

EVANGELIA FRAGOULI

CONTACT INFORMATION:

HOME ADDRESS: 4 Lytton Street, G/R, DD2, 1EU, Dundee, Scotland. **Tel:** (01382) 802126.

WORK ADDRESS: University of Dundee, Graduate School of Natural Resources, Law, Policy & Management, CEPMLP, Dundee, DD1, 4HN, UK. **Tel:** (01382) 385772.

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ADDRESS IN GREECE: Plateia Ymittou 1, 'Hellinikon', Ymittos, 17237, Athens, Greece. **Tel:** (+30)6948186180.

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CAREER OBJECTIVE

To assist Management Development, Leadership Development and Assessment of Management Policies of Enterprises and Organizations (in the public and private sector), Development of Human Resources Management Systems and Policies (Planning and Staff Development, improvement of Manpower Planning, Performance Assessment Management and Staff Evaluation, Recruitment, Training, Development). To contribute to counseling and mainly to scientific research in the fields of Management, Human Resources Management, Organizational Psychology/Behavior and Organizational Re-engineering.

EDUCATION

COLUMBIA UNIVERSITY, New York, N.Y. 1994-1999. Ph.D (distinction) in Comparative and International Business Education/Development majoring in Economics and Management of Business Education. Focus is on Executive and Managerial Education/Development (Human Resources Management). Management Development/International Human Resources Management and Psychology (Educational, Organizational) were emphasized. The topic of Ph.D research was: Senior Management Education/Development and the interaction of corporate and national culture in Multinational Companies. Case study: Greece. The dissertation examined issues of human resources development (seniors, executives) through education, in European and American Multinational Companies in the hygiene and pharmaceutical industries. More specifically, it examined the influence of "globalization" in senior management development policies of companies and the interaction of personal culture of managers/executives (5 factors were considered: personality, culture, education, working experience, local environment) and corporate culture in the process of development. Development (of attitude and new way(s) of thinking) cannot take place through training, unless programs incorporate cross-cultural elements and consideration of personal profile of senior managers and executives. Eight hypotheses were examined incorporating principles of international human resources management, economics of training and development, organizational psychology, management principles.

COLUMBIA UNIVERSITY, New York, NY. 1992-1994. Mphil (distinction) in Comparative and International Education/Development, majoring in Economics. Emphasis was given on issues of Economics and Management of Education, (management development/training programs and policies, in a cross cultural context [comparative/international management development], manpower planning, economics of education/staff development, international education/development in international organizations (UN, World Bank), Psychology (educational, organizational) and International Human Resources (focus on executive education)

HARVARD UNIVERSITY, Cambridge, MA. 1990-1991. Ed. M (Advanced Master) (distinction) in Counseling Processes (Human Resources Development through Education), with an emphasis on Assessment/Psychology Communication (Personality- Intelligence- Skills Assessment), Education, Human Resources Management Training,

UNIVERSITY OF ATHENS, SCHOOL OF PHILOSOPHY, Greece. 1985-1989. B.A. in Psychology with concentration in Psychology and Education. Emphasis on developmental psychology (adult development in the workplace).

UNIVERSITY OF ATHENS, SCHOOL OF PHILOSOPHY, Greece. 1986-1988. Postgraduate studies in Philosophy and Psychology..

UNIVERSITY OF ATHENS, Greece., 1983-1985. B.A. in Education.

ATHENS UNIVERSITY OF ECONOMICS & BUSINESS in collaboration with the CITY UNIVERSITY, Department of Economics (UK) and the Institute FONDAZIONI ENI ENRICO MATTEI, European summer school CRESSE in Competition & Regulation, June 2009-July 2009. Certification of attendance. Topics referred to Dominance and its Abuse, Collusive Practices, Economics of Mergers

SELECTED COURSES TAKEN

Management Training, Organizational Psychology, Economics (Game Theory), Strategic Management, Business Economics, Educational Psychology, Quality Management, Counseling Psychology, International and Comparative Business Education, Executive Development, Management Development in International Organizations (United Nations, World Bank), Introduction to Management Principles, Economic Analysis, International Human Resources Management, Product Management, International Management, Management of Multinational Organizations, Advanced Staff Development and Training, Manpower Planning, Empathic Listening and Responsive Communication, Business Education Research Methods, Individual Differences, Behavior in Organizations, Adaptation Difficulties, Business Education and Psychology, Managing Human Behavior in Organizations, Personal Differences and Variances, Psychology of Development, Cross Cultural Awareness and Development, Social Psychology, Adult Psychology and Education, Cognitive Psychology, Communication Psychology, Clinical Psychology, Economics of Training in the Business Sector, Probability and Statistical Inference of Training, Educational Psychology for Adults, Managerial Economics, Psychology of Personality, Group Dynamics, Personality Assessment, Intelligence Assessment.

HONORS/AWARDS

Ed.M Distinction, Harvard University, 1991.

Ph.D, Mphil., Distinction, Columbia University, 1999.

Awarded scholarship from Greek-Orthodox, Archdiocese, 1990 for completion with distinction of Ed.M (duration: one year).

Awarded Hellenic State Graduate scholarship, 1994 for academic research (duration 3 years)

Awarded scholarship from ONASSIS FOUNDATION, 1996 (duration 2 years).

GENERAL AREA OF ACADEMIC SPECIALIZATION & RESEARCH INTEREST

Human Resources Management & Development, Organizational Behavior, Leadership & Decision Making, Strategic Management, Risk Management, Crisis Management & Organizational Behavior.

ACADEMIC- SCIENTIFIC EXPERIENCE

University of Dundee, Graduate School of Natural Resources, Law, Policy & Management , UK. June 2012-present. Faculty Member –Lecturer in Management (permanent position). Lecturer of management courses (leadership and decision making; risk and crisis management, research methods, strategic management courses). Lecturer of the module *Human Resources Management* for the MBA students, Business School, University of Dundee; development of required materials, organizer of workshops with focus on analysis of case studies, development of assessment. Module Director & lecturer of three (3) modules in the MBA and MSc programs: 1) *Risk & Crisis Management Module*, 2) *Leadership and Decision Making Module*, 3) *Management in Energy and Natural Resources Industries*.. Academic leader, developer of required materials and assessment , lecturer of all sessions,

of the first two (2) postgraduate management modules: *Risk & Crisis Management*, and, *Leadership and Decision Making*. Academic leader, lecturer of some sessions of the module *Management in Natural Resources and Energy* with focus on Leadership & Strategic Management . Lecturer in the Induction Program, Organizer and Director of seminars & workshops on ‘Risk & Crisis Management’. Supervisor of sixty (60) MBA and MSc students’ dissertations & internship reports, supervisor A of two (2) PhD students and supervisor B of one (1) PhD student, Member of the management research team of the Centre of Energy, Petroleum, and Mineral Law and Policy, CEPMLP. Also, staff member (course developer and lecturer) in executive education programs of CEPMLP , University of Dundee, in the area of leadership versus management and organizational behaviour, and assigned to administer professional training in the area of Talent Management in Ghana, Africa (through University of Dundee).

Hellenic Open University, Greece 2004-present. Adjunct professor in Management in the Program ‘Business Management of Enterprises and Organizations’, lecturing on the areas of Strategic Management, Project Management, Organizational Behavior and Human Resources, Management of Multinational Enterprises), developing case studies, member of scientific committees. Also, adjunct professorship in the MBA program “People of people & organizations”, supervisor of MBA Dissertations.

