

Curriculum Vitae Irimi Voudouris

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EDUCATION AND QUALIFICATION

- 1998: Ph.D., Département de Stratégie et Management, Université Paris X, Sujet: ‘Les emplois atypiques comme mode de flexibilité des organisations’.
- 1992: Diplôme d’Etudes Approfondies (D.E.A), ‘Stratégie et Management’, HEC/ ESSEC/ Université Paris X. – Etudes de 3^{ieme} cycle, “Conception de systèmes de transmission”, Ecole Nationale Supérieure des Télécommunications (E.N.S.T) - TELECOM, Paris.
- 1990: Degree in Electrical Engineering, specialisation in Electronics, National Technical University of Athens (N.T.U.A)

TEACHING EXPERIENCE

- 02/2015: today: Associate professor, Department of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses: Entrepreneurship, Strategy, Management Science and Technology
- 2009–02/2015: Assistant professor, Department of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses: Entrepreneurship, Strategy, Management Science and Technology.
- 2003-06/2009: Lecturer, Department of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses: Entrepreneurship, Strategy, Management Science and Technology.
- 2000-2002: Visiting Lecturer, Department of Management Science and Technology, AUEB. Courses: Management, Management Science and Technology.
- 2000-2003: Visiting Assistant Professor, Department of Accounting and Finance, AUEB. Course: Management.
- 2008-today: Teaching Assistant, Open University of Greece, Management.
- 2012-today: Master Program in Public Policy and Management, AUEB. Course: Entrepreneurship and Innovation in the Public Sector.
- 2001-today: International MBA Program, AUEB. Courses: Entrepreneurship and Business Planning, e-Strategy, Developing Successful Business Plans, Developing and Managing a Cyber venture.
- 2000-2002: Executive MBA Program, AUEB. Lectures and master theses supervision.
- 1999-2005: Distance learning Henley MBA Program. Course: Foundations of Management.

RESEARCH EXPERIENCE

- 1998-today: Member of the Laboratory of Strategy and Entrepreneurship, Department of Management Science and Technology, AUEB. Research areas: strategy and competitiveness, technology adoption, flexibility and business transformation, innovation and entrepreneurship. Projects:
- “Corporate Responsibility and Sustainability”, O.P Development of Human Resources, NSRF 2007-2013, RC-AUEB, 2015.
 - “Research on innovation in small firms”, IME-GSEVEE, 2012-2013.
 - “Entrepreneurship”, NCRF 2007-2013, RC-AUEB, 2009-2012.
 - “Performance of technology adoption: The impact of technological capabilities and managerial socio-cognitive capacities”, Basic Research Funding Program, BRFP 3, RC-AUEB, 2010-2011.
 - “Effects of Functional and Numerical Flexibility on new ventures innovation”, Basic Research Funding Program, BRFP 2, RC-AUEB, 2009-2010.
 - Filière d’Expertise maghrébine de Formation en Entrepreneuriat et en Développement International, FEFEDI, Tempus IV, EC, 2010-2013.
 - “Entrepreneurship II”, O.P. Education, 3rd CSF, RC-AUEB, 2006-2007
 - “Emerging Leadership styles”, GSRT, Ministry of Development, AUEB, 2007.
 - “Towards the sustainable region: DQE” Interreg IIIC North, European Commission, 2004-2007.
 - “Business Transformation”, GSRT, Ministry of Development, AUEB, 2004-2006.
 - “Entrepreneurship I” O.P. Education, 3rd CSF, AUEB, 2003-2004.
 - “European Case Study Writing Competition”, Gate2Growth Academic Network in Entrepreneurship, Innovation and Finance, EC, 2004.
 - “Electronic multilingual tourism environment (eMate)”, E-Content Programme, EC, 2001-2004.
- 2000-2001: Post-doctoral research in the area of technology and flexibility, “Greek State Scholarship Foundation” scholarship, Department of Management Science and Technology, AUEB.
- 1998-2001: Département de Stratégie et Management, Université Paris X. Research in the area of employment flexibility.
- 1989-1990: Laboratory of Telecommunications, National Technical University of Athens. Research areas: digital and mobile communications.

CONSULTING EXPERIENCE

- 2009-2011: Eurobank EFG, “Financial Literacy for Young People”.

