



Curriculum Vitae

Personal information

First name / Surname

Professor Theodoros A. STAVRINOUDIS (Ph.D.)

“Tourism Management and Human Resources Management”

Department of Tourism Economics and Management – UNIVERSITY OF THE AEGEAN

Interdepartmental Program of Postgraduate Studies “Strategic Management of Tourism Destinations and Hospitality Enterprises” - UNIVERSITY OF THE AEGEAN

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Academia.edu Profile:
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ORCID: <https://orcid.org/0000-0002-8329-8679>

Nationality Greek
Date of birth 13.10.1971
Gender Male

Work experience

Dates	May 2021 – today
Occupation or position held	Professor “Tourism Management and Human Resources Management” - Department of Tourism Economics and Management
Main activities and responsibilities	Research, Teaching, Tutoring
Name and address of employer	University of the Aegean , 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	November 2017 – May 2021
Occupation or position held	Associate Professor “Tourism Management”
Main activities and responsibilities	Research, Teaching, Tutoring
Name and address of employer	University of the Aegean , 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	September 2024 – today
Occupation or position held	Director
Main activities and responsibilities	
Name and address of employer	Interdepartmental Program of Postgraduate Studies “Strategic Management of Tourism Destinations and Hospitality Enterprises” - UNIVERSITY OF THE AEGEAN University of the Aegean , 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	January 2012 – November 2017
Occupation or position held	Assistant Professor “Tourism Management”
Main activities and responsibilities	Research, Teaching, Tutoring
Name and address of employer	University of the Aegean , 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	September 2021 – January 2023
Occupation or position held	Head
Main activities and responsibilities	
Name and address of employer	Department of Tourism Economics and Management - University of the Aegean , 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	September 2018 – September 2019
Occupation or position held	Deputy Head
Main activities and responsibilities	
Name and address of employer	Department of Tourism Economics and Management - University of the Aegean , 54 Livanou str., 82132 Chios, Greece

Type of business or sector	University
Dates	September 2021 – today
Occupation or position held	Director
Main activities and responsibilities	Research
Name and address of employer	Laboratory of Innovative Tourism Entrepreneurship and Human Resources Development (“iTED Lab”) - University of the Aegean, 54 Livanou str., 82132 Chios, Greece
Type of business or sector	Research Laboratory
Dates	January 2016 – May 2018
Occupation or position held	Director
Main activities and responsibilities	Research
Name and address of employer	Laboratory of Tourism Research and Studies - University of the Aegean, 54 Livanou str., 82132 Chios, Greece
Type of business or sector	Research Laboratory
Dates	January 2000 – present
Occupation or position held	Researcher
Main activities and responsibilities	Research
Name and address of employer	Laboratory of Tourism Research and Studies - University of the Aegean, 54 Livanou str., 82132 Chios, Greece
Type of business or sector	Research Laboratory
Dates	October 2006 - present
Occupation or position held	Tutor
Main activities and responsibilities	Tutoring, Teaching
Name and address of employer	Greek Open University – Postgraduate program “Management of tourism enterprises”
Type of business or sector	University
Dates	2015 - 2022
Occupation or position held	Adjunct Teaching Staff
Main activities and responsibilities	Teaching
Name and address of employer	University of West Attica and Technological Educational Institute of Athens , Postgraduate program “Innovation and entrepreneurship in Tourism”, Athens, Greece
Type of business or sector	University
Dates	2018 - present
Occupation or position held	Adjunct Teaching Staff

Main activities and responsibilities	Teaching
Name and address of employer	Harokopio University and Paris I – Panthéon Sorbonne (IREST) University, International Master Program (MSc) “Sustainable Tourism Development: Cultural Heritage, Environment, Society“, Athens, Greece
Type of business or sector	University
Dates	2022 - present
Occupation or position held	Adjunct Teaching Staff
Main activities and responsibilities	Teaching
Name and address of employer	International Hellenic University, Postgraduate program “Hospitality and Tourism Management”, Thessaloniki, Greece
Type of business or sector	University
Dates	February 2008 – December 2011
Occupation or position held	Adjunct Assistant Professor “Management of tourism enterprises”
Main activities and responsibilities	Research, Teaching, Tutoring
Name and address of employer	University of the Aegean, 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	February 2005 – February 2008
Occupation or position held	Adjunct Lecturer
Main activities and responsibilities	Research, Teaching, Tutoring
Name and address of employer	University of the Aegean, 8 Michalon str., 82132 Chios, Greece
Type of business or sector	University
Dates	2006
Occupation or position held	Lecturer
Main activities and responsibilities	Teaching
Name and address of employer	National Centre for Public Administration and Local Government (EKDDA)
Type of business or sector	Government Administration