Aarhus University, Business School & Social Sciences, Denmark, Sep2011-Sep2012. Faculty member-Assistant Professor in Organizational Psychology, Psychology at Work with emphasis on Human Resources Management and Organizational Behaviour (permanent position). Lecturing in the BA and MA program, on leadership, ethics, organizational theories, corporate culture, human resources management. administering scientific research and participating in all academic activities of the department as a permanent faculty member. Researcher -Member of the Work & Organizational Psychology (WOP) research team and of the LINOR (Leadership and INVOLVEMENT in ORg.) research unit. Focus of research interest on cross cultural issues and management policies in international organizations , the role of leadership in the development of international business.

University of West Indies, Department of Management Studies, St. Augustine, Trinidad & Tobago, April 2011. Associate Professor in Human Resources Management (elected 2011).

Athens University of Economics and Business, Department of Economics & Finance, Greece, Sep.1999-2001. Visiting Assistant Professor in Management. Independently full teaching of the courses Human Resources Management, Business Administration/Management and Organizational Attitude- Leadership, Business Ethics.

University of Piraeus, Department of Technology Education & Digital Systems, Greece, Sept. 2001-2003 Visiting Assistant Professor in Management/Human Resources Management. Independently full teaching of the courses Business Education and Organizational Attitude-Leadership in Enterprises, Business Administration, Analysis and Design of Educational/Developmental Programs, Human Resources Management, Educational Technology .

University of Athens Economic Department, Program of Human Resources Management, Greece, Sep. 2001-2004.Visiting Lecturer in Human Resources Management/Management Independently full teaching of the courses 1. Performance Evaluation/Assessment in the workplace, 2. Assessment- Development- Accreditation of Educational Developmental Programs.

University of Athens, Department of Economics, Greece, Sep. 2006-2010. Visiting Associate Professor (independently full teaching) of the courses Business Education and Economics, Application of Educational Methodologies in Economics (development of thinking patterns related to economics).

University of Athens, Economic Department, UADPhil Econ, Greece, 2007-08: Visiting Lecturer in HRM. Contribution to the design and development of the course ‘Knowledge society and economics, Ph.D program in Economics.

University of Piraeus, Department of Banking Management, Greece, Jan. 2010. Visiting lecturer in Management. Independent full teaching of the course ‘Principles of Management’.

University of Athens, Greece. E-Learning Program 2006-2010. E-learning program in management for executives. Lecturing (independently full teaching) and administering research. Writer of the University Textbook (2500 pages) for the University Program. Scientific responsible and author of two Executive Programs: 1) Systems of Senior Managers Performance Assessment and Management Development, 2) Leadership versus Management. These e-learning programs are of 6 months duration each and they are addressed to senior managers who are MBA degree holders.

Technological Institute of Education (TEI) in cooperation with Staffordshire University, Greece: Lecturer in the MBA program . Lecturing for the course People Management Development.

Aristotle University of Thessaloniki, Department of Sciences, Greece Sep. 2006-2007: Visiting Lecturer .Independently full teaching of the course Organizational Psychology.

University of Wales Swansea in cooperation with the Athens Campus, 1997-1998. Lecturer in the fields of Personnel Psychology, Individual Assessment, Social Psychology, International Human Resources. Supervisor of research theses.

Surrey University in MBA program in cooperation with British Council, Athens, 1997. Lecturer and dissertation supervisor in the field of Management/Human Resources Management of Surrey University which has offered distance MBA program through the British Council in Athens.

University of Athens, Postgraduate Educational Institute for Teachers Training (PATES), Greece 1991-1992. Visiting Lecturer and supervisor of research and thesis papers of students in the areas of psychology and education (counseling and guidance)

PROFESSIONAL - SCIENTIFIC EXPERIENCE

Hellenic Competition Commission (in cooperation of the European Competition Commission) 01/2008-05/2010, Human Resources Management/Management Expert (next to President) . Senior in HR & Economic/Business Research Department being responsible of introduction and implementation of Human Resources Systems (e.g. design and implementation of : performance assessment systems, HR development programs, career path policies, leadership programs, HR assessment training needs tools, recruitment and selection practices and policies), administration of E-Government Systems in HCC..

Hellenic Aerospace Industry (E.A.B). 2002-2005. Management & Human Resources Scientific Expert. Advisor to the top management team of E.A.B on corporate management policy and HR systems(for 3000 employees), on organizational attitude and re-engineering issues. Design and administration of development plans/programs for senior managers, design of performance assessment tools, introduce management policies and systems, research on corporate culture and sub-cultures interaction, design and administration of leadership programs (including on how HAI leaders can cope with environmental pollution and waste management issues through a cost-benefit analysis).

National Center for the Accreditation of Continuing Vocational Training Structures and Accompanying Support Services (EKEPIS), Ministry of Labor, Division of European Union. 2001-2002. Director for Accreditation. HR Manager and Director of the Department of Accreditation (being consisted of the divisions: 1.Accreditation of educational programs, 2: Accreditation of educational centers, 3. Accreditation of educators, 4. Accreditation of educational services). Responsible of designing and implementing developmental programs, performance assessment tools, budget allocation, and economic supervision, staff reallocation/rotation, staff selection and recruitment.

Hellenic Navy Hospital 2006-2009. Educational/Organizational Psychologist & Program Developer (planning and organizing of sessions in long term) for young people and adults with behavioral problems and problematic development of thinking patterns.

Trainer of Trainers of Special Forces, Hellenic Air Force & Hellenic Navy-Underwater Demolition Command, 2007-2008. Development and execution of training programs on: team work

effectiveness; deciding how to decide and quality of decision outcome; situational vs. safety leadership, risk perception & disaster management.

Licensed Organizational Psychologist, Ministry of Health, Greece, 2004-present. Consultant organizational psychologist with focus on organizational and developmental issues in the workplace (with reference to issues of managerial stress, productivity and performance, development of communication, negotiation, presentation techniques, self esteem development, thinking patterns etc.)

DOMI E.P.E. (Educational Center) 2000, Director of Education/Human Resources. HR and Education Senior, responsible of staff recruitment, supervision, performance assessment as well as responsible of educational matters (educational programs development, staff meetings, staff allocation etc.) .

Greek Ministry of Agriculture 1999, Advisor to the Greek Minister of Agriculture. HR and Management Scientific Advisor on Management and Human Resources Management (being involved in HR and Management projects of the Ministry in accordance of organizational management policies and directions of the European Union. Member of the top Management Board of a Central Ministerial Organization. Responsible for the assessment of employees of the National Organization of Agricultural Research. Responsible for the assessment of employees of the National Organization of Agricultural Research.

Greek Ministry of Presidency and Internal Affairs., Advisor to the Greek Minister as Management and HR Expert. 1997-1999. Involved as an HR and Management Expert in management projects, research, consulting, participating in meetings with Ministers discussing issues that refer to internal management issues of Greek Ministries. Involved in the management project of Ombudsman (contacting European Ombudsmen offices investigating management structures of them in order to propose issues on management structure and management strategies of the Greek Obudsman); being member in the Management project Team evaluating organizations and proposing management solutions; administering research and proposing ideas for assessment; development and criteria of promotion of senior managers in the public sector.

Greek Ministry of Education, Athens1995-1996. **Advisor to the Greek Minister.** Emphasis of the provided scientific work was given to the managerial and economic planning of the development of management and training programs in the workplace and postgraduate studies in Greece. Also, emphasis was given on the links between postgraduate studies and needs of the workplace/Greek industries and on the implementation of the Open-University.

AGF European Multinational Co. Athens, 1994. **Senior Unit Manager** Advisor to the Board of Directors, and to branch managers on HR management, marketing, organization planning, human resources development/training; designer and administrator of corporate and functional training. Supervisor and trainer of all unit managers in the branch.

