

# PANOS CHOUNTALAS

Assistant Professor, University of Piraeus

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## PERSONAL DETAILS

Date of Birth ..... : August 18, 1977.  
Place of Birth ..... : Athens, Greece.  
Nationality ..... : Greek.

## EDUCATION

- 2004 - 2010 **University of Piraeus**, Department of Business Administration.  
Ph.D. in Management.  
– *Distinction*.  
Thesis: Standardized Management Systems as a Driver for Business Process Management Implementation.
- 2002 - 2004 **University of Piraeus**, Department of Business Administration.  
Master in Business Administration – Total Quality Management (MBA-TQM).  
– *Distinction; Scholarship Award (ranked first in class in both semesters)*.  
Dissertation: Strategic Design of the Customer Service Process in a Telecommunication Company's Shop.
- 1995 - 2000 **University of Piraeus**, Department of Business Administration.  
Bachelor Degree in Business Administration.

## PROFESSIONAL EXPERIENCE (IN BRIEF)

- 2021 - present **Assistant Professor:** *Department of Business Administration, University of Piraeus.*
- 2004 - present **Associate Researcher:** *University of Piraeus; Hellenic Open University; Hellenic Management Association.*
- 2010 - 2021 **Adjunct Lecturer:** *University of Piraeus; Hellenic Open University; University of Thessaly; University of the Peloponnese; Technological Educational Institute (TEI) of Piraeus.*
- 2004 - 2021 **Business Consultant & Scientific Researcher:** *Freelancer.*
- 2011 - 2018 **Co-founder & General Manager:** *easywriter.gr (e-book Publications).*
- 1999 - 2001 **Marketing Assistant:** *DB-Databank, Intracom IT Services Group.*

## ACADEMIC EXPERIENCE

### *University of Piraeus*

- **Assistant Professor**, Department of Business Administration (23/12/2021-present).
- **Adjunct Lecturer** (2010-2021):
  - 2018 - 2021      Quality Assurance Systems (MBA-TQM).  
& 2010 - 2013
  - 2016 - 2021      Quality & International Management Standards (Dept. of B.A.).
  - 2019 - 2021      Production and Supply Management (Executive MBA).
  - 2014 - 2017      Operations Management (Dept. of B.A.).
  - 2018 - 2019      Energy Management (Dept. of B.A.).
  - 2014 - 2015      Entrepreneurship (Msc in Economics of Health Management).
- **Associate Researcher** (2015-2021):
  - 2015 - 2021      Entrepreneurship, Technology and Economic Strategy Lab (Dept. of Economics, University of Piraeus).
- **Scientific Expert** supporting post-graduate programs (2011-2014):
  - 2014              M.B.A. - Tourism Management (Dept. of B.A.).
  - 2013 - 2014      MSc in Actuarial Science and Risk Management (Dept. of Statistics and Insurance Science).
  - 2011 - 2012      Executive M.B.A. (Dept. of B.A.).  
& 2014

### *University of the Peloponnese*

- **Adjunct Lecturer**, MSc in Global Risks (Uncertainties), Politics and Analytics, Dept. of Political Science and International Relations (2015-present):
  - 2015 - present    Risk Management Standards  
                          Supervision of MSc Theses
  - 2018 - present    Risk Management

### *University of Thessaly & National Hellenic Research Foundation*

- **Adjunct Lecturer**, MSc "Bioepixeirein", Dept. of Biochemistry and Biotechnology (2015-present):
  - 2015 - present    Quality Certification  
                          Business Plans

## ***Hellenic Open University***

- **Member of the Adjunct Faculty (2012-present):**

2012 - present Business Administration Undergraduate Course (distance learning).  
– Course Module DEO 11 - Introduction to Business Administration.  
Comprised on four parts:  
i. Basic Principles of Management for Organizations  
ii. Operations and Production Management  
iii. Human Resources Management  
iv. International Economic Environment.

2017 - present Associate Coordinator

2013 - present Portal Officer

- **MBA Thesis Supervisor (2012 - present):**

2012 - present Master in Business Administration (MBA)

- **Associate Researcher (2019 - 2022):**

2019 – 2022 Laboratory of Business and Public Administration (School of Social Sciences).

- **Scientific Expert (2019 - 2020):**

2019 – 2020 Development and organization of the digital educational material of the Postgraduate Program “Supply Chain Management” (School of Social Sciences).

