

**Leda Panayotopoulou, Assistant Professor in HRM**

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**Educational Background**

- 2001 PhD, Department of Marketing & Communication. Title: Strategic Human Resource Management in Greece and its Effect on Firm Performance.
- 1997 Week Seminar on “Comparative Management”, Helsinki School of Economics & Business Administration, Finland. Financed by the European Union.
- 1996-97 Doctoral course in Research Methodology, University of Wales, Cardiff, UK.
- 1995 M.A. in Human Resource Management, University of Newcastle upon Tyne, UK.
- 1994 B.Sc. in Business Administration, University of Piraeus, Greece.
- 1989 Graduation from Athens College.

**PROFESSIONAL EXPERIENCE*****Teaching Experience in AUEB***

- 2011-today Assistant Professor, Department of Marketing & Communication, **AUEB**.
- 2007-1012 Adjunct Lecturer, **Hellenic Open University**
- 2004-2011 Lecturer, Department of Marketing & Communication, **AUEB**.
- 2001-2004 Visiting Lecturer, **AUEB**.

***Courses Taught in Post-graduate programmes***

Human Resource Management  
Strategic & International HRM  
HR Planning & Talent Management  
Cross Cultural Management  
Management  
Organisational Behavior

***Courses Taught in undergraduate programmes***

Human Resource Management  
Management  
Management Consulting  
Personal Skills Development

### ***Research Experience***

AUEB & Kariera.gr, Research projectQ “Career Aspirations of Generation Y” (with I. Nikandrou), 2012-2013, 2013-14, 2015-16 & 2017-18.

Member of the research group on ‘Women in Management’, funded by Pythagoras (ministry of Education), 2005-2007.

Member of the CRANET International Research Network on Comparative International HRM, since 2000.

### ***Consulting Experience***

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| 2017 | Teleperformance: Organizational Cultural Mapping   |
| 2007 | Research Center for Gender Equality (KETHI) – Institute of Defence Analyses (Ministry of Defense). Design of syllabus aiming to include gender dimension in two courses of the Armed Forces Academies. |
| 2007 | Attika Bank: Evaluation of the bonus system.   |
| 2004 | Halyps Cement: Employee Attitude Survey.   |
| 2004 | Intersys: Study for the Development of a Performance Appraisal System. Field Study Project, MSc in HRM   |
| 2003 | CANA Pharmaceuticals: Study for the Development of the HR department. Field Study Project, IMBA.   |

## **PUBLICATIONS**

### ***Peer-review Journals***

Panayotopoulou, L., Bourantas, D. & Papalexandris. N. (2003) ‘Strategic Human Resource Management and its Effects on Firm Performance: an Implementation of the Competing Values Framework’, *The International Journal of Human Resource Management*, 14(4), pp. 680-699.

Halikias, J. & Panayotopoulou, L. (2003) ‘Chief Executive Personality and Export Involvement’, *Management Decision*, 41(4), pp. 340-349.

Panayotopoulou, L. & Papalexandris. N. (2004) ‘Examining the Link between Human Resource Management Orientation and Firm Performance’, *Personnel Review*, 33(5), pp. 499-520.

Papalexandris. N. & Panayotopoulou, L. (2004) ‘Exploring the Mutual Interaction of Societal Culture and Human Resource Management Practices: Evidence from 19 Countries’, *Employee Relations*, 26(5), pp. 495-509.

Papalexandris. N. & Panayotopoulou, L. (2005) ‘Exploring the Partnership between Line Managers and HRM in Greece’, *Journal of European Industrial Training*, 29(4), pp. 281-291.

Apospori, E., Nikandrou, I. & Panayotopoulou, L. (2006) ‘Mentoring and Women’s Career Advancement in Greece’, *Human Resource Development International*, 9(4), pp. 509-527.

Panayotopoulou, L., Vakola, M. & Galanaki, E. (2007) ‘E-HR Adoption and the Role of HRM: Evidence from Greece’, *Personnel Review*, 36(2), pp. 277-294.

Nikandrou, I., Panayotopoulou, L. & Apospori, E. (2008) ‘The impact of individual and organizational characteristics on work-family conflict and career outcomes’, *Journal of*

*Managerial Psychology, Special Issue: The Work-Family Dyad: Multi-Level Perspectives*, 23(5), pp. 576-598.

Nikandrou, I., Apospori, E., Panayotopoulou, L., Stavrou, E. & Papalexandris, L. (2008) 'Training and firm performance in Europe: the impact of national and organizational characteristics', *The International Journal of Human Resource Management, Special Issue* 19(11), pp. p2057-2078.

Panayotopoulou, L., Galanaki, E. & Papalexandris, N. (2010) 'Adoption of Electronic Systems in HRM: Is National Background of the Firm Relevant?', *New Technology Work and Employment*, 25(3), pp. 253-269.

Panayotopoulou, L., Nikandrou, I. & Papalexandris, N. (2010) 'The Choice between Internalization and Externalization of Employment and its Impact on Firm Performance: Evidence from Five South-Eastern European Countries', *The International Journal of Human Resource Management, Special Issue: Developments in HRM in South-Eastern Europe*, 21(14), pp. 2547-2567.

Palaiologos, A., Papazekos, P. & Panayotopoulou, L. (2011) 'Organizational Justice and Employee Satisfaction in Performance Appraisal', *Journal of European Industrial Training*, 35(8), pp. 826-840.

#### ***Articles in Conference Proceedings***

Papalexandris, N. & Panayotopoulou, L., (1997) "Exploring the Strategic vs. Administrative Role of HRM within the Greek Context", *International Conference of HRM*, pp. 47-51, Varna Bulgaria.