World Bank, Washington, D.C. 1992-1995. **Consultant,-Researcher.** Joined the Consultant Roster Club being involved in selective projects under the Director of the Dept. of Education and Development. Main task was research.

United Nations, New York, 1992-1993. **Researcher.** Have worked in a pilot program for education/development with the Communications and Product management division of UN. Reviewed significant areas of UN work, research and tested current practices in international programs in member states and designed curriculum projects for implementation in their own countries. Recommended ways in which United nations programs and resources may be further developed.

Salomon brother, Co. New York, 1992-1993. **Assistant to Executive Director/Human Resources Manager,** Paid full time internship in the field of executive development and HR policies.

Merill Lynch Co., New York, 1993-1994. **Assistant to Human Resources Manager.** Part time internship in the field of staff selection, assessment and management development.

Hellenic Institute of Management and Productivity,(ELKEPA) Athens, Greece, 1991. **Consultant, ELKEPA,**Lecturer/Trainer of selected topics from “Trainees’ Training Program”. Organized and

guided teaching scheduling schemes. Prepared and conducted performance evaluations for teachers. Revised training programs for trainers sponsored by EEC.

National Center of Public Administration (NCPA), Greek Ministry of Internal Affairs, Greece, 2005-present. Accredited management trainer and management expert , management trainer in public and private organizations.

Designer of assessment systems, tools, methods, and development programs in organizations and industries.

1. Design of a performance assessment system of executives and human resources at the Hellenic Competition Commission (HCC): it is designed to access managerial effectiveness at HCC.
2. Design of executive development programs of the Hellenic Competition Commission on the area of 'Competition and organizational behavior'.
3. Introducing the 'Management by Objectives System' in the HCC . Applying the balance score card and defining the processes and procedures for goals setting from up to down hierarchically: Definition of HCC objectives in cooperation with the top management, middle level and low level of management of all department and divisions of HCC.
4. Design of executive development system and executive development programs (areas of focus on: corporate cultural changes; talent management; managing negotiations & effective communication) in the Hellenic Aerospace Industry (HAI).
5. Design of bonus system, career path, succession plan in the Hellenic Aerospace Industry (HAI): administration of research regarding revision of management policies in HAI and in international industries in this sector and development of systems and plans in the above field in accordance to the corporate culture of HAI.
6. Member of project management groups (as Management Advisor to Greek Government/Greek Ministers) working on organizational reengineering, introduction and application of management policies in public organizations

Administration of confidential research at the Hellenic Competition Commission

1. 'Management Policies, economic practices and competition in the banking industry and stock exchange enterprises: how management policies affect their competition in the Greek market' (research on competition) at the Hellenic Competition Commission, 2008-2010
2. 'Management Policies in the banking Industry and application of 'ring fencing': consequences (research on competition) at the Hellenic Competition Commission, 2008-2010
3. 'Consentration in the banking sector in Greece? Regulations and Competition' research on competition) at the Hellenic Competition Commission, 2008-2010

LANGUAGES

Greek (native), English, French and working knowledge of German. Also, Danish Language, certified by the LærerDansk Centrum, Aarhus University, Business School, Denmark.

COMPUTER KNOWLEDGE

MS Word, MS Excel, applications software, educational software, statistical software.

MEMBERSHIP

Member in Scientific Associations

British Academy of Management (BAM), UK, 2013.
American Psychological Association (APA), USA, Sep. 2011.
Scottish Oil Club, Edinburgh, June 2012.
Elsevier Editorial System (EES), Sep. 2013.
Association of European Development and Education (A.E.D.E).
Hellenic Society of Psychologists
European Asian Economics Finance, Econometrics and Accounting Science Association (EAEFEASA).
European Society of Hotel, Tourism and Restaurant Management (EuroCHRIE).
Society of Hotel, Tourism and Restaurant Management (CHRIE).
Society of Inventory Management); Society of Human Resources Management (ISIR).
Association of Research (ISTAME), Greece.

Member in Social Associations

Harvard Club in New York; Harvard Club of Athens, Greece; Society for International Education (SIE), USA; Columbia University Club of Athens, Greece; Who's Who in Finance and Industry, U.S.A.

Member in Professional Associations

U.S Chamber of Commerce, Greece;
American Society for Training and Development;
EASE (Association of Senior Executives of Corporations and Organizations in Greece);

REFERENCES

Available upon request.

BOOKS – MONOGRAPHS

Writer of Books (being reviewed by the University of Athens, Greece): Author: one person (Fragouli Evangelia)

Fragouli Evangelia (2002): 'Business Ethics', Assessed by Athens University of Business and Economics, Department of Finance..Published as University Notes of Lectures for the course 'Business Ethics'. (230 pages). Under publication as a book by 'Ellin' Publishers.

Fragouli Evangelia (2009): 'Education & Psychology: Basic principles and current trends' Ellin Publishers, Athens. Emphasis on Education & Business Education (management training, executive training and development). It is provided to undergraduate students of the Economic Department, University of Athens, as the main text book for two university courses. Assessed by the University of Athens, Department of Economics and used as a University Textbook (840 pages).

Fragouli Evangelia (2008): 'Human Resources and Senior Managers Performance Assessment Systems in the Workplace: Its contribution to Development', Ellin Publishers, Athens, 2008 [under publication]. It is a monograph on the field of human resources management and organizational issues, being assessed by the University of Athens, Department of Economics, edited as an electronic book by the University of Athens and used as a University Textbook for the University E-Learning Program: 'Systems of Human Resources and Senior Managers' Performance Assessment' that is a Human Resources Management Program (2,500 pages including theory based on literature review and discussion/analysis of issues, case studies, exercises, answers, guidelines to readers) .

Fragouli Evangelia (2008): "Pedagogic and Didactic Issues in the field of Economics", Assessed by the University of Athens, Department of Economics and edited by the University of Athens. Used as a University Textbook (170 pages). Basic principles and current trends in the field of teaching economics are analyzed focusing on the educational principles and concepts, means and techniques that

facilitate the transference of knowledge of economics either to students (in a graduate level) or/and to professionals in the workplace (training on economic issues).

Fragouli Evangelia (2008): 'Leadership versus Management', Ellin, Athens, Greece [under publication]. Assessed by the University of Athens, Department of E-Learning and its scientific context has been proposed as an e-learning Program by the University of Athens in the field of Management-Human Resources Management (

As senior manager of the Research Department (the Research Department, Hellenic Competition Commission (HCC), have been written and published the following:

1. Fragouli Evangelia (2009) as Research Department, Hellenic Competition Commission [HCC]: 'HCC Annual Review of 2007-08', Elliniki Ekdotiki, Athens (p. 140)
2. Fragouli Evangelia, (2010) as Research Department, Hellenic Competition Commission [HCC] : 'HCC Annual Review of 2008-09', Elliniki Ekdotiki, Athens (p. 160)

RESEARCH WORK

PhD research

Topic of PhD: «Senior Management Development and its Interaction with National and Corporate Culture: Multinational Companies in Greece» Published by Columbia University, New York, USA.

Research hypotheses of Ph.D dissertation

1. Senior Management Development in MNCs: The role of consideration of senior managers' profile and needs in the effectiveness of management training programs.
2. The interaction of corporate and national culture in international management training programs.
3. What predominates and what not in international management training programs in MNCs.
4. The importance of management training programs and their application to local national managers.
5. The interaction of corporate and national cultural background at the senior level of management.
6. Globalization and Cross-Cultural awareness as part of international management training programs.
7. Which characteristics of managers' profile are considered more and which are considered less in management training programs.

Scientific research articles that have been published by scientific journals (peer review scientific journals/refereed journals)

Fragouli Evangelia (2009). 'Globalization and Knowledge-Based Economy: An Economic Perspective for Approaching and Implementing Knowledge Management (KM) Practices'. *International Journal of Economic Research*, 6(1): 81-95.

