.</p> <p>Nicolaidis, C., &amp; Katsaros, K.K., <i>Greek banks managers' job satisfaction in a changing business environment: The effect of their emotions towards change</i>, in the proceedings of the 3<sup>rd</sup> International Conference On Accounting &amp; Finance, August 26-27, 2010, Skiathos island, Greece.</p> <p>Nicolaidis, C., &amp; Katsaros, K.K., <i>Exploring Greek hotel managers' readiness to change: the effect of locus of control, involvement and job satisfaction</i>, in the proceedings of the International Congress on Tourism Heritage and Innovation, June 21-23, 2010, Porto, Portugal.</p> <p>Nicolaidis, C., &amp; Katsaros, K.K., <i>Emotional attitudes towards change and readiness to change: a case of Greek hotel managers</i>, in the proceedings of the International Conference on Tourism Development and Management, September 11-14, 2009, Kos island, Greece.</p> <p>Nicolaidis, C., &amp; Katsaros, K.K., <i>Managing strategic change in the Greek banking sector: Change readiness, involvement, locus-of-control</i>, in the proceedings of the 2<sup>nd</sup> International Conference On Accounting &amp; Finance, August 28-29, 2008, Thessalonica, Greece.</p> <p>Nicolaidis, C., &amp; Katsaros, K.K., <i>Emotions towards Change "A Case of Northern Greek IT Industry"</i>, in the proceedings of the 7<sup>th</sup> Global Conference on Business &amp; Economics, October 13-14, 2007, Rome, Italy.</p> <p>Nicolaidis, C., &amp; Katsaros, K.K., <i>Emotions towards Strategic Change in a dynamic and complex business environment: A case of IT Industry"</i>, in the proceedings of the International Conference Emotions and Interpersonal Skills at work, June 3 - 4, 2005, Thessalonica, Greece.</p>
(E):	<p><b>National Conferences (with review):</b></p> <p>Tsirikas A., &amp; Katsaros, K.K., <i>The future of Strategic Human Resources Management: Developing the desired workforce</i>, 60 National Conference for Standardization, Standards and Quality "Quality and Proficiency in Education, Vocational Training and Lifelong Learning", May 27-28, 2016, Thessaloniki, Greece.</p> <p>Tsirikas A., Skordaris A, Koutrakis S., &amp; Katsaros K.K., <i>Modeling the learning organization</i>, 10 National Scientific Conference in Lifelong Learning "Lifelong learning and contemporary society: Local government, Education and Work", June 27-28, 2015, Thessaloniki, Greece (in Greek).</p>
(F):	<p><b>Newspaper article:</b></p> <p>Vakola, M., Petrou, P. &amp; Katsaros, K.K. (2021), <i>How the negative attitudes of the employees in the changes can be positive?</i>, <i>Economikos Tachydromos</i>, Retrieved 29-04-2021 from: <a href="https://www.ot.gr/editor/maria-vakola-paris-petrou-kleanthis-katsaros">https://www.ot.gr/editor/maria-vakola-paris-petrou-kleanthis-katsaros</a>.</p>
<b>Research memberships:</b>	<p><b>Peer-reviewed Academic Journals:</b></p> <p><b>1. Editorial Team/Board:</b></p>



- World Journal of Education (Sciedu Press).
- Palgo Journal of Business Management (Palgo Journals).
- Journal of Curriculum and Teaching (Sciedu Press).
- International Journal of Business and Management (Canadian Center of Science and Education)

## 2. Reviewer:

- International Journal of Human Resource Management (Taylor & Francis publications- Impact Factor: 3.150).
- Journal of Managerial Psychology (Emerald publications - Impact Factor: 1.415).
- International Journal of Human Resources Development and Management (Inderscience Publishers).
- Baltic Journal of Management (Emerald publications - Impact Factor: 1.469).
- Journal of Organizational Change Management (Emerald publications - Impact Factor: 1.185).
- Personnel Review (Emerald publications - Impact Factor: 1.362).
- Journal of Leadership and Organizational Studies (Sage publications - Impact Factor: 1.597).

## Participation in E.U. projects:

**1. eTEN European Community programme**, project under the title: "Job – Rotation: An integrated service that substitutes SMEs Staff with trained unemployed and offers e-learning courses to all involved", Institutions from Greece, Slovenia, Italy, Poland and Germany, 01/2007 – 09/2008, ([http://ec.europa.eu/information\\_society/activities/eten/cf/opdb/cf/project/index.cfm?mode=detail&project\\_ref=ETEN-029316](http://ec.europa.eu/information_society/activities/eten/cf/opdb/cf/project/index.cfm?mode=detail&project_ref=ETEN-029316)) [**Position: Head of Educational Material Development**].

**2. EQUAL Community initiative**, project under the title: «Model Areas and Systems for Promoting Life Long Learning into Labor Practices, Equal – Technognosi», - Measure 3.1 "Encouraging the adaptability of enterprises and employees through the promotion of lifelong learning and employment incorporation practices", 06/2006 - 10/2008, ([http://ec.europa.eu/employment\\_social/ECDB/equal/jsp/dpComplete\\_1034.htm](http://ec.europa.eu/employment_social/ECDB/equal/jsp/dpComplete_1034.htm)) [**Position: Business Reorganization Consultant**].

## Research projects:

**3. LEONARDO DA VINCI – Multilateral Project for Transfer of Innovation – "Agrotate"**, project under the title: "Job Rotation e-service enhancing lifelong learning for the Agriculture Sector", Institutions from Greece, Spain, Denmark and the Czech Republic, 01/2009 – 12/2011, (<http://www.agrotate.net/> [www.adam-europe.eu/adam/project/view.htm?prj=7129#.UqWynuLJZws](http://www.adam-europe.eu/adam/project/view.htm?prj=7129#.UqWynuLJZws)) [**Position: Project Management**].