Education and training

Dates	2016
Title of qualification awarded	Certificate
Principal subjects/occupational skills covered	Distance learning and ICT

Name and type of organisation providing education and training

Greek Open University, Greece

Dates

2004

Title of qualification awarded

PhD

Principal subjects/occupational skills covered

Tourism Management

Name and type of organisation providing education and training

University of the Aegean, Greece

Dates

1994

Title of qualification awarded

Bachelor

Principal subjects/occupational skills covered

Business Administration

Name and type of organisation providing education and training

University of the Aegean, Greece

Personal skills and competences

Mother tongue(s)

Greek

Other language(s)

Self-assessment
European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient user	C2	Proficient user	C1	Proficient user	B2	Proficient user	B2	Independent user

(*) [Common European Framework of Reference for Languages](#)

Major research interests – fields of expertise

- Human Resources Management in tourism enterprises
 - Education – training – distance learning
 - Upskilling and reskilling
 - Motivation
 - Empowerment
 - Coaching and mentoring
- Strategic management of tourism enterprises (mainly hotels)
- Tourism management
- Special Interest Tourism (expert in Timeshare)

Computer skills and competences

Competence in Microsoft Office Programs

Supervision of Doctoral and Postdoctoral Theses – Member of Doctoral Thesis Advisory and Examination Committees

- Successful supervision of five (5) PhD dissertations in the capacity of primary supervisor.
- Successful supervision of one (1) postdoctoral thesis in the capacity of primary supervisor.

- Supervisor of four (4) doctoral dissertations.
- Member of three-member advisory committees for thirty-one (31) doctoral dissertations.
- Member of seven-member evaluation committees for numerous doctoral dissertations.

Academic Service & Committees

Served as a member of faculty appointment committees at sixteen (16) universities:

1. European University,
2. Cyprus University of Technology,
3. Neapolis University of Pafos,
4. National and Kapodistrian University of Athens,
5. University of Patras,
6. University of Piraeus,
7. Ionian University,
8. Agricultural University of Athens,
9. Hellenic Open University,
10. University of West Attica,
11. Harokopio University of Athens,
12. Hellenic Mediterranean University,
13. International Hellenic University,
14. University of Peloponnese,
15. Democritus University of Thrace,
16. University of the Aegean.

Member of scientific committees in international journals and conferences (recent)

- TOURISMOS. An International Multidisciplinary Refereed Journal of Tourism. **Assistant Editor.**
- Advances in Culture, Tourism and Hospitality Research. Emerald Group Publishing.
- Journal of Air Transport Studies.
- International Journal of Research in Tourism and Hospitality, Academicians' Research Center
- Journal of Cultural Tourism.
- Journal of Digital Tourism.
- Singidunum Journal of Applied Sciences, Economics, Management, Tourism, Information Technology and Law.
- Journal of Tourism Research.
- Journal of Tourism Management Research.
- The European Journal of Applied Economics.

- 1st INTOCUS INTERNATIONAL CONFERENCE “Tourism and Cultural Heritage: Resilience, Sustainability and Transformation”. Athens, March 2024. Paris 1 Panthéon-Sorbonne (IREST), Harokopio University of Athens and University of the Aegean.
- Global Conference on Services and Retail Management 2021 (GLOSERV 2021). Online conference, 11 – 13 May 2021. University of South Florida, USA and University of Naples Federico II, Italy.
- 4th Thailand International Consortium (TICC) International Conference. July 11-13/2019. Chonburi – Thailand.
- 3rd International Scientific Conference “Tourism, Travel and Hospitality at Crossroads: The Way Ahead”. Thessaloniki, 24 – 29 October 2019. Alexander Technological Educational Institute of Thessaloniki, Thessaloniki - Greece.
- 6th International Conference “Cultural and Tourism Innovation: Integration and Digital Transition”, 12 – 15 June 2019, Athens - Greece. International Association of Cultural and Digital Tourism.
- 2nd International Scientific Conference “In search of excellence in tourism, travel hospitality”. Alexander Technological Institute of Thessaloniki, October 25 – 28, 2018, Rhodes – Greece.
- 3rd Euro-Mediterranean Conference “Featuring territorial intelligence of small and medium-sized cities and insular communities in the Mediterranean scenery – building bridges between local endeavors and global developments”. October 5-6, 2018. Larnaka – Cyprus. National Technical University of Athens.
- IMIC 2017 International Conference “Tourism: Trends, Prospects and Implications for Enterprises and Destinations”. University of the Aegean and Hellenic Open University, October 19 – 21, 2017, Santorini – Greece.
- International Conference on Tourism and Hospitality Management. The Tourism Research Institute, TEI of Athens, University of Alexandria (Egypt), IMI Unoversity Centre (Switzerland), Huxle College of the Western Washington University (USA), University of the Aegean, June 1 – 3, 2017, Athens – Greece.
- IACuDiT Conference 2017 “Innovative Approaches to Tourism and Leisure: Culture, Places and Narratives in a Sustainability Context”. International Association of Cultural and Digital Tourism, May 25 – 27, 2017, Athens – Greece.
- 3rd International Cesme-Chios History, Culture and Tourism Symposium. Ege University and University of the Aegean, November 2016, Cesme, Turkey.
- Executive Summer School “Managing Tourism After Crisis – a Mediterranean Perspective”, University of the Aegean and International Academy for the Study of Tourism, 21 – 24 May, Rhodes Island, Greece.