Fragouli Evangelia (2009). 'Emotional Intelligence and Change: A New Approach through Self Directed Learning and Incorporation of Imagined Interactions'. *International Journal of Decision Sciences, Risk and Management* 1(1/2):112-125.

Fragouli Evangelia (2008). 'Global Economic Turbulence and Employment Trends', Published in book by the *National Commission for Economic Forecasting*, 39th Special Edition, Romania 1(1) 115-130.

Fragouli Evangelia (2009). 'Leadership and Emotional Intelligence: relationship between leader's productivity and emotional intelligence', *Management Review*, 51: 5-24

Fragouli Evangelia (2009). 'The organizational silence is a negative factor in individual and organizational basis'. *Management Review: Sep.2009*, 50: 35-55

Fragouli Evangelia (2009). 'Downsizing and Outplacement policies : is it part of modernization or a necessity?' *Review of Labour Relations Sep. 2009*, 55:15-28

- Fragouli Evangelia (2009). 'Employee Downsizing: A Company Cost – Benefit Analysis in Short and Long Term' industry' *Review of Labour Relations*, Dec. 2009, 56: 52-66.
- Fragouli Evangelia (2009) 'Crucial leadership features in the new global era' *International Journal of Business Management, Economics and Information Technology*, 1(2): 107-123, December 2009
- Fragouli Evangelia (2009). 'Leadership & Emotional Intelligence: The importance of EQ in job outcomes and management performance'. *Journal of Asian Business Management: 1(2) p:401-440,, December 2009*
- Fragouli Evangelia (2009). 'Intellectual Capital: The value of interrelation of Mental Models and Knowledge Dynamics on Decision Making' *International Journal of Business Management, Economics and Information Technology*, 1(2): 125-133-December 2009 issue
- Fragouli Evangelia (2009). 'Globalization and management productivity: characteristics, structures and crucial parameters of a successful assessment performance system for managers', *Journal Management Review*, March 2010, 52: 20-30
- Fragouli Evangelia (2010). 'World Employees: Winners or Losers?'. *International Journal of Business Management, Economics and Information Technology*, Vol.2(2) , July-December 2010: 233-241
- Fragouli Evangelia (2010). 'Cultural Intelligence: How can it serve people's goals?'. *International Journal of Business Management, Economics and Information Technology*, , Vol. 2(1), January-June 2010: 1-9
- Fragouli Evangelia (2010). 'Crisis Management versus Risk Management: how can they be combined to each other?' *International Journal of Marketing and Trade Policy*, Vol. 2 (1-2), Jan-Dec. 2010: 323-341.
- Fragouli Evangelia (2010). 'Disaster versus crisis management: recovery strategies for tourism industry'. *International Journal of Business Management, Economics and Information Technology*, Vol 2(1), January-June 2010: 1-13.
- Fragouli Evangelia (2010). 'A new managerial approach towards reconstruction of multinational companies'. *International Journal of Business Management, Economics and Information Technology*, Vol 2(2), July-December 2010: 255-270.
- Fragouli Evangelia (2010). 'Crisis management in entrepreneurial context: the impact of training and experience', *Review of Management Science*, Vol. 16, 255-280
- Fragouli Evangelia (2010): "The Crisis Impact on the Banking Industry" *International Journal of Trade in Services*, Vol. 2(1), Jan-June 2010: 137-161
- Fragouli Evangelia (2010): "Are the Existing Methods of Risk Prevention Efficient Enough to Protect From an Escalation Towards the Economic Crisis" *Journal of International Business and Finance*, Vol. 2(1),Jan. June 2010: 57-93
- Tsokanas, Nikolaos. & Fragouli Evangelia (2012). 'Competitive intelligence for the pharmaceutical industry: the case of Greece'. *Science Journal of Business Management*, Vol 2012 (2):1-13
- Tsokanas Nikolaos & Fragouli, Evangelia(2012) 'Competitive intelligence: concept, context and a case of its application', *Science Journal of Business Management*, Vol. 2012 (2): 1-15.
- Fragouli Evagelia & Vitta, Alexandra (2012). "E-Government administration in public sector: the case of Greece", *Science Journal of Business Management*, Vol 2012 (2): 1-23
- Fragouli Evangelia. (2012). "Acquisitions & Mergers (II): Is this the best way of strategic development?" *International Journal of Economic Research*, Vol. 9, No. 1, 2012: 123-149

Fragouli Evangelia & Vitta, Alexandra (2012). 'Is shared leadership the new way of management? Comparison between vertical and shared leadership', *Science Journal of Business Management*, volume 2012, issue 2, 1-5. Doi:10.7237/sjbm/196

Fragouli Evangelia & Ioannides, Alexis (2013) : 'Crisis Preparedness plans: what influences the preparedness level of an organization, and, examination whether petroleum companies have crisis management plans before crises occur', *International Journal of Chemical and Environmental Engineering*, Vol. 4 (6), World Academy of Research and Publication, Dec. 2013.

Fragouli Evangelia & Oulolides, George. (2013): 'The effect of culture in risk perception and its contribution to the failure of strategic alliances'. *International Journal of Chemical and Environmental Engineering*, Vol. 4 (6), World Academy of Research and Publication, Dec. 2013.

Fragouli, Evangelia (2014). 'The new financial crises affect human resources management policies in organizational functions', *International Journal of Information, Business and Management*, 6(3): 50-80.

Fragouli, Evangelia & Akapo, Adelapo (2014) 'National Oil companies & energy market: the Energy matrix change and its implications', *International Journal of Information, Business and Management*, 6(3): 26-49.

Fragouli, Evangelia (2014). 'Do firms care for the environment or they adopt environmental management in order to benefit economically?', *International Journal of Information, Business and Management*, 6(4): 171-182.

Fragouli Evangelia & Noutrixa, Aleca (2014). 'Application of Electronic Customer Relationship Management (e-CRM) for promoting products and Services in a Local Context: Exploration of a Case', *International Journal of Information, Business and Management*, 6(4): 11-25.

Fragouli, Evangelia & Fountoikidis, P. (2015) 'The impact of rapid technological developments on industry: A case study' *International Journal of Information, Business and Management*, Vol. 7(1), 217-255

Fragouli, Evangelia (2015). 'Intellectual capital & organizational advantage: an economic approach to its valuation and measurement' has been accepted for publication by the *International Journal of Information, Business and Management*, Vol. 7(1), 36-57.

Scientific research articles that have been accepted for publication by scientific journals (peer review journals/refereed journals) and are in the process of editing.

Fragouli, E. 'The way people and societies perceive the nature and context of risk is different, due to psychological and cultural issues', paper presented at the Hellenic Open University (HOBA) 2014 International Conference on Business Administration and Economics. It has been accepted for publication by the *East-West Journal of Economics and Business* on a Special Issue on Advances on Business Administration and Economics.

Fragouli, E. & Aboagye, S. (2015). 'Corporate governance as a means of bolstering strategic management via transformational leadership' has been accepted for publication by the *Journal of Basic and Applied Research International*, International Knowledge Press.

Fragouli, E. & Siloko, P. (2015). 'Leadership & Decision making in crisis in the global era: how leadership nowadays can encourage the development of business?' has been accepted for publication by the *Journal of Basic and Applied Research International*, International Knowledge Press.

Fragouli, E. & Murotatsu, Y. (2015). 'Strategy, Leadership and Decision-making: a case study on the historical strategic change of the Mexican petroleum industry' has been accepted for publication by the *Journal of Basic and Applied Research International*, International Knowledge Press.