## ***Technological Educational Institute (TEI) of Piraeus (currently University of West Attica)***

- **Adjunct Lecturer, Bachelor in Business Administration, Faculty of Management and Economics (2011 - 2013):**

2011 – 2013 Business Organization and Management I  
Supervision of Bachelor Theses

2012 – 2013 Strategic Management

2011 – 2012 Business Organization and Management II

## RESEARCH & CONSULTANCY EXPERIENCE

Employment as a Scientific Associate of Universities mainly in European Research Programs, with responsibilities (indicatively): Standardized management systems implementation; Planning and implementation of field research; Elaboration of several studies; Provision of training to executives; Consulting for companies; Presentation of key results in National and International Conferences and Workshops; Projects budget planning and management etc.

- 2020 – present **TEACHmi**: Teacher preparation for migrant school inclusion (European Commission: Erasmus+).
- 2020 **Regio\_Gnosis**: Information and communication on the policy coherence in Greece (European Commission: Support for information measures relating to the EU Cohesion policy).
- 2019 **CIDE-NET**: Creative and Innovation Driven Enterprises' Network (European Regional Development Fund: Interreg Balkan Mediterranean Program 2014-2020).
- 2012 - 2013 **Eco-Commerce**: Support for Actions of Green Entrepreneurship and Corporate Social Responsibility for the Commerce Sector from the National Confederation of Hellenic Commerce (Operational Programme "Human Resources Development", NSRF 2007-2013).
- 2012 - 2013 **Gerolymatos International - GAMP 5**: Design and Implementation of the Information Systems Validation Process according to GAMP 5 (private project).
- 2011 **Biopiraeus**: Advanced Environmental Awareness and Mentoring of Citizens – Owners of SMEs Through an Intelligent Green Business Information and Training System in the Area of Piraeus (European Economic Area: EEA Grants).
- 2007 - 2008 Training for the implementation of the **Common Assessment Framework (CAF)** for the self-assessment of local authorities (General Secretariat for Research and Technology).
- 2007 - 2008 **Green Enterprise**: A Framework for Planning and Implementing Local Level Strategies Serving Sustainable Socioeconomic Development (European Commission: Interreg III B – Archimed).
- 2007 **S.Co.Re.-Net**: Network for the Sustainability and Competitiveness of Regions (European Commission: Interreg III B Archimed).
- 2004 - 2010 **B.A.S.E.**: Building on the Asset of Experience (Article 6, E.F.S.: European Foundation Statute).
- 2004 – 2005 **I.F.Q.M.**: Innovative Food Quality Management (European Commission: EQUAL).

## NON-ACADEMIC PROFESSIONAL EXPERIENCE

- 2004 - present **Freelancer**  
Business Consultant & Scientific Researcher  
Co-financed project management for entrepreneurship (NSRF).
- 2011 - 2018 **Easywriter.gr (e-book Publications)**  
Co-founder, General Manager & Partner (percent participation: 33.3%).  
- The company was selected for co-financing under the "New Innovative Entrepreneurship" program of the NSRF 2007-2013.
- 1999 - 2001 **DB-Databank (Member of the Intracom IT Services Group)**  
Marketing Assistant.

## OTHER INFORMATION

- **Peer-reviewer in academic journals:**
  - Business Process Management Journal
  - Sustainability
  - The TQM Journal
  - International Journal for Quality Research (IJQR)
  - International Journal of Quality & Service Sciences (IJQSS)
  - Theoretical Economics Letters
  - Infrastructure Asset Management (IASMA)
  - International Journal of Human Resources Development and Management (IJHRDM)
- **Member of Scientific Committee in conferences:**
  - 2<sup>nd</sup> Pan-Hellenic Conference on Place Marketing and Branding (Larissa, 31/03-02/04, 2017)
  - 1<sup>st</sup> Pan-Hellenic Conference on Place Marketing and Branding (Volos, 30/03-01/04, 2012)
- **Distance Learning seminars:**
  - Foundations of Virtual Instruction (University of California, Irvine - Coursera)
  - Open & Distance Learning (Hellenic Open University)
  - Information & Communication Technologies (Hellenic Open University)
- **Languages:**
  - English: Excellent - Certificate of Proficiency (University of Cambridge).
- **Computer skills:**
  - MS Office (Word, Excel, PowerPoint, Access, Visio, Project)
  - Statistical packages (SPSS, AMOS)
  - Moodle learning platform
  - Web conferencing software (Microsoft Teams, Cisco Webex, Zoom, Adobe Connect, AlphaView, Skype for Business)
  - Thomson Reuters EndNote X3
  - Website Design and Development (WordPress & Joomla)