Reviewer in scientific journals and conferences (recent)

- Annals of Tourism Research, Elsevier.
- Tourism Management, Elsevier.
- Current Issues in Tourism, Routledge, Taylor and Francis Group.
- Tourism and Hospitality Research, SAGE Journals.
- Tourism Geographies, Taylor and Francis Group.
- International Journal of Tourism Research, Wiley.

- Journal of Hospitality and Tourism Management, Elsevier.
- Journal of Travel and Tourism Marketing, Routledge – Taylor and Francis Group.
- Anatolia, An International Journal of Tourism and Hospitality Research, Taylor and Francis Group.
- Asia Pacific Management Review, Elsevier.
- The Journal of Wine Research, Taylor and Francis Group.
- European Journal of Tourism Research.
- Sustainability, MDPI.
- TOURISMOS. An International Multidisciplinary Refereed Journal of Tourism.
- The Service Industries Journal, Routledge, Taylor and Francis Group.
- International Journal of Research in Tourism and Hospitality, Academicians' Research Center
- Journal of Air Transport Studies
- Journal of Cultural Tourism.
- Journal of Digital Tourism.
- Polish Journal of Environmental Studies.
- Journal of Research in International Business and Management.
- Middle East Forum.
- Studies in Regional and Urban Planning
- Global Conference on Services and Retail Management 2021 (GLOSERV 2021). Online conference, 11 – 13 May 2021. University of South Florida, USA and University of Naples Federico II, Italy.
- IMIC 2016, 1st Wine Tourism Conference, Santorini Island, 14-16 October 2016, Heliotos Conferences.
- IMIC 2015, 1st International Conference on Experiential Tourism, Santorini Island, 9-10 October 2015, Heliotos Conferences.
- International Conference “Forms and Norms of Tourism and Culture in the Age of Innovation”, Athens, 21 – 24 May 2015. International Association of Cultural and Digital Tourism, Yasar University, Lomonosov Moscow State University, National Chi-TYi University of Technology, Technological Educational Institute of Athens.
- EUMMAS 2014, International Conference on Marketing, Management and Economics. 29th – 31st August, Sarajevo, Bosnia and Herzegovina.
- International Conference “Cultural Tourism in a digital era”, Athens, May 30th – June 1st 2014. International Association of Cultural and Digital Tourism, Yasar University, Lomonosov Moscow State University, National Chi-TYi University of Technology, Technological Educational Institute of Athens.