Fragouli, Evangelia & Jumabayev, K. (2014). 'Sustainable development of corporate social responsibility in the oil and gas industry: the case of Kazakhstan' has been accepted for publication by the *International Journal of Information, Business and Management*

Fragouli, Evangelia & Ebere Eberechukwu. 'Exploration of suitability of situational leadership in the oil and gas sector' being accepted for publication by the *Journal of Social Economics Research*.

Fragouli Evangelia 'Leading in crisis: Leading organizational change & business development', has been accepted for publication by the *International Journal of Information, Business and Management*

Fragouli Evangelia. 'The role of strategic planning on the management of organizational change' has been accepted for publication by the *Financial Risk and Management Reviews*

Fragouli, Evangelia & Aiden Y. Danyi 'Promoting local acceptability of International Oil Companies (IOCs) through Corporate Social Responsibility (CSR): A case study.' being accepted for publication by the *Financial Risk and Management Reviews*.

Fragouli, Evangelia & Vitta, Alexandra. 'The way forward: shared, enriched and female oriented leadership', *Science Journal of Business Management*, ISSN: 2276-6316

Fragouli Evangelia 'Distributed leadership and employee participation in the banking industry: A case study', by the *International Journal of Information, Business and Management*

Fragouli, Evangelia. et Koroye, Tari 'Facilitating Innovation through knowledge management: A case study of Nigerian National Petroleum Corporation (NNPC)'. Accepted paper to be published by the *Journal of Advanced Management Science*.

Fragouli, Evangelia 'Reputation Risk Management in the Oil and Gas Sector', accepted by the *International Journal of Information, Business and Management*.

University post graduate research theses Supervisor A and Examiner B

1. Supervisor of MBA Research Theses, 2010-2014, Hellenic Open University [Distance Learning], Greece. Supervisor of fifty five (55) MBA dissertations. Indicative topics of research work being supervised:

Competitive Intelligence (CI) in the Pharmaceutical Industry: an industry analysis and an empirical study; E-Government Policy in the Public Sector: an approach through the effectiveness of its administration; Distributed leadership and employee participation in the banking industry; Employee motivation and participation in the retail industry; Retail commerce in Greece and the big retail chains: the case of Do It Your Self and the example of IKEA; Crisis Management & Human Resources Management: the influence of current financial crisis on employee performance. What takes place and what should take place; Crisis Management or Crisis in Managing Crises in Companies? An empirical study of the influence of financial crisis on management strategies, management policies & organizational structures in foreign and local companies: the case of Greece; The role of IT innovations on leadership performance in SMEs to survive through crisis; Crisis Management & Organizational Behavior: employee engagement, employee commitment and ethical leadership; Human Resources Development & growth strategies of multinational companies when entering new markets; Factors of influence on corporate governance effectiveness: the role of human resources; Leadership vs. management effectiveness in the construction sector.

Other topics, as well, in the area of development of management programs in various sectors (media, tourism, etc.) and in organizational behavior (employee involvement, emotional intelligence & unemployment, stress in the workplace etc.)

2. Supervisor of MBA and MSc dissertations at Dundee University, UK

Supervisor of approximately sixty (60) MBA and MSc students' dissertations on issues of Leadership Effectiveness; Importance of Transformational and Situational Leadership in Managing Petroleum

Revenues for Development; Reputation Management Strategies; Decision Making Processes; Risk Management Policies and Programs; Leadership & Development of International Business; Executive Development & Change; Organizational Behavior & Innovation; Strategic Management; Employee Resistance to Change; Corporate Governance and Corporate Social Responsibility, Managing Mergers & Acquisitions; Crisis Management & Leadership; Trust and Effectiveness of Crisis Management; Knowledge Management & Innovation; Employee Engagement & Participation; Change Management & Human Resources; Effectiveness of Reputation Risk Management in oil and gas companies; Effective Conflict Management Strategies; Strategic Planning & Organizational Performance. Special area of focus is in Energy, Oil, Petroleum, Gas (Natural Resources) sectors.

Assigned B' Supervisor of PhD dissertation at Dundee University, UK

Supervisor of a PhD student on Effectiveness of International Management Policies in the Gas Sector.

Assigned A' Supervisor of two (2) PhD dissertations at Dundee University, UK

Supervisor of two Ph.D students on : 1) The role of Corporate Governance & Risk Management in Oil Industry: a comparative study between Nigeria and UK. , and , 2) Supply Chain Management Strategy & Human Resources in the Nigeria Oil and Gas Sector.

3. Supervisor of graduate dissertations/ theses at University of Athens, Greece

1. Supervisor of many graduate theses in the field of organizational psychology examining areas such as: Causes of physical and psychological fatigue of leaders, influences on work performance and recommended ways of managing fatigue'; Physical and psychological reasons that affect work performance: how these reasons influence management skills; Leadership Stress: reasons that cause human stress, consequences on developing human behaviour patterns. Ways of confronting stress; Human factor interference in accidents: decision making and mental perception; Design, development and effectiveness of training programs for executives in the public sector; Human resources management and globalization: New policies, practices, elements that contribute to the increase of organization competitiveness; HR management in the new globalized era; Strategic HRM: The competitive advantage to the challenges of globalization; How can human resources management policies affect the organizational performance and contribute to competitive advantage of the company in the private sector; Human Capital: What is it? How does the economic crisis affect it?; Outsourcing as an alternative solution to decrease IT project failure in Greek companies; Acquisitions and mergers in international and Greek banking industry: is it a matter of choice or a need ?

Research work being published in weekly newspapers

Fragouli Evangelia (2000). 'Organizational Structure of Enterprises in ONE '. Imerisia Journal, April, 2000.

Research work being published in corporate magazines (reviewed by the magazine editor)

Fragouli Evangelia (2003). "Management by Objectives: Is still successful as a management performance assessment tool?" *Hellenic Aerospace Industry Magazine (HAI)*, Nov. 2003

Fragouli Evangelia (2003). 'Is it part of modernization or a nowadays need the implementation of policies such as downsizing or and outplacing human work force?' *Hellenic Aerospace Industry Magazine (HAI)*, Dec. 2003.

Fragouli Evangelia (2004). 'The features of leadership in the new economy"', *Hellenic Aerospace Industry (HAI)*, June 2004

Researcher in academic research programs

Researcher -member of the research team LINOR LINOR (Leadership and INvolvement in ORg.) research unit. Research project being funded 5,7 Danish Kronnes by the Danish Government being administered by the Department of Psychology, Organizational Psychology . The theme of the project

is: “The role of distributed leadership in the implementation of major organizational restructuring initiatives at hospitals in central Denmark”

Research work in Organizations

Research work that has been part of research programs of international organizations: the UNITED NATIONS (UN), New York, NY, USA, and the WORLD BANK, Washington, DC, USA, 1992-1994:

1. International Human Resource Management in international organizations: The case of United Nations.
2. Organizational behavior: The case of the World Bank.
3. Staff Development and Training: the role of vocational programs and apprenticeships.
4. International development programs and E.U.
5. A Comparative study of educational programs in U.S.A., Japan, and China..
6. Administration and planning in organizations: The case of United Parcel Service.
7. ‘Economics of Higher Education in the Business Sector: Vocational Education/Apprenticeships and Community Colleges. UNITED NATIONS & WORLD BANK, Dep. of Education New York, 1993.

Research work that has been part of research programs of Greek Organizations: Ministry of Education, Greece, (1994-1996):

1. Revision and applications of OECD in Greece (Organization of Development of European Countries) .
2. Applications of business educational research and methodology tools.
3. Review and analysis of educational policy in Greece

Participation in international scientific workshops with presentation of scientific research papers (being evaluated by reviewers).