Panayotopoulou, L. (2001) "Strategic HRM and its Links to Firm Performance", *Global Conference in Human Resource Management*, ESADE Business School, Barcelona Spain.

Papalexandris, N. & Panayotopoulou, L., (2003) 'Exploring the Mutual Interaction of Societal Culture and Human Resource Management', in Morley et al. (eds) *Exploring the Mosaic Developing the Discipline (Proceedings of the 7th Conference on International Human Resource Management)*, Intersource Group Publishing, Ireland.

Panayotopoulou, L., Vakola, M. & Galanaki E. (2004) "E-HR Adoption and its Impact on the Role of HRM: the Case of Greece", *International Conference "HRM in the Knowledge Based Economy"*, Slovenia.

Panayotopoulou, L., Nikandrou, I. & Papalexandris, N. (2007) "HRM and Firm Performance in the Competing Values Framework", *9th International Human Resources Management Conference*, Tallinn, Estonia.

Apospori, E. Nikandrou, I., Panayotopoulou, L. & Rafailidou, M. (2007) "Work-family Conflict from a Multi-level Perspective: Comparing Female and Male Managers", *2nd International Conference on Work-Family Conflict*, Barcelona, Spain.

Nikandrou, I., Apospori, E., Panayotopoulou, L., Stavrou, E., & Papalexandris, N. (2007), "Training and Firm Performance in Europe: a contextual approach". Paper presented at the International Conference, *The Art of Human Capital Management*, Tech Gate, Vienna, Austria.

Nikandrou, I., & Panayotopoulou, L. (2008), "HRM: Line Managers' Perceptions". Paper presented at the International Conference, *Global Insights in People Management*, Nicosia.

Nikandrou, I., & Panayotopoulou, L. (2011), "The Concept of HR Image". 10<sup>th</sup> International Academy of Management and Business (IAMB), *Management Challenges in Global Economy*, Istanbul.

Nikandrou, I., & Panayotopoulou, L. (2011), "Exploring Line Managers' Perceptions of HRM: The Concept of HR Image". International Conference of Global HRM, Israel.

Nikandrou, I., & Panayotopoulou, L. (2012), "A theoretical framework for studying HR Image". 12th International HRM Conference on Dream discover Innovation in the Global Village, India.

Chytiri, A., Guest, D. & Panayotopoulou, L. (2013). "Human Resources Management and Organizational Performance: Exploring the Relationship". *8th Biennial of Dutch HRM Network*, Leuven, Belgium.

Nikandrou, I., & Panayotopoulou, L. (2013). "Understanding generational groups at the workplace: The key to inclusive leadership development". Equality, Diversity and Inclusion 2013 Conference, Athens, Greece.

Chytiri, A., Guest, D., & Panayotopoulou, L. (2015). "Human Resource Management and performance in a changing economic context". 9th Biennial International Conference of the Dutch HRM Network, Utrecht, The Netherlands.

Chytiri, A., & Panayotopoulou, L. (2015). "Human Resource Management and Performance: Testing the relationship in a longitudinal background". 11th EIASM Interdisciplinary Workshop on "Intangibles, Intellectual Capital & Extra-Financial Information", Athens.

Chytiri, A., Panayotopoulou, L. & Guest, D. (2016). "The impact of a financial crisis on HRM and performance relationship". 9th Annual Conference of the EuroMed Academy of Business (EMAB), Warsaw, Poland.

Chytiri, A., Guest, D. & Panayotopoulou, L. (2017). "Human Resource Management and the response to economic crisis: the case of Greece". British Academy of Management Conference, Warwick, UK.

### ***Book Chapters***

Nikandrou, I. & Panayotopoulou, L. (2008) 'Men and women managers: are they really different?'. In Vakola & Apospori (eds.) *Women in Management*, Sideris Publications, (in Greek).

Galanaki, E., and Panayotopoulou, L., (2008). 'Adoption and Success of e-HRM in European Firms', in Torres- Coronas, T. and Arias- Oliva M., (eds.) *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM*, Idea Group Publishing, pp. 24-30.

Nikandrou, I., Apospori, E., Panayotopoulou, L., Stavrou, E. & Papalexandris, N. (2011) 'Training and Firm Performance in Europe: the Impact of National and Organizational Characteristics', in Lazarova, M., Morley, M., & Tyson, S. (eds) *International Human Resource Management, Policy and Practice*, Routledge, pp. 63-84.

Nikandrou, I. & Panayotopoulou, L. (2012) 'Recruitment and selection in context', in Brewster, C. & Mayrhofer, W. (eds) *Handbook of Research on Comparative Human Resource Management*, Edward Elgar, pp. 121-138.

**Books**

Papalexandris, N, Halikias, J. & Panayotopoulou, L. *Comparative Research on HRM Practices in Greece and the European Union*, Benos Publications, Athens 2001 (in Greek).

Papalexandris, N, Galanaki, E. & Panayotopoulou, L. *Comparative Research on HRM Practices in Greece and the European Union*, AUEB Publications, Athens 2008 (in Greek).

Papalexandris, N, Galanaki, E. & Panayotopoulou, L. *Comparative Research on HRM Practices in Greece and the European Union*, Benos Publications, Athens, 2012 (in Greek).

Papalexandris, N, Galanaki, E. & Panayotopoulou, L. *25 Years of Comparative Research on HRM in Europe: Trends and Challenges*, Benos Publications, Athens, 2016 (in Greek).

**DISTINCTIONS**

2nd European Ph.D. Prize Award from European Association of Personnel Management, 2001.

Granted a 3-year scholarship for doctoral studies from the Greek National Scholarship Foundation (IKY).