Publications

Papers in refereed journals

- **Stavrinoudis, Th.**, Kakarougkas, Ch. and Georgopoulou, A. (2025), “Emotional intelligence, leadership and human resources empowerment in luxury hotels: The case of Athens”. *Businesses*, **5** (4), 54, MDPI. <https://doi.org/10.3390/businesses5040054>
- Kakarougkas, Ch. and **Stavrinoudis, Th.** (2025), “Past, present and future skills in tourism: a bibliometric analysis”. *Worldwide Hospitality and Tourism Themes*, **17** (5): 740 – 752. Emerald Publishing. <https://doi.org/10.1108/WHATT-03-2025-0108>
- Psimoulis, M., **Stavrinoudis, Th.** and Kakarougkas, Ch. (2025), “The Empowerment of Hotel Employees as a Means of Achieving Competitive Advantage in Times of Crisis”. *Tourism and Hospitality Management*.
- **Stavrinoudis, Th.** and Kakarougkas, Ch. (2025), “Conclusion: What are the future trends in human resources management in tourism and hospitality?”. *Worldwide Hospitality and Tourism Themes*, **17** (5): 753 – 757. Emerald Publishing. <https://doi.org/10.1108/WHATT-07-2025-0226>
- Kakarougkas, Ch. and **Stavrinoudis, Th.** (2025), “Introduction to the thematic issue: Future trends in human resources management in tourism and hospitality”. *Worldwide Hospitality and Tourism Themes*, Emerald Publishing.
- Kakarougkas, Ch., **Stavrinoudis, Th.**, and Psimoulis, M. (2023), “Evaluating the COVID-19 pandemic changes on hotel organizational culture”. *Journal of Global Business Insights*, **8** (1): 80 - 94. <https://digitalcommons.usf.edu/globe/vol8/iss1/6/>
- Chrysafis, K. and **Stavrinoudis, Th.** (2023), “Risk and multiple crises management in the hotel industry: the case of four Greek Islands”. *Tourismos. An International Multidisciplinary Refereed Journal of Tourism* (accepted for publication).
- **Stavrinoudis, Th.**, Kakarougkas, Ch. and Vitzilaiou, Ch. (2022), “Hotel front line employees’ perceptions on leadership and workplace motivation in times of crisis”. *Tourism and Hospitality Management*, **28** (2): 257 – 276. <https://doi.org/10.20867/thm.28.2.1>
- Tsaousoglou, K., Koutoulas, D. and **Stavrinoudis, Th.** (2022), "Personality and commitment as predictors of turnover intentions among Greek employees in lodging industry". *European Journal of Tourism Research*, **31**, 3111. <https://doi.org/10.54055/ejtr.v31i.2296>
- Kakarougkas, Ch. and **Stavrinoudis, Th.** (2021), “Examining the interrelationships among reward systems, organisational climate and cultural changes in the hospitality industry”. *Tourism Review International*, **25** (1): 31 – 46, Cognizant Communication Corporation. <https://doi.org/10.3727/154427220X16064144339174>
- Dimitriadou, E., Bournaris, T., **Stavrinoudis, Th.** and Iakovidou, O. (2021), “The efficiency score of small accommodation businesses in non-coastal rural areas in Greece”. *Sustainability*, **13**, 11005, MDPI. <https://doi.org/10.3390/su131911005>
- Doumi, M., Kyriakaki, A. and **Stavrinoudis, Th.** (2020), “Small-scale cultural tourism events. Residents’ perceptions on their quality and impacts”. *Tourism Analysis*, **2-3**: 283 – 293, Cognizant Communication Corporation. <https://doi.org/10.3727/108354220X15758301241800>