1. British Academy of Management (2013). Participation in the research workshop *BAM 2013 Managing in Crisis – Crisis in Managing: Exploring the Future of Human Resource Management, April 2013.*, University of Newcastle, Business School Presentation of the research paper: Fragouli Evangelia (2013): ‘Preparing for the future: enhancement of organizational resilience and development of human resources, as contributor to organizational resilience, are key responses to managing a crisis’.
2. British Academy of Management (2013) in collaboration with the Centre for Innovation, Technology and Enterprise, the Institute of Social Sciences, and Newcastle University Business School. Participation in the research workshop *BAM 2013 Digital Innovation in Turbulent Times, E-Business & E-Government*, Newcastle University Business School, April 2013. Submission of the research papers: Fragouli Evangelia (2013). ‘E-HRM: An exploration of its context and outcomes in business’ & ‘E-government administration in the public sector’. Oral presentation of the last paper in the workshop.
3. Deloitte (2013): Participation in the Seminar *Why projects fail?*, Aberdeen, 2013. Presentation of the paper Fragouli Evangelia (2013) ‘*The influence of Corporate Culture and Risk Management on Project Management*’.

Participation in international conferences with scientific research papers that are part of proceedings of international scientific conferences (peer review /refereed conferences).

Recently:

1. **British Academy of Management (2013):** Participation through chairing the session of Strategy and submit three (3) research papers in three (3) tracks (1.Strategy, 2.Organizational Studies, 3.E-Government) of the Conference *BAM 2013 Managing to Make a Difference*, 10th-12th September 2013, Liverpool, UK . Two papers were presented presented as full papers by two tracks 1) track of Strategy: Fragouli, E. ‘Competitive intelligence in the pharmaceutical industry’, 2) track of Organizational studies, Fragouli, E. ‘Cultural intelligence: how it can serve people’ goals’ “and one as developmental paper, by 3) track of E-Government , Fragouli, E. “Effectiveness of administration of eg-government policies in organizations in the public sector’.. All papers are published in conference proceedings.

2. **Sustainable Development Conference: Green technology, renewable energy and environmental protection** , Bangkok, Thailand, 21 - 23 June 2013 presenting the research paper titled "Preparing for the future: enhancement of organizational resilience and development of human resources, as contributors to organizational resilience, are key responses to managing a crisis".
3. **IREEC 2013**, 2nd International Renewable Energy and Environment Conference , 4th-6th July 2013, Kuala Lumpur, Malaysia Two research papers have been presented and be part of conference proceedings: Fragouli Evangelia et. al (2013): 'Crisis Preparedness plans: what influences the preparedness level of an organization, and, examination whether petroleum companies have crisis management plans before crises occur', and the paper 'The effect of culture in risk perception and its contribution to the failure of strategic alliances'. Both papers have been selected for publication in the *International Journal of Chemical and Environmental Engineering (IJCEE)* World Academy of Research and Publication.
4. **ICIIM 2013**, International Conference on Innovation and Information Management, Phuket, Thailand, 12-13 January 2014. Fragouli, E. et Koroye, T. (2013) "Facilitating Innovation through knowledge management: A case study of Nigerian National Petroleum Corporation (NNPC)". Accepted paper to be presented and be published by conference proceedings.
5. **HOBA**, 2014, International Conference on Business Administration and Economics, Hellenic Open University, Greece. The abstracts of the following papers have been accepted: Fragouli, E. "Retail Commerce and Retail Chains in Greece: the case of DIY (Do It Yourself) sector", Fragouli, E. "The way people and societies perceive the nature and context of risk is different, due to psychological and cultural issues", Fragouli, E. "Corporate reputation and reputation risk management (RRM): Do RRM policies exist in the petroleum industry and how do they influence the International Oil Companies (IOCs)?", Fragouli, E. & Seidu, J. "Reputation risk management (RRM) in the petroleum industry: the role of corporate social responsibility" The above have been accepted to presented in the conference, they will be published in ISBN registered conference proceedings. Also the papers have been accepted for publication by the *East-West Journal of Economics and Business* on a Special Issue on Advances on Business Administration and Economics.
6. **BAM**, 2014. International Conference of the British Academy of Management, 2014, UK. Participation with the following papers being published in BAM 2014 conference proceedings: Fragouli, E & Yakson, J.. 'The influence of strategic planning on organization change management' Fragouli, E. 'Job motivation and empowerment in the retail sector: a case study', Fragouli, E & Seidu, S. 'Facilitating international business for socio-economic development: The role of business models and what business schools have to offer?'
7. **HOBA**, 2015, International Conference on Business Administration and Economics, Hellenic Open University, Greece. The abstracts of the following papers have been accepted: .Fragouli, E. & Kolonia, M. 'Managing crisis or crisis in Crisis management? The influences of crisis on Greek and foreign companies that operate in Greece, how it is addressed and what needs to be done', Fragouli, E. 'Leading Business Organizations in the Global era: Decision making in Chaos & Crisis situations', Fragouli, E. & Ekruka, J. 'Reputation Risks: A Study on Factors that Enhance the Effectiveness of Reputation Risk Management in Oil and Gas Companies', Fragouli, E. 'Corporate Social Responsibility (CSR) and Leadership Decision Making: A case study '.
8. **EURAM** European Academy of Management, 2015, International Conference in Management , Polland , participating with the following papers: Fragouli E. & Ebekwu, E. 'Exploration of suitability of situational leadership in the oil and gas sector', Fragouli, E. & Ourolidis, G. 'The effect of political intervention in operational ineffectiveness of NOCs in comparison to IOCS', Fragouli, E. & Sofedah, A. 'Risk Management: An investigation into how environmental reporting and corporate governance practices support risk management policies in the petroleum industry'.

Previous years:

1. Fragouli Evangelia (2006). 'E-learning Applications in Inventory Management'. '14th International Symposium on Inventories (ISIR)', August 21-25, 2006 in Boudapest, Hungary.
2. Fragouli Evangelia (2006). 'Globalization in the 21st century and the features of leadership in Hospitality Industry'. '24th EuroCHRIE Congress', October 26-28, 2006 Greece.