- 2009: Ministry of Economy, “Development of criteria for evaluating investment propositions of self-employees”.
- 2009: Ministry of Economy, “Development of criteria for evaluating investment propositions of SMEs”.
- 2008: Kokkalis Foundation, «Innovation in Greece: Benchmarking, policies, strategy propositions»
- 2007: Ministry of Economy, “Development of criteria for evaluating investment propositions of SMEs in the tertiary sector”.
- 2000-2004: Archetypon S.A., Consulting for strategy development and business planning.
- 2004: European Commission, Enterprise Directorate, “eBSN portal”.
- 1999-2000: Ministry of Transport and Communications: “National Numbering Scheme”.
- 2000: National Regulatory Telecommunications Authority: “Regulatory texts for the National Numbering Scheme”.
- 2000: Organisation for Economic Co-operation and Development (OECD), “Regulatory Reform in Greece”.
- 1999: Ministry of Labour and Social Affairs. “Reduction of the issues for the competition concerning the development of OAED business plan”.
- 1999: Ministry of Transport and Communications: “Spectrum Pricing at 900MHz and 1800MHz”.

PHD SUPERVISION

- Raftopoulos Kostas, “Entrepreneurship in the Public Sector”, (in course). Main Supervisor.
- Deligianni Ioanna, “New Ventures’ Strategic Growth Patterns: Antecedents and Outcomes”, (completed, 2009). Main Supervisor.
- Papagiannakis Giorgos, “Environmental Strategies: Antecedents and Outcomes”, (completed, 2011). Member of the Supervising Committee.
- Fouskas Konstantinos, “Perceptions of Competitive Environment and Organizational Capabilities as Antecedents of Firm’s Competitive Response Characteristics and Performance”, (completed 2008). Member of the Supervising Committee.
- Korra Efi, “Determinants of Success of Strategic Changes” (completed 2013). Member of the Supervising Committee.

FURTHER JOB EXPERIENCE

- 1995: Public Power Corporation, Greece. Participation in the Project: *Organisational re-structuring of the Company*.
- 1988: Public Petroleum Corporation, Programmer.
- 1987: Brown Boveri Company, Switzerland. Semi-conductors simulation.

PUBLICATIONS

1. Journal Publications

Published

1. Deligianni I., Voudouris I. and Lioukas S., “Do effectuation processes shape the performance output of product diversification in new ventures?”, *Entrepreneurship Theory and Practice*, forthcoming.
2. Voudouris I., Deligianni I. and Lioukas S., (2015) “Labour flexibility and innovation in new ventures”, *Industrial and Corporate Change*, doi: 10.1093/icc/dtv019.
3. Spanos Y., Vonortas N., Voudouris I. (2015) “Innovation impacts of publicly-funded collaborative R&D”, *Technovation*, 36-37, pp.53-64.
4. Deligianni I., Voudouris I. and Lioukas S., (2015) “Growth paths of small technology firms: The effects of different knowledge types over time”, *Journal of World Business*, 50(3), pp.491-504.
5. Deligianni I., Voudouris I. and Lioukas S., (2014) " The relationship between innovation and diversification in the case of new ventures: Unidirectional or bidirectional?", *IEEE Transactions on Engineering Management*, 3, pp. 462-475.
6. Papagiannakis G., Voudouris I. and Lioukas S., (2014), “The road to sustainability: Exploring the process of corporate environmental strategy over time”, *Business Strategy and the Environment*, 23(4), pp. 254–271.
7. Voudouris I., Lioukas S., Iatreli M. and Caloghirou Y., (2012), “Effectiveness of technology investment: Impact of internal technological capability, networking and strategic technology importance”, *Technovation*, 32(6), pp. 400 – 414.
8. Dimitratos P., Voudouris I., Plakoyiannaki E. and Nakos G., (2012), “International Entrepreneurial Culture: Toward a comprehensive opportunity-based operationalization of international entrepreneurship”, *International Business Review*, 21(4), pp. 708 – 721.
9. Deligianni I. and Voudouris I., (2011), “New venture strategies and performance in a catching-up economy: Identifying a strategic typology and trajectory through case studies”, *Management Research Review*, 34(7) Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012.
10. Voudouris I., Dimitratos P. and Salavou H., (2011), “Entrepreneurial learning in the international new high technology venture: A longitudinal study”, *International Small Business Journal*, 29(3), pp.238-258.
11. Spanos, Y. and Voudouris, I., (2009), “Antecedents and trajectories of AMT adoption: The case of Greek manufacturing SMEs”, *Research Policy*, 38(1), pp. 144-155.
12. Voudouris, I., (2007), “The co-evolution of functional and numerical flexibility: Do technology and networking matter?”, *New Technology, Work and Employment*, 22(3), pp. 224-245.
13. Salavou, H. Dimitratos, P. and Voudouris, I., (2006), “Growth potential and Entrepreneurial Orientation Profiles of SMEs in Greece”, *Small Business/ Piccola Impresa*, 2, pp. 79-91.
14. Voudouris, I., (2004), “The use of flexible employment arrangements: Some new evidence from Greek firms”, *International Journal of Human Resource Management*, 15(1), pp.131-146.