- Christofakis, E., **Stavrinoudis, Th.**, Kapitsinas, S., Papatheodorou, A., Pappas, D., Vlassi, I. and Proiou, E. (2020), "Road Transport in Tourism: Implementing Successfully Air Transport Practices". *Journal of Air Transport Studies*, **11** (2).
- Tsartas, P., Kyriakaki, A., **Stavrinoudis, Th.**, Despotaki, G., Doumi, M., Sarantakou, E. and Tsilimpokos, K. (2019), "Refugees and tourism: a case study from the islands of Chios and Lesbos, Greece". *Current Issues in Tourism*, **23** (11): 1311 – 1327, Taylor & Francis. <https://doi.org/10.1080/13683500.2019.1632275>
- Ivanov, S. and **Stavrinoudis, Th.** (2018), "Impacts of the refugee crisis on the hotel industry: evidence from four Greek islands". *Tourism Management*, **67**: 214 – 223, Elsevier. <https://doi.org/10.1016/j.tourman.2018.02.004>
- **Stavrinoudis, Th.** and Psimoulis, M. (2017), "How do education and training policies determine customer satisfaction and hotels' performance?". *European Journal of Tourism Research*, **17**: 176 - 189. <http://ejtr.vumk.eu/index.php/volume17/504-v17177>
- **Stavrinoudis, Th.** and Chrysanthopoulou, D. (2017), "The role of leadership in building and managing corporate reputation of 4 and 5-star hotels". *Tourism and Hospitality Research*, **17** (2): 176 – 189, SAGE Publications. <https://doi.org/10.1177/1467358415613392>
- **Stavrinoudis, Th.** and Kakarougkas, Ch. (2017), "Factors of human motivation in organizations: a first scientific modelling for further application in the hotel industry". *International Journal of Cultural and Digital Tourism*, **4**: 8 - 27. https://iacudit.org/journal/volumes/v4/v4_8-27.pdf
- **Stavrinoudis, Th.** and Kakarougkas, Ch. (2017), "Towards an innovative classification – grouping of variables that compose organizational culture". *Journal of Tourism Research*, **17**: 6 - 24. http://jotr.eu/pdf_files/V17.pdf
- **Stavrinoudis, Th.** and Simos, D. (2016), "Factors affecting hotel employees' perception and attitude towards empowerment". *Journal of Human Resources in Hospitality and Tourism*, **15** (4): 416 – 439, Taylor & Francis. <https://doi.org/10.1080/15332845.2016.1148568>
- Floras, M. and **Stavrinoudis, Th.** (2016), "Approaching competitive strategies and Human Resource Management practices in city hotels" *Tourismos. An International Multidisciplinary Refereed Journal of Tourism*, **11** (3): 21 – 40. <http://etem.aegean.gr/images/Vol11No3a.pdf>
- Pnevmatikoudi, K. and **Stavrinoudis, Th.** (2016), "Classification of hotel performance measurement indicators presented in the international scientific research". *European Journal of Tourism Research*, **12**: 82-98. <http://ejtr.vumk.eu/index.php/volume12/285-v1282classificationofhotelperformancemeasurementindicatorspresentedininternationalscientificresearch>
- **Stavrinoudis, Th.** and Floras, M. (2015), "Business strategy and HRM practices. Relations and affections for enhancing job satisfaction and staff commitment". *Tourism Today*, Fall: 39 – 60.
- **Stavrinoudis, Th.** and El Chanoun, C. (2013), "Human resources involvement in adapting Total Quality Management: the case of 4 and 5 star city hotels in Athens". *Journal of Travel and Tourism Research*, **13** (1/2).
- **Stavrinoudis, Th.**, Tsartas, P. and Chatzidakis, G. (2012), "Study of the major supply factors and business choices that affect the growth rate of wine tourism in Greece". *Current Issues in Tourism*, **15** (7): 627-647, Taylor & Francis. <https://doi.org/10.1080/13683500.2011.630457>
- Tsartas, P., Papatheodorou, A., **Stavrinoudis, Th.** and Pappas, N. (2011), "Business emerging dynamics in the travel agencies sector: Evidence from Greece". *ACTA Turistica*, **23** (1): 49-71. https://hrcak.srce.hr/index.php?show=clanak&id_clanak_jezik=128826

- **Stavrinoudis, Th.** and Livadioti, G. (2011), "Researching the implementation of motivation practices in human resources in hotels. An experience from a Greek resort", *International Journal of Leisure and Tourism Marketing*, **2** (1): 4-23. [10.1504/IJLTM.2011.037183](http://dx.doi.org/10.1504/IJLTM.2011.037183)
- Τσάρτας, Π. και **Σταυρινούδης, Θ.** (2010), «Ευρωπαϊκή διεύρυνση, ευκαιρίες και απειλές για τους ελληνικούς τουριστικούς προορισμούς και τις ελληνικές τουριστικές επιχειρήσεις», *Γεωγραφίες*, τ. **16**: 32-51. http://geographies.gr/old/wp-content/uploads/2013/09/GEO16_32-51.pdf
- Dourmas, G., Doumi, M. and **Stavrinoudis, Th.** (2009), "E-tourism development in Greek costal passenger shipping. The case of NEL Lines". *Middle East Forum*, 9: 53-70. <https://www.stt.aegean.gr/geopolab/MIDDLE%20EAST%20FORUM%202.htm>
- **Stavrinoudis, Th.** (2008), "Applying S.W.O.T. Analysis methodology in the formulation of propositions aiming at a more effective operational application of Timeshare in Greece". *Tourismos. An International Multidisciplinary Refereed Journal of Tourism*, **3** (2): 113-138. <http://www.chios.aegean.gr/tourism/journal/vol3no2.pdf>
- Tsartas, P., Lagos, D. and **Stavrinoudis, Th.** (2008), "Integrated coastal tourist zone management in Greece". *Journal of Hospitality and Tourism*, **6** (1): 17-30.
- Konstantopoulos, K., **Stavrinoudis, Th.** and Doumi, M. (2008), "The interdependency of Business Beliefs and Management Attitudes in the Greek tourism market". *Studies in Regional Urban Planning*, **11** c: 61-73. <https://www.stt.aegean.gr/geopolab/STUDIES%20IN%20REGIONAL%20&%20URBAN%20PLANNING%202.htm>
- **Stavrinoudis, Th.** (2006a), "Advantages, opportunities and policy guidelines concerning the development of Timeshare combined with cruises in Greece and Turkey". *Tourism in Marine Environments*, **3** (1): 25-34. <https://doi.org/10.3727/154427306779380301>
- **Stavrinoudis, Th.** (2006b), "Timeshare in Greece, an investigation of the causes for its unsatisfactory development". *Tourism Today*, **6**: 171-177.
- **Σταυρινούδης, Θ.** (2006c), «Οι αδυναμίες της επιχειρησιακής εφαρμογής του Timeshare στην εγχώρια αγορά φιλοξενίας», *Τουριστική Επιστημονική Επιθεώρηση*, τ. **3**: 139-155.
- Τσάρτας, Π. και **Σταυρινούδης, Θ.** (2006d), «Η εφαρμογή των αρχών της Τοπικής Ατζέντα 21 για τη βιώσιμη τουριστική ανάπτυξη λιγότερο ευνοημένων περιοχών. Η περίπτωση των μικρών νησιών του Αιγαίου Πελάγους», *Αειχώρος*, **5** (1): 38-57. <http://www.aeihoros.gr/article/el/i-efarmogi-ton-arxon-tis-topikis-atzenta-21-gia-ti-viosimi-touristik-i-anaptuksi-liqotero-eunoimenon-perioxon-i-periptosi-ton-mikron-nision-tou-aigaiou-pelagous>