## SCIENTIFIC PUBLICATIONS

### (a) *Refereed Journals* (indexed in Web of Science and/or Scopus and/or ABS)

Tsogkas A., Tsoulfas G.T. & **Chountalas P.** (2022). Business Process Reengineering in the public sector service supply chain: The case of the Greek Archaeological Resources Fund. *International Journal of Services and Operations Management*, in press.

Magoutas A., **Chountalas P.**, Manolopoulos D. & Gelardos N. (2022). An evaluation of the Greek banking system over the period 2009-2019. *Theoretical Economics Letters*, 12(1), 76-97.

Kokkina D., **Chountalas P.** & Magoutas A. (2020). Key antecedents and consequences of employee engagement: Empirical evidence from ISO 9001 certified organizations operating in the ICT sector. *Quality - Access to Success*, 21(179), 59-71.

Fafaliou I., **Chountalas P.** & Manousakis I. (2020). Civil servants' work performance in the context of less effective appraisal systems: An exploratory study for Greece. *International Journal of Public Sector Performance Management*, 6(4), 467-487.

**Chountalas P.**, Magoutas A. & Zografaki E. (2019). The heterogeneous implementation of ISO 9001: A multiple case study in service-oriented organizations. *The TQM Journal*, 32(1), 56-77.

Chountala V., **Chountalas P.**, Magoutas A. & Mavragani E. (2019). The cultural route of Hercules: mapping the tourist's perspective. *International Journal of Tourism Policy*, 9(2), 131-154.

**Chountalas P.** & Lagodimos A.G. (2019). Paradigms in business process management specifications: A critical overview. *Business Process Management Journal*, 25(5), 1040-1069.

Konstantakos P.C., **Chountalas P.** & Magoutas A. (2019). The contemporary landscape of physical asset management standards. *Quality - Access to Success*, 20(169), 10-17.

**Chountalas P.** & Tepaskoualos F. (2019). Selective integration of Management Systems: A case study in the construction industry. *The TQM Journal*, 31(1), 12-27.

Chrysikopoulos S. & **Chountalas P.** (2018). Integrating energy and environmental management systems to enable facilities to qualify for carbon funds. *Energy and Environment*, 29(6), 938-956.

Lagodimos A.G., Skouri K., Christou I.T. & **Chountalas P.T.** (2018). The Discrete-Time EOQ Model: Solution and Implications. *European Journal of Operational Research*, 266(1), 112-121.

Tepaskoualos F. & **Chountalas P.** (2017). Implementing an integrated health, safety and environmental management system: The case of a construction company. *International Journal for Quality Research*, 11(4), 733-752.

**Chountalas P.T.**, Lagodimos A.G. & Tsarouchas D.V. (2009). Standardized food safety management: the case of industrial yoghurt. *British Food Journal*, 111(9), 897-914.

Lagodimos A.G., **Chountalas P.T.** & Chatzi K. (2007). The state of ISO 14001 certification in Greece. *Journal of Cleaner Production*, 15(18), 1743-1754.

### **(b) Refereed Journals** (indexed in Google Scholar)

Koutsoukos G., Magoutas A. & **Chountalas P.** (2019). Incentive schemes for bank branch staff during deep recession: Empirical evidence from Greece. *International Journal of Decision Sciences, Risk and Management*, 9(1-2), 1–22.

Magoutas A., **Chountalas P.** & Zagka A. (2019). An empirical study on measuring the economic value of public relations initiatives. *Management of Innovative Business and Education Systems Transactions: International Journal*, 13(1), 45-60.

Athanasoulas G. & **Chountalas P.** (2019). Increasing business intelligence through a CRM approach: An implementation scheme and application framework. *International Journal of Information, Business and Management*, 11(2), 146-178.

Charalampidou T., Magoutas A. & **Chountalas P.** (2018). The influence of Foreign Direct Investment on managerial efficiency: The case of Kleemann Hellas. *Management of Innovative Business and Education Systems Transactions: International Journal*, 12(1), 13-28.