15. Voudouris, I., (2002), "Present and future uses of advanced manufacturing technologies and their relationship with manufacturing capabilities", *Cahiers du Management Technologique*, 12(2), pp. 69-85.
16. Voudouris, I., Lioukas, S., Makridakis, S. and Spanos, Y., (2000), "Greek hidden champions: Lessons from small, little-known firms in Greece", *European Management Journal*, 28(6), pp. 663-674.
17. Voudouris, I. and Tarondeau J.C., (1999), "Les facteurs déterminants du recours au travail temporaire", *Revue Française de Gestion*, 123(3), pp. 100-108.
18. Voudouris, I., (1998), "Atypical employment increasing the flexibility of an organization: A study of Greek manufacturing and services", *Yugoslav Journal of Operations Research*, 8(2), 1998, pp. 235-246.

Under review

19. Lioukas K., Lioukas S. and Voudouris I., "Mid-level functional integration and the effectiveness of strategic investment decisions: The role of analysis and openness to external collaboration", *Strategic Management Journal*.
20. Deligianni I., Voudouris I., Spanos Y. and Lioukas S., "The relationship between technological competence and product innovation in new technology-based ventures and the role of the entrepreneur's competences", *Technovation*, under 3rd review.

Working Papers

21. Nikiforou A., Lioukas S. and Voudouris I., "The Role of Market and Technological Knowledge Networks in Firm-Level Entrepreneurial Behavior".
22. Lioukas K., Lioukas S. and Voudouris I., "Technological newness and effectiveness of strategic investment decisions: The moderating role of analytical and relational aspects of process".
23. Deligianni I., Voudouris I. and Lioukas S., " Growth strategies of new ventures: The interplay between innovation and product diversification?".

2. Book chapters

24. Kordelis G. and Voudouris I., (2015), "SMEs access to financing in Greece: The emergence of microfinance", in A. Szabó *Microfinance for SMEs in the BSEC region*, Konrad-Adenauer-Stiftung, Turkey, pp. 130-145.
25. Voudouris I. and Deligianni I., (2012), "Emerging entrepreneurship and SME policy development in Greece after the economic crises", in A. Szabó *Emerging entrepreneurship and SME policy development in BSEC after the economic crises*, Konrad-Adenauer-Stiftung, Turkey, pp. 198-216.
26. Liouka I. and Voudouris I., "Evaluation of Business Plans" in S. Lioukas (2008) "Perspectives of Entrepreneurship", AUEB, pp. 159-180, (in Greek).
27. Voudouris I. and Dimitratos P., "Growth of Archetypon S.A.: Exploitation of Opportunities in Greek and European Marketplaces", in Handbook of Research on European Entrepreneurship: Internationalisation of Small Businesses, (2008) Cheltenham, United Kingdom: Edward Elgar, pp. 263-276.
28. Dimitratos P., Voudouris I. and Salavou H., "Growth of a Greek international new venture across geographic markets and industry sectors", in M. Yamin & R.

- Sinkovics "Anxieties and Management Responses in International Business" (2007), Houndmills, Basingstoke, U.K.: Palgrave MacMillan, pp. 195-207.
29. Voudouris I. and Gezerlis P., "Archetypon S.A.: Growth of a small high-tech Greek company to a European dimension", in B. Clarysse, J. Roure & A. San Jose Teaching Entrepreneurship: Selected Cases from Gate2Growth Academic Network, E.C. Academic Network/ IESE Business School, 2006, pp. 29-49.
 30. Voudouris I. and Lioukas S., "Business Plan" in S. Lioukas (2006), "Issues of Entrepreneurship", AUEB, pp. 76-99, (in Greek).
 31. Voudouris I. and Kalogeras A., "Exit Strategies" in S. Lioukas (2006), "Issues of Entrepreneurship", AUEB, pp. 204-217, (in Greek).
 32. Voudouris I., Lioukas S. and Salavou H. "Outsourcing" in S. Lioukas (2006), "Issues of Entrepreneurship", pp. 293-310, (in Greek).
 33. Voudouris I., 'Labor flexibility and the Information Society: Is there a balance between skills improvement and use of external employment?', in G. Doukidis, N. Mylonopoulos and N. Pouloudi (eds.), (2004) Information Society or Information Economy? A combined perspective on the digital era, Idea Group Publishing, pp.256-270.