Books

- **Stavrinoudis, Th.** and Kakarougkas, Ch. (2022), Management of tourism enterprises. Athens: Kritiki Publications. (In Greek) <https://kritiki.gr/product/dioikwntas-tis-touristik-es-epixeirhseis/>
- Tsartas, P., Skanavi, K., **Stavrinoudis, Th.**, Vatzaka, A., Gkoumas, A., Kyriakaki, A. and Svoronou, H. (2006), Local Agenda 21 in two islands of South Aegean Region, North Aegean Region – University of the Aegean.
- Tsartas, P., **Stavrinoudis, Th.**, Zagkotsi, S., Kyriakaki, A. and Vasileiou, M. (2010), Dealing with local environmental problems: Tourism and the environment, Athens: WWF Hellas. (In Greek) https://www.contentarchive.wwf.gr/images/pdfs/OdigosPerivallonkaiTourismos_2010.pdf
- Laloumis, D., **Stavrinoudis, Th.**, Papageorgiou, S. and Maltezou, E. (2003), Management of tourism enterprises, Athens: Pedagogical Institute. (In Greek)

Book chapters

- Stavrinoudis, Th., Kakarougas, Ch. and Managou, M. (2025), "Exploring the characteristics of hospitality learning systems in tumultuous times". In Marques, J., Quintela, J., Durao, M. and Verissimo, M. (eds), *Building Human Capital in Tourism and Hospitality: Perspectives from theory and practice*. CABI International. www.cabidigitallibrary.org/doi/book/10.1079/9781800624979.0000
- Kakarougas, Ch., **Stavrinoudis, Th.** and Belias, D. (2024), "Motivation and barriers for organisational learning in tourism businesses at the threshold of a new era: A force field analysis". In Belias, D., Rossidis, I. and Papademetriou, C. (eds), *Organizational Behavior and Human Resource Management for Complex Work Environments*. IGI Global Publishing.
- Belias, D., Rossidis, I., **Stavrinoudis, Th.** and Kakarougas, Ch. (2024), "The relationship between change management and business ethics: An investigation on the latest developments – key issues on this topic". In Belias, D., Rossidis, I. and Papademetriou, C. (eds), *Organizational Behavior and Human Resource Management for Complex Work Environments*. IGI Global Publishing.
- Kakarougas, Ch., **Stavrinoudis, Th.** and Maroudas, L. (2023), "The effect of reward systems on individual and teamwork in the context of a process of organisational culture change". Στο Γεωργόπουλος, Ν., Νταλιάνης, Θ. και Μπουραντά, Α. (επιμ.) Τόμος προς τιμήν του Καθηγητή Λ. Χυτήρη. Πανεπιστήμιο Πειραιώς.
- Apostolopoulou, E. and **Stavrinoudis, Th.** (2023), "LGBTQI+ friendly hotels: Evaluating the case of Greek hotels". In CABI Tourism Cases. <https://doi.org/10.1079/tourism.2023.0008>
- Kakarougas, Ch., **Stavrinoudis, Th.** and Psimoulis, M. (2023), "Change and innovation in small family-owned hotels in the pandemic era: A Delphi Research Method study approach". In Valeri, M. (ed), *Family businesses in tourism and hospitality: innovative studies and approaches*. Springer Publishing.
- **Stavrinoudis, Th.** and Psimoulis, M. (2021). "The evolution of human resources empowerment theory: A literature review (1970–2020)". In Cobanoglu, C. and Della Corte, V. (eds.), *Advances in global services and retail management*. USF M3 Publishing. <https://www.doi.org/10.5038/9781955833035>
- **Stavrinoudis, Th.**, Maroudas, L., Doumi, M., Kyriakaki, A. and Vlassi, E. (2021), "Corporate climate and glass ceiling in the hospitality industry. The women's point of view". In Valeri, M. and Katsoni, V. (eds.) *Gender and tourism: organizational challenges and entrepreneurial opportunities*. Emerald Publishing.
- Kakarougas, Ch. and **Stavrinoudis, Th.** (2021), "COVID-19 impact on the human aspect of organizational culture and learning: The case of the Greek hospitality industry". In Ghaderi, A. and Paraskevas, A. (eds.) *Organizational Learning in Tourism and Hospitality Crisis Management*. De Gruyter Publishing. <https://doi.org/10.1515/9783110679120-004>
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- **Stavrinoudis, Th.** (2023) “Reskilling and upskilling human resources in tourism and hospitality. Bridging the gap”. *Proceedings of the 6th International Conference on Tourism Research*. 8-9 June, Neapolis University, Pafos, Cyprus.