3. Fragouli Evangelia (2006). 'Knowledge Management Errors in business and Suggested Ways these 'Traps' can be avoided'. 19o National Conference of Organizational Research, Arta, Greece, 2007.
4. Fagouli Evangelia (2006). 'Knowledge management is a double sided coin'. CISSE On -Line International Conference, 'The 2nd International Joint Conference on Computer Interaction and System Sciences and Engineering', March 2007.
5. Fragouli Evangelia (2007). 'IT and Knowledge Management Important issues to be considered in terms of their effectiveness'. 'GAUTHE International Conference on Tourism Management', Australia, 2007.
6. Fragouli Evangelia (2006). 'Employee Downsizing: A Cost-Benefit Analysis in the Short and Long Term. The role of web in employee downsizing'. 'International Conference of Management of International Business and Economic Systems (MIBES)', November 2006, Greece.
7. Fragouli Evangelia (2007). 'Emotional Intelligence and Change: A new approach through self-directed learning and incorporation of imagined interactions'. ECMLG International Academic Conferences, 'The 3rd European Conference on IS Management, Leadership and Governance', Winchester University, U.K. 2007..
8. Fragouli Evangelia (2007). 'Emotional Intelligence in the workplace: An approach to the central issues that confront the Emotional Intelligence Paradigm'. ECMLG International Academic Conferences . 'The 3rd European Conference on IS Management, Leadership and Governance'. Winchester University, U.K. April 2007.
9. Fragouli Evangelia (2007). 'HR strategies and practices for managing knowledge worker'. International Conference on 'Knowledge Management (ECKM)'. Barchelona, Spain, September 2007.
10. Fragouli Evangelia (2007). 'Leadership, Globalization and Ethics in Business'. 19o National Conference of Organizational Research, Arta, Greece, 2007.
11. Fragouli Evangelia (2006-7). 'Human Resources Development and Employment issues in the Hotel and Tourism Industry'. GAUTHE International Conference on 'Tourism and Leadership', Australia 2007
12. 'Fragouli Evangelia (2002). 'E-training for trainees'. International Conference 'On- line learning : Europe 2002', London, March 2002.
13. 'Fragouli Evangelia (2007) 'Globalization and knowledge-based economy' at EEFS 2008 Conference on 'The Applications of 'Globalised labour & capital markets, national resources & shifts in Economic power' Prague, Czech .
14. Fragouli Evangelia (1991) 'The Applications of Computer Technology in the area of Education – Language Development'. AEDE International Conference on European Development and Education, 1991, Greece.
15. Fragouli Evangelia (1997). 'Performance Assessment: Applications of Tests and Psychometric Tools ' E.Y.E.P 10^o Multidisciplinary Symposium ,Athens, 1997 .
16. Fragouli Evangelia (2008): 'Intellectual Capital: The value of interrelation of mental models and knowledge dynamics on decision making'. Conference in 'Recent Developments in Economics, Finance & Accounting, and Econometrics', New Delhi, India 2008 . Also, in the same Conference accepted papers ' The knowledge –based Economy and intangible assets: human capital development through knowledge management integration in a perspective of gaining a competitive advantage and value', 'Implementing downsizing policies in organizations: a cost benefit analysis and a management suggestion', 'Globalization and Knowledge – Based Economy: An Economic Perspective for Implementing Knowledge Management Practices' .
17. Fragouli Evangelia (2008): 'Global Economic Turbulence and Employment Trends', Conference on 'Medium Term Economic Assessment [CMTEA]: The Future of Europe in a World of Uncertainties', *National Commission for Economic Forecasting*, Iasi, Romania, Sep. 25-27, 2008, 39th Edition published.
18. Fragouli Evangelia (2009) 'Economic crisis and the new agenda of CEO's'. 2nd MDI Economic Conference on Economic Crisis by the Management Development Institute London Bureau & the U.K Financial Services Authority, London, UK August 5 -8, 2009.
19. European Institute of Public Administration : 'Managing Change in Public Administration'. Maastricht (NL), 3-4 November 2008. Presented research work titled 'The role of manager in transformational change'.
20. Economist Conference, International Economic & Business Conference (2009). 'The 12th Roundtable Discussion with the Greek Government', Athens, Greece. Research work presented titled 'Globalization in the 21st century requires strategic leadership' .
21. Economist Conference, International Conference on Economics and Business (2008), Athens, Greece. Presented paper titled 'The features of leadership in the new economy''.

22. Athens University of Economics & Business in cooperation with City University (London) & Fondazioni Eni Enrico Mattei (Milan), 4th European Conference on Competition and Regulation on 'Advances in the Analysis of Competition Policy'.
23. Fragouli Evangelia (2009). 'Human Resources Management Policies and Knowledge Worker II', 2nd Conference on the European Labour Market for Academic Graduates, Maastricht, NL October 2009.
24. Fragouli, Evangelia. (2009). 'Employee Downsizing: A Company Cost-Benefit Analysis in Short and Long Term', (IJEB) International Conference on Economics and Business Issues, New Delhi, India, Dec. 2009.
25. Fragouli Evangelia (2009). 'Human Resources Management Policies and Knowledge Worker', 2nd Conference on the European Labour Market for Academic Graduates, Maastricht, NL October 2009.
26. Fragouli, Evangelia. (2010). 'Crisis management and its combinational approach to risk management' and, Fragouli Evangelia (2010) 'Acquisitions & Mergers: is this the best way of strategic development?' Accepted papers for the Conference in 'Recent Developments in Economics, Finance & Accounting, and Econometrics', China, 2010..
27. Fragouli, Evangelia. (2010). 'Intellectual capital and organizational advantage: An economic approach to its valuation and measurement' accepted research paper to the EEFS [European Economics and Finance Society] 2010 Conference on 'Global Imbalances, Financial Institutions, and Reforms in the post-crisis era' .
28. Fragouli, Evangelia (2010). 'Economics of intellectual capital and organizational advantage', accepted paper topic for the 7th International Conference on Applied Financial Economics, Greece, 2010 .
29. Fragouli, Evangelia (2010). "Towards a framework for tourism disaster versus crisis management", and 'Artificial Intelligence and Education/Development in Corporations" accepted paper topic for the International Conference on Applied Economics 2010 (ICOAE 2010 (conference proceedings in progress).
30. Fragouli Evangelia (2010) 'The new financial crises affect human resources management policies in organizational functions'. Accepted paper in proceedings of the LMSSSA *International Conference on Management & Leadership*, November, 2010, Cape Town, South Africa.
31. Fragouli Evangelia (2010). "Customer Relationship Management(CRM) as a way of promoting products and services and its application in electronic customer relationship management(e-CRM). Is it feasible to correspond to the Greek models?" Accepted paper in proceedings of the LMSSSA International Conference on Management & Leadership, November, 2010, Cape Town, South Africa.
32. Fragouli Evangelia (2011). "Globalization requires strategic-team oriented leadership", The 5th International Organizational Participation European Network (OPEN) Workshop 2011, Aarhus, Denmark, Sep.30-Oct.1st.
33. Fragouli Evangelia (2012). "Which is the most effective method that employers use to deal with job stress according to the business type?", 2. "The influence of unemployment on individual psychology and coping methods" accepted papers for presentation at the 17th International Conference of the A.P.P.A.C. (Association of Psychology & Psychiatry for Adults and Children , 15-18 May 2012, Athens, Greece.
34. Fragouli Evangelia (2012). "Is shared leadership the new way of management? Comparison between vertical and shared leadership" , "The new financial crises affect human resources management policies in organizational functions" two abstracts accepted for presentation at the 8th European Conference on Management, Leadership and Governance (ECMLG) , November 2012, Cyprus..
35. Fragouli Evangelia (2012). 'The stressful experience of being unemployed: resources and strategies that facilitate psychological and physical well being during unemployment', Athens Institute for Education and Research, 6th Annual International Conference on Psychology, 28-31 May 2012, Athens, Greece. Accepted paper for presentation and for publication in the journal of the conference..
36. Fragouli Evangelia (2012). Leadership and Emotional Intelligence: the contribution of EQ in management performance", provision of abstract of research for oral presentation 19th Annual International Conference on Advances in Management, ICAM (2012), July 2012, Bahamas
37. Fragouli Evangelia (2012). "Competitive Intelligence for the pharmaceutical industry: the case of Greece", provision of abstract of research for oral presentation 19th Annual International Conference on Advances in Management, ICAM (2012), July 2012, Bahamas.
38. Fragouli Evangelia (2012). 'How the new financial crisis affects Human Resources Management Policies in organizational functions". Being invited by the Department of Management

Studies at the University of West Indies, St. Augustine, Trinidad & Tobago, to organize and present a three days seminar and develop five research sessions on 05/04-17/04/2012 on the above topic for the PhD students and faculty staff of the University (UWI).

Participation in seminars

1. National Centre of Administration of Public Administration: Legal aspects of human resources management policies, Athens, Greece, Oct. 2008.

Participation in interdepartmental university workshops

1. Fragouli Evangelia (2011): "Globalization requires strategic, team oriented leadership", Aarhus University, Business School and Social Sciences, Sep. 2011. "The 5th International organizational participation European Network (OPEN) Workshop 2011. Participating the Technical University Dresden, University of Fribourg, University of Innsbruck, Aarhus .