Tzatsi S., Magoutas A. & **Chountalas P.** (2018). The impact of marketing expenditures on economic performance: The case of agricultural processed products industry. *Management of Innovative Business and Education Systems Transactions: International Journal*, 12(1), 186-199.

Magoutas A., **Chountalas P.** & Konstantinidou C. (2017). The effect of financial factors and firm size on the profitability of Greek private healthcare organizations in times of economic crisis. *European Journal of Economics, Finance and Administrative Sciences*, 95, 118-129.

Yiannakopoulos Y., Magoutas A. & **Chountalas P.** (2017). Strategic competition analysis and group mapping: The case of the Greek insurance industry. *East-West Journal of Economics and Business*, 20(1), 41-65.

Zografaki E., Magoutas A. & **Chountalas P.** (2017). Focus on human resources as a mediating factor between ISO 9001 certification and continuous quality improvement. *International Journal of Decision Sciences, Risk and Management*, 7(1/2), 105-122.

Athanasoulas G. & **Chountalas P.T.** (2017). Managing customer relationships: A comprehensive literature review and future directions. *International Journal of Decision Sciences, Risk and Management*, 7(1/2), 70-87.

### **(c) International Scientific Conferences**

Galoutzi A., **Chountalas P.** & Tsoulfas G. (2022). The implementation of risk and business continuity management systems in healthcare supply chain in times of crisis. *Springer's Proceedings in Business and Economics, in press.*

Tsogkas A., Tsoulfas G.T. & **Chountalas P.** (2021). Risk Management for Business Process Reengineering: The case of a public sector organization. In D.P. Sakas, D.K. Nasiopoulos & Y. Taratuhina (Eds.) *Business Intelligence and Modelling. Springer's Proceedings in Business and Economics*, 279-288. (<https://www.springer.com/us/book/9783030570644>).

Kokkina D., Magoutas A. & **Chountalas P.** (2018). The conceptualization of employee engagement and its distinction from related constructs. *Proceedings of the 8th international conference on Management, Economics and Humanities (ICMEH)* (pp. 124-133). Barcelona, Spain, December 7-9. (ISBN: 978-609-8239-14-0).

**Chountalas P.**, Magoutas A., Botsi K., Fafaliou I. & Tsika I. (2017). An exploratory study on attitudes towards gamification and the role of learning approach in the context of distance learning. *Proceedings of the 9th International Conference in Open and Distance Learning*, Volume 5, Part A (pp. 177-189). Athens, November 23-26. (ISBN: 978-618-5335-00-7).

Isychou D., **Chountalas P.**, Magoutas A. & Fafaliou I. (2016). Human capital and performance appraisal in the public sector: An empirical investigation from employees' and senior managers' perspective. *Proceedings of the 3rd International Open Conference on Business & Public Administration* (pp. 87-101). Patras, April 16-17. (ISBN: 978-960-538-990-1).

Anagnou A. & **Chountalas P.** (2015). Human Resource Management practices in the sector of public secondary education in Greece: Weaknesses and possible remedies. *Proceedings of the eRA-10 International Scientific Conference*, Education II Session (pp. 32-44). Piraeus, September 23-25. (ISSN-1791-1133).

Stavrakakis E. & **Chountalas P.** (2015). Retail strategies of companies operating in the gasoline industry: The case of EKO S.A. *Proceedings of the eRA-10 International Scientific Conference*, Economy II Session (pp. 18-28). Piraeus, September 23-25. (ISSN-1791-1133).

**Chountalas P.** & Karagiorgos A. (2015). Bring Your Own Device philosophy from the user's perspective: An empirical investigation. *Proceedings of the 2nd HOBA International Conference*, Volume 1 (pp. 1-12). Patras, March 7-8. (ISBN-978-960-538-950-5).

Kasotakis D. & **Chountalas P.** (2014). Consumer attitudes towards private label products: An empirical investigation. *Proceedings of the eRA-9 International Scientific Conference*, Economy I Session (pp. 18-26). Piraeus, September 22-24. (ISSN-1791-1133).

Staikouras I. & **Chountalas P.** (2014). Call center technology management: Theory and managerial implications. *Proceedings of the eRA-9 International Scientific Conference*, Economy I Session (pp. 27-34). Piraeus, September 22-24. (ISSN-1791-1133).