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- Τσάρτας, Π., **Σταυρινούδης, Θ.** και Χατζηδάκης, Γ. (2008) «Ο Οινoturισμός στην Ελλάδα. Βασικές παράμετροι ζήτησης και προσφοράς», *Πρακτικά του 1ο Εθνικού Συνεδρίου Οινoturισμού*, 6–8 Ιουνίου, Λήμνος. Κατόπιν προσκλήσεως ως επίσημος ομιλητής.
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- Τσάρτας, Π., **Σταυρινούδης, Θ.**, Γκούμας, Α. και Αρβανίτης, Π. (2008) «Τουρισμός, Πολιτισμός, Περιβάλλον. Πρακτικές εφαρμογές βιώσιμης ανάπτυξης: η περίπτωση των προγραμμάτων ISTOS και MEDOCC», Πρακτικά του 4ου Πανελληνίου Συνεδρίου για τον Συνεδριακό και Επαγγελματικό Τουρισμό: περιβάλλον, συνέργιες και διαχείριση κρίσεων στο Συνεδριακό Τουρισμό, 28–29 Φεβρουαρίου, Hellenic Association of Professional Congress Organizers, Αθήνα.
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Other publications (selected)

- Tsartas, P., Papathanasiou – Zhurt, D., Papatheodorou, A., Stavrinoudis, Th. and Skoultzos, S., (2012), The recreational learning space. A cultural heritage value typology. European Project SEE TCP Sagittarius.
- Papathanasiou – Zhurt, D. and **Stavrinoudis, Th.** (2011), *Evaluation Report of the 1st Transnational Study Visit “Understanding Resources in Citu”*, Rhodes – Greece. European Project SEE TCP Sagittarius.
- **Stavrinoudis, Th.** and Pnevmatikoudi, K. (2008), Management of tourism enterprises, Module for short seminars based on distance learning methodology, Department of Business Administration – University of the Aegean. *(In Greek)*
- Andriotis. K. (author) and **Stavrinoudis, Th.** (2007), Grecotel Resort Hotels & Classical Hotels (a case study), Greek Open University. *(In Greek)*
- **Stavrinoudis, Th.** (2006), Management of tourism enterprises, National Scholl of Public Administration - Department of Tourism Economy and Development. *(In Greek)*
- **Stavrinoudis, Th.** (2005), Management of tourism enterprises, European Program “Enhancing Regional Academic Cooperation in the Mediterranean: Development of Postgraduate Curriculum for Hospitality and Tourism Studies”.
- **Stavrinoudis, Th.** (2004). Timeshare and the possibilities of a more effective operational application in Greece. Unpublished Doctoral Dissertation, University of the Aegean. *(In Greek)*

Scientific studies (selected)