Also, participation in research workshops, Department of Organizational Psychology, University of Aarhus, 2011-12 presenting the following:

1. Fragouli Evangelia 'Shared and distributed leadership: the new type of leadership in nowadays'.
2. Fragouli Evangelia 'Communication issues in corporations: the role of inside and outside the corporation communication channels on corporation development'.
3. Fragouli Evangelia 'Motivation and motives: salary security and job stability consist the main motives for Greek employees' work performance increase in economic crisis recession period'.
4. Fragouli Evangelia 'Consequences of global economic crisis on employees' psychological health and work performance: ways of dealing with the issue.
5. Fragouli Evangelia 'Suggested managerial strategies to assist tourism industry to confront economic crisis'.

Presentation of research papers in international conferences

1. CEDEFOP. 2001. President Hotel. Presented paper titled 'Processes and methods of accreditation of business development programs and structures'.
2. On line learning, Europe 2002. International Conference, London 4-7 March. Presenting paper titled «E-Training for trainees ' Training for E-learning adoption and integration»
3. A.E.D.E. (Association of European Educators and Educational Development). 11^o Symposium. Presented paper titled 'Applications of technology in the field of education'.
4. E.Y.Y.E.P. 10^o Polythematic Symposium: Psychometric Models and Performance Evaluation in the Work Place. Athens, Greece, 1997.
4. 14th.¹ International Symposium ISIR, Budapest, 2006. Presenting paper titled 'E-Learning Applications in Inventory Management'.
6. Gauthier 2007 International Conference, Australia. 'Knowledge Management and IT Interaction: Important issues to be considered in terms of their effectiveness'
7. CISSE E-2006 International Conference. 'Knowledge management a double sided coin'
8. ECMLG 2007 International Academic Conferences, Winchester University, U.K. 'Emotional Intelligence and Change: A new approach through self-directed learning and incorporation of imagined interactions'
9. ECMLG 2007 International Academic Conferences, Winchester University. . 'Emotional Intelligence in the workplace: An approach to the central issues that confront the Emotional Intelligence Paradigm'.
10. ECKM 2007 International Academic Conference, Barcelona, Spain,. ' Knowledge Management Sides'.
11. ECKM 2007 International Academic Conferences, Barcelona, Spain. HR strategies and practices for managing knowledge worker' .
12. MIBES 2006. Employee Downsizing: A cost-benefit analysis in the short and long term.
13. Globalization and leadership features in the hospitality industry'. EuroCHRIE, 2006.

- 14.[CMTEA]:‘Global Economic Turbulence and Employment Trends’, Conference on Medium Term Economic Assessment The Future of Europe in a World of Uncertainties, *National Commission for Economic Forecasting*, Romania
15. Economist Conference, International Conference on Economics and Business (2008), Athens, Greece. Presented paper titled ‘The features of leadership in the new economy’ .
- 16.Economist Conference, International Conference on Economics and Business (2009). Presented paper titled ‘Globalization in the 21st century requires strategic leadership’
17. Athens University of Economics & Business in cooperation with City University (London) & Fondazioni Eni Enrico Mattei (Milan), 4th European Conference on Competition and Regulation on ‘Advances in the Analysis of Competition Policy’. (attendance).
18. Economist Conference, International Conference on Economics and Business (2010), Athens. Greece
19. BAM 2013 (three papers, see above)
20. BAM 2014 (Three papers, see above)
21. HOBA, 2014 (Four papers, see above)

Scientific research papers that are in the review process to be published

Ourolidis George & Fragouli Evangelia. ‘The effect of political intervention in operational ineffectiveness of NOCs in comparison to IOCS in the Context of Pemex and Statoil’ be reviewed by the *Corporate Governance: The International Journal of Business in Society*.

Fragouli Evangelia & Amos Sofedah. ‘ Risk Management: An investigation into how environmental reporting and corporate governance practices support risk management policies in the petroleum industry’ ’ be reviewed by the *Financial Risk and Management Reviews*.

Fragouli, Evangelia. “Crisis management and its combinational approach to risk management (II)”, be reviewed by *International Journal of Economic Research*

Fragouli Evangelia . ‘Fear of being unemployed? An exploration of the effects of unemployment on people’s health and socioeconomic life’ be reviewed by the *Journal of Occupational and Organizational Psychology*.

Fragouli Evangelia ‘Human resources management policies & knowledge worker’ be reviewed by the journal *Human Resources Management*

RECENT SCIENTIFIC RESEARCH WORK:

Fragouli, Evangelia & Zaxaraki, Eleni “Self-Initiated Expatriation: cross-cultural adjustment and motivation: the case of expatriate employees in the European Parliament”. Submission in the *European Journal of Management*.

Fragouli Evangelia & Georgia Georgiou ‘Crisis management: the influence of crisis on employees’ performance, how it is managed and how needs to be managed..Submission in the *British Journal of Management*.

Fragouli, Evangelia ‘Managing crisis or crisis of crisis management? The influences of crisis on Greek and foreign companies’. Submission in the *International Journal of Human Resources Management*.

MEMBER OF BOARD OF EDITORS/REVIEWERS OF SCIENTIFIC JOURNALS

- A) Reviewer: Registered reviewer for the Elsevier Editorial System (EES)- the online submission and peer review tracking system for the European Management Journal, 2013
- B) Member of Board of Editors/Reviewers: *Journal of Modern Accounting & Auditing, David Publishing*: editorial board member in the field of (economics) business management, 2010 - present
- C) Chief- Editor: *Journal of International Management and Organization Studies*: Chief –Editor of the new scientific journal *Journal of International Management and Organization Studies*

- D) Member of the Research Team “Work Psychology”, Aarhus University, Business School & Social Sciences, Denmark, 2011. Participant as a researcher in research projects and scientific activities (research proposals, workshops).
- E) Reviewer of conference papers in the Organizational Studies, Strategic Management, Knowledge and Learning Tracks of British Academy of Management 2014 Annual Conference and reviewer for E-Business & E-Government Track of the Annual Conference 2013 of British Academy of Management, Liverpool, UK,
- F) Reviewer of the Journal of *International Human Resources Management*, Inter-science
- G) Reviewer of Routledge Publishers. Reviewer of books in the field of International Management of IOCs.

ACCREDITATION OF TEACHING IN HIGHER EDUCATION

Certified Teaching at Higher Education, Aarhus University, Denmark, Nov. 2011-June 2012: Participation and successful completion of the Advanced Higher Education Learning & Teaching Training program for Associate Professors by Aarhus University (in order to be certified for teaching in Higher Education).

Certified Teaching at Higher Education, University of Dundee, UK, Nov. 2013: Participation and successful completion of an advanced pedagogic training program by University of Dundee for faculty members in order to be certified for teaching in higher education.

Completion of the ‘On Line Training Program on Equality & Diversity, University of Dundee, UK, 2013. Successful completion of the modules: 1. Diversity in the Workplace, 2. Disability, Stress in the Workplace, 3. A Manager's Guide to Stress, 4. Diversity in Learning & Teaching.

ORGANIZER OF SCIENTIFIC CONFERENCE/SEMINARS

Fragouli Evangelia (May, 2008): Organizer and Director of a two days Conference of Executive Development on the topic “ Economics, Business Competition and Organizational behavior” in the Hellenic Competition Commission (member of the European Competition Commission), Athens, Greece, May 2008.

Fragouli Evangelia (2012-present). Organizer and Director of Seminars on ‘Risk & Crisis Management’, CEPMLP, University of Dundee, UK. (February, 2013, November 2013).