3. Conference publications

34. Papagiannakis G., Voudouris I., "Effects of environmental management systems on green product innovation: The role of green absorptive capacity and stakeholder integration", EURAM 2013: Democratising Management, 26-29 June, Istanbul.
35. Papagiannakis G., Voudouris I., "Environmental management practices and environmental innovations: Examining the role of "green" absorptive capacity and stakeholder integration capabilities", GRONEN Research Conference 2012: Corporate Sustainability – Off to Pastures New or Back to the Roots?, 26-29 June, France.
36. Nikiforou A., Lioukas S. Voudouris I. "The individual and complementary effects of market knowledge and technological knowledge networks on corporate entrepreneurship", 2012 BAM, 11-13 September, Cardiff University, U.K.
37. Deligianni I., Voudouris I. "Do effectuation processes shape the performance output of product diversification in new ventures?" 2012 IFSAM, 26-29 June, University of Limerick, Ireland.
38. Nikiforou A., Lioukas S. and Voudouris I. "The impact of networks on corporate entrepreneurship: Lost in the Structural Holes", 2011 BCERC, June, New York USA.
39. Voudouris I. and Deligianni, I., "Labour flexibility and new ventures' innovation", 2010 BCERC, June, Lausanne, Switzerland.
40. Deligianni, I and Voudouris I., "The relationship between innovation and diversification in the case of new ventures: Unidirectional or bidirectional?", 2010 BCERC, June, Lausanne, Switzerland.
41. Deligianni I., Voudouris I. and Lioukas S., "The Impact of Technological Capability, Entrepreneurial Locus of Control and Political Competence on New Venture Innovation", DIME – AEGIS – LIEE / NTUA Athens 2010 Conference: The emergence and growth of knowledge Intensive Entrepreneurship in a comparative perspective. Studying various aspects in different contexts, April 29-30, Athens, Greece.

42. Voudouris I., Deligianni, I. and Lagara, P., "Effects of functional and numerical flexibility on new ventures innovation", RENT XXIII, Research in Entrepreneurship and Small Business, 19-20 November 2009, Budapest, Hungary
43. Papayiannakis G. and Voudouris I., "Evolving environmental responsiveness. A longitudinal study of corporate environmental strategy", 2009 Academy of Management Conference, 9-10 August, Chicago, USA.
44. Deligianni I. and Voudouris I., "New ventures strategies and performance in a catching-up economy: Identifying a strategic typology and trajectory through case studies", RENT XXII, 20-21 November 2008, Covilha Portugal.
45. Papayiannakis G., Gkinos S. and Voudouris I., "Antecedents of and outcomes from proactive environmental strategies. Is there a dependency? Evidences from Greek firms", EURAM 2008: Managing diversity: European destiny and hope, 14-17 May, Ljubljana & Bled Slovenia.
46. Deligianni I. and Voudouris I., "Strategic growth trajectories predicting new venture performance: An analysis through case studies", ICSB 2007, At the Crossroads of East and West: New opportunities for entrepreneurship and small business, 13-15 June 2007, Turku Finland.
47. Voudouris I., Lioukas S., Iatrelli, M. and Caloghirou Y., "Performance of technology adoption: Some evidence from Greek manufacturing SMEs", EURAM 2007: Current Management Thinking: Drawing from Social Sciences and Humanities to address contemporary challenges, 16-19 May, Paris.
48. Linnanen, L., Voudouris, I. and Chaniotou N., "Integrated Development: Concepts and some empirical evidence from European SMEs", 13th International Conference of the Greening of Industry Network: Partnerships for Sustainable Development, 2-5 July 2006, Cardiff.
49. Dimitratos P., Voudouris I. and Salavou H., "Entrepreneurial Learning in an International new High-technology venture", 33rd AIB-UK Conference, 6-8 April 2006, Manchester.
50. Voudouris, I. Dimitratos P. and Salavou H., "Strategic Growth of a high-technology SME across geographic markets and industry sectors: A case study analysis", RENT XIX, 17-18 November 2005, Naples.
51. Salavou, H., Dimitratos P. and Voudouris, I., "SMEs Growth and Entrepreneurial Orientation Profiles: Some New Evidence from Greece", RENT XIX, 17-18 November 2005, Naples.
52. Tarondeau J.C. and Voudouris, I., 'Employment policy as source of organization flexibility: An analysis of the determinants of atypical employment', Founding Conference of the EURAM, IESE Business School, University of Navarra, Spain 19-21 April 2001.
53. Βουδούρη Ε., 'Παράγοντες που καθορίζουν την προσφυγή στην εξωτερική αγορά εργασίας: Μελέτη των ευέλικτων εργαζόμενων', 12ο Εθνικό Συνέδριο Επιχειρησιακής Έρευνας, Σάμος, 1998.
54. Voudouris, I., 'Atypical employment increasing the flexibility of an organization: A study of Greek manufacturing and services', 4th Balkan Conference of Operational Research, Thessalonica, October 1997.
55. Βουδούρη Ε. , 'Οι μη τυπικοί εργαζόμενοι ως μέσο ευελιξίας της οργάνωσης μιας επιχείρησης', 11ο Εθνικό Συνέδριο Επιχειρησιακής Έρευνας, Αθήνα, 1997. Papayiannakis G., Voudouris I., "Environmental management practices and environmental innovations: Examining the role of "green" absorptive capacity and stakeholder integration capabilities", GRONEN Research Conference 2012:

Corporate Sustainability – Off to Pastures New or Back to the Roots?, 26-29 June, France.

4. Books

56. Voudouris I., (2005), “The challenge of entrepreneurship: Case studies”, eds. Sideris, Athens, (in Greek).

5. Other publications/ presentations

57. Kordelis G. and Voudouris I., “Microcrediting of SMES in Greece”, invited study and presentation to the Workshop on Microcrediting in the BSEC region, BSEC, Bucharest, November 2014.
58. Voudouris I. and Deligianni I., “Emerging out the economic crisis and strategies of entrepreneurship improvement and SME sector development in the Black Sea Economic Cooperation region: Greek national study”, invited study and presentation to the Workshop on entrepreneurship and SME development in the BSEC region in the time of emerging from the economic crisis, BSEC, Istanbul, 21-22 July 2011
59. Spanos Y. and Voudouris I., (2010), “Do Greek firms innovate”, *Βήμα Ιδεών*, issue 01/01/2010, (in Greek).
60. Voudouris I., “Archetypon S.A.: Growth of a small high-tech Greek company to a European dimension”, invited presentation to the G2G European Case Study Workshop, IESE, Barcelona, December 2006.
61. Voudouris I. and Lioukas S., “What knowledge for competitive and environmentally friendly businesses”, DQE Closing Conference, Brussels, November 2006.
62. Voudouris I. and Samaras K., “An effective business model proposition for multilingual e-content services”, presentation to EUROXX, 20th European Conference of Operational Research, Rhodes, July 2004.
63. Voudouris I., Lioukas S., Makridakis S. and Spanos Y., ‘Greek Hidden Champions’ *Strategies*, 5, may-june 2000.
64. Voudouris I., Lioukas S., Makridakis S. and Spanos Y. ‘Greek Hidden Champions’ Presentation in the Conference of Hellenic Top Managers Association, Athens, May 1999.
65. Voudouris I., ‘Flexibilité des organisations: Le cas de la raffinerie Grecque’, thèse de DEA, 1992, Université Paris X - Nanterre.
66. Voudouris I., ‘Modulations codées en blocs’, thèse de maîtrise, 1991, Ecole Nationale Supérieure de Télécommunications, TELECOM-Paris.

CITATIONS: ~200

MEMBERSHIPS

Associate Editor of Journal of Asia Entrepreneurship and Sustainability.

Member of the Entrepreneurship Research and Education Network of Central European Universities (ERENET)

Member of Global Knowledge Institute.

Founding Member of European Academy of Management (EURAM).

Member of Academic Network in Entrepreneurship, Innovation and Finance.

Member of European Council for Small Business and Entrepreneurship (ECSB)

Member of Hellenic Association of Operations Research.

Member of Technical Chamber of Greece.

LANGUAGES

Very good knowledge of English and French.

Good knowledge of Spanish and German.