#### **(d) National Scientific Conferences**

**Chountalas P.T.** (2017). Contrasting visitors' and residents' perceptions of satisfaction with tourism activities in a destination: Empirical evidence from Nemea region, Greece. *Proceedings of the 2nd Conference on Place Marketing and Branding*. Larissa, March 31 – April 2, 1-12.

Tsika I. & **Chountalas P.T.** (2016). Green entrepreneurship and organic products: Empirical investigation of customer behaviour. *13th Student Conference in Management Science and Technology*. Athens, May 12.

Despoteri V., Kotsia D. & **Chountalas P.T.** (2014). A theoretical and empirical investigation of economic recession effects on consumer perceptions of private label products. *Proceedings of the 3rd Pan-Hellenic Student Conference of the Hellenic Operational Research Society* (pp. 56-70). Piraeus, April 1-3. (ISBN: 978-618-80361-2-3).



Karvelea O.V., Christopoulou A. & **Chountalas P.T.** (2014). Critical factors for employees' motivation in times of economic recession: Empirical evidence from Greece. *Proceedings of the 3rd Pan-Hellenic Student Conference of the Hellenic Operational Research Society* (pp. 107-122). Piraeus, April 1-3. (ISBN: 978-618-80361-2-3).

**Chountalas P.T.** (2012). Place Marketing under the Process Management approach: The case of the touristic development of the Grevena Region. *Proceedings of the 1st Conference on Place Marketing and Branding* (pp. 283-301). Volos, March 30 – April 1. (ISBN: 978-960-9439-14-5).

### **(e) Volumes of Essays**

**Chountalas P.T.** & Lagodimos A.G. (2012). A critical review of Business Process Management models. *Volume of Essays in Honour of Prof. S. Karvounis*, 159-171.

### **(f) Working Papers**

Lisaridis G., **Chountalas P.** & Magoutas A. (2022). Critical success factors in the technology commercialization process: A comparative case study of international licensing alliances between SMEs. *Small Enterprise Research*, under review.

Kitsou S., Rachaniotis N., Koutsoukis N. & **Chountalas P.** (2022) International Passenger Traffic at the Hellenic Airports: Impact of the Covid-19 Pandemic and mid-term forecasting. *Aerospace*, under review.

Konstantakos P., **Chountalas P.** & Magoutas A. (2020). A conceptual framework for ISO 55000 Asset Management System implementation, working paper.

## **COURSE NOTES**

Lagodimos A.G., **Chountalas P.** (2021). Quality Assurance Systems. Course Notes (University of Piraeus).

**Chountalas P.** (2021). Entrepreneurship & Business Plans. Course Notes (University of Thessaly, Hellenic Management Association).

**Chountalas P.** (2021). Quality Certification. Course Notes (University of Thessaly).

**Chountalas P.** (2018). Total Quality Management. Course Notes (Hellenic Management Association).

**Chountalas P.** (2011). Principles of Management I & II. Course Notes (TEI of Piraeus).

## **RESEARCH INTERESTS**

Business Process Management; Standardized Management Systems; Operations/ Production Management; Total Quality Management; Risk Management; Entrepreneurship and Innovation.

## A BRIEF TABLE OF TEACHING COURSES & COURSE MODULES (2010-2021)

	'10-'11	'11-'12	'12-'13	'13-'14	'14-'15	'15-'16	'16-'17	'17-'18	'18-'19	'19-'20	'20-'21
<b>University of Piraeus:</b>											
Quality Assurance Systems (MBA-TQM)											
Production and Supply Management (Exec. MBA)											
Quality & Int. Management Standards (B.Sc.)											
Operations Management (B.Sc.)											
Energy Management (B.Sc.)											
Entrepreneurship (MSc)											
<b>Hellenic Open University:</b>											
DEO 11											
MBA (number of theses)			(3)	(5)	(5)	(5)	(5)	(5)	(5)	(4)	(5)
<b>University of Thessaly:</b>											
Quality Certification (MSc)											
Business Plans (MSc)											
<b>University of the Peloponnese:</b>											
Risk Management Standards (MSc)											
Risk Management (MSc)											
<b>TEI of Piraeus:</b>											
Management I											
Management II											
Strategic Management											