**4. INTERREG III - Cross-Border Cooperation (2007-2013)**, project under the title: 'Establishment of network for the support of the mobility and the development of human resources', Institutions from Greece and Bulgaria, 03/2011 – 03/2013, ([www.territorialcooperation.eu/frontpage/show/12668](http://www.territorialcooperation.eu/frontpage/show/12668)) [**Position: Responsible for Action Planning & Proposal Writing**].

**5. LEONARDO DA VINCI – Multilateral Project for Transfer of Innovation– "Organisational Learning"**, project under the title: "Integration of organizational and lifelong learning culture in the labour practice of small and medium enterprises", Institutions from Greece, Rumania, Turkey and Bulgaria, 01/2012 – 12/2013, ([www.organisationallearning.eu](http://www.organisationallearning.eu)) [**Position: Project**].



## Management].

**6. Panteion University,** Implementation of the Operation "Innovation and Entrepreneurship Unit (SME) of Panteion University", in the framework of Priority Axis 5: "Upgrading of initial vocational training and vocational education systems and connection of education with the labor market in the 3 regions of Phased Exit", Action D.3.2 "Implementation of Business Plans related to entrepreneurship", in the course "Business Plan Design Applications", 02/2014 - 07/2014, (<http://www.mke.panteion.gr>) [**Position: Mentor**].

## 5. PERSONAL SKILLS

**MOTHER TONGUE: GREEK**

### FOREIGN LANGUAGES:

- |                   |   |
|-------------------|---|
| 1. <b>ENGLISH</b> | ▪ <b>Excellent</b> , C2<br>(Certificate of Proficiency in English - University of Michigan) |
| 2. <b>SPANISH</b> | ▪ <b>Very good</b> , B2<br>(Diploma Basico de Espanol)                                      |
| 3. <b>GERMAN</b>  | ▪ <b>Good</b> , B1<br>(Zertificat Deutsch als Fremdsprache-ZDaF)                            |

### Digital skills:

- **Operational systems:** MS-Windows, Linux.
- **Programming languages:** Java, HTML, PHP, XML.
- **Applications:** MS-Office (ICT Intermediate A), WINQSB, SPSS, LISREL, AMOS, ORACLE, SQL, Microsoft Dynamics NAV, Moodle Software (Modular Object Oriented Developmental Learning Environment; Learning Management System - LMS), Search Engine Optimazation, Google AdWords & Analytics.

### Expert Registers:

#### 3. National:

- Register of Experts of the Special Management / Implementation Service of the Ministry of Education & Religions in the fields of research, technological development and innovation
- Educational Policy Institute; to evaluate educational material.
- National Centre for Social Research; Finance/ Regional Development.
- Greek Research & Technology Network; National Strategic Reference Framework (NSRF), INTERREG (IVC) and programs funded directly by the European Union.
- General Secretariat for Research and Technology: Research, Technological Development and Innovation projects.

#### 2. European Commission:

European Commission Independent expert to assist with research and innovation assignments including the evaluation of proposals, monitoring of projects, and evaluation of programmes, and design of policy  
(<https://ec.europa.eu/research/participants/portal/desktop/en/h>



[ome.html](#)).

## 6. OTHER INFORMATION

<b>Honours and awards:</b>	<ul style="list-style-type: none"><li>▪ <b>Body: University of Macedonia</b></li></ul> Duration: February 2003 – February 2005 Excellence performance during the two years of the postgraduate program (Master in Information Systems).
<b>Volunteering:</b>	<ul style="list-style-type: none"><li>▪ <b>Mentor Job-Pairs - Creating Opportunities The Job-Pairs team</b> (<a href="http://www.job-pairs.gr">www.job-pairs.gr</a>) "creates" Mentee - Mentor pairs (matching process) and then they engage in a series of four meetings, during which the goal is to share and exchange experience, the Mentor to provide guidance to the Mentee as to how successfully (re-)enter the job market. The mentoring process is supported by material developed by the Job-Pairs team following the human resource management scientific principles. Job-Pairs is supported from the Hellenic Institute of Human Resources Management (EIMAD) and the Greek People Management Association (GPMA), and the communications and public relations firm Communication Effect S.A.</li></ul>
<b>Personal interests:</b>	<ul style="list-style-type: none"><li>▪ Long distance running</li><li>▪ Water polo, swimming</li><li>▪ Music, Cinema</li></ul>
<b>ΛΟΙΠΕΣ ΠΛΗΡΟΦΟΡΙΕΣ:</b>	<ul style="list-style-type: none"><li>▪ Member of the Economic Chamber of Greece since July 2005 (R.N. 0305076812, <a href="http://www.oe-e.gr">http://www.oe-e.gr</a>).</li><li>▪ Member of the network of the Delegation of the European Commission in Greece since July 2014 (<a href="http://ec.europa.eu/greece/index_el.htm">http://ec.europa.eu/greece/index_el.htm</a>).</li></ul>
<b>References:</b>	<p>Professor Maria Vakola Athens University of Economics and Business, Department of Marketing and Communication Tel: +302108203177, email: <a href="mailto:mvakola@aueb.gr">mvakola@aueb.gr</a></p> <p>Professor Theologos- Michael Chletsos University of Piraeus, Department of Economics Tel: +30210 4142403, email: <a href="mailto:mchletsos@unipi.gr">mchletsos@unipi.gr</a></p> <p>Associate Professor Alexia Panayiotou University of Cyprus, Department of Business and Public Administration Tel: +35722893618, email: <a href="mailto:alexia@ucy.ac.cy">alexia@ucy.ac.cy</a></p> <p>More references are available upon request</p>