- Guidelines for Sustainability as a Competence in HoReCa sector (2023), Aim2Sustain Project “Sustainability skills for HoReCa sector” - ERASMUS+ KA220-VET – Cooperation partnerships in vocational education and training project (in English and Greek). <https://aim2sustain.erasmus.site/guidelines-for-sustainability-as-a-competence-in-horeca/>
- **Stavrinoudis, Th.** (2022), *Tourism: Educational Needs and Policy Proposals*. Study funded by the Institute of the Association of Greek Tourism Enterprises (INSETE).
- Tsartas, P., **Stavrinoudis, Th.**, Skoultzos, S. and Glyptou, K. (2011), *Proposals for the re-organisation of the structure and the operation of Greek National Tourism Organisation*, on behalf of Greek National Tourism Organization (GNTO). (in Greek)
- Tsartas, P., Papatheodorou, A., Lagos, D., Sigala, M., Christou, E., Spilanis, I. and **Stavrinoudis, Th.** (2010), *The Importance of Tourism for the Greek Economy and Society: Policy Recommendations for Tourism Development*, on behalf of Association of Greek Tourism Enterprises (SETE). (in Greek)
- Tsartas, P., Christou, E., Koutsikos, K., **Stavrinoudis, Th.**, Sigala, M., Tsiakali, K. and Nella, A. (2009), *Strategic marketing plan for the Prefecture of Evia*, on behalf of Prefecture of Evia. (in Greek)
- Lagos, D., **Stavrinoudis, Th.** and Vasileiou, M. (2009), *Evaluation of Tourism Carrying Capacity on the Island of Kos*, on behalf of Dodecanese Prefecture. (in Greek)
- *Study of Athens tourism – from the pre-Olympic to the post-Olympic period: the impact of the Olympic Games and the present situation, the strategic priorities, the perspectives – challenges and the forthcoming actions for the next five years (2008-2012)*, on behalf of the Athens Tourism and Economic Development Company (ETOAA). (in Greek)
- **Stavrinoudis, Th.** (2007), *Economic benefits from the development of sports tourism in Cyprus*, on behalf of Greek National Centre for Social Research (EKKE). (in Greek)
- Tsartas, P., **Stavrinoudis, Th.**, Papatheodorou, A. and Sigala, M. (2006), *Study of the tourism trends and the evolution of the travel agencies sector in the Greek and global markets. Identification of the quality characteristics of modern travel agencies*, on behalf of Hellenic Association of Travel and Tourism Agencies (HATTA). (in Greek)
- **Stavrinoudis, Th.**, Markou, A. and Manoglou, E. (2006), *Detection of needs of employees and self employed in the tourism sector with respect to new technologies and review of the adaptation process of the target group. Development of the travel consultant’s professional profile*, on behalf of Hellenic Association of Travel and Tourism Agencies (HATTA) and Greek National Centre for Social Research (EKKE). (in Greek)
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- Zacharatos, G., Tsartas, P., Spilanis, I. and **Stavrinoudis, Th.** (2002), *Study on the tourism development of the Region of South Aegean*, on behalf of the Region of South Aegean. (in Greek)
- Zacharatos, G., Tsartas, P., Lagos, D. and **Stavrinoudis, Th.** (2001), *Study on the development of foreign tourism in Greece*, on behalf of Fuji Bank. (in Greek)

Research Activity

- European Project “**Cross-Disciplinary Innovative Education in Tourism and Services for a Sustainable Blue Economy (Code BLUE)**” Erasmus+ Programme.

- European Project “**Sustainability skills for HORECA (Aim2Sustain)**” Erasmus+ Programme. Scientific coordinator: Profesinio mokymo centras Zirmunai.
- European Project “**Pact for Next Tourism Generation Skills PANTOUR**” Erasmus+ Programme. Scientific coordinator: CEHAT (Confederación Española de Hoteles y Alojamientos Turísticos).
- European Project “**Tourist transportation & leisure services optimization using intelligent systems**”.
- Scientific Coordinator at European Project «**Management of Tourism Enterprises and marketing of tourism destinations**», University of the Aegean, Panteion University of Athens, University of Thessaly.
- Member of the Network of Proposers of the COST Action Proposal OC-2020-1-24251 “**Value creation and digitalization in the leisure industry**”.
- European Project BleuTourMed_C3, the Horizontal Project of the Med Thematic Community of Sustainable Tourism. The project objective is to enhance jointly solutions for the protection and promotion of natural and cultural resources in the Mediterranean area through a coherent strategy of Community Building, Communication and Capitalisation (associated partner).
- Scientific Coordinator at Distance Learning Program «**Management of Tourism Enterprises**», University of the Aegean.
- Scientific Coordinator of the 1st Summer School “**Managing Tourism in Time of Crisis**”, May 29th – June 2nd, Rhodes Island, Greece.
- European Project “**Launching (g)local level heritage entrepreneurship: strategies and tools to unite forces, safeguard the place, mobilize cultural values, deliver the experience - SAGITTARIUS**”. Transnational Co-operation Programme South East Europe, University of the Aegean.
- Participation in Work Group C1 established by the Ministry of Tourism Development to advise on tourism education at a postgraduate level in Greece.
- Research project on the “**Creation of digital applications and tools to develop sports tourism in Cyprus**”.
- Participation in Work Group A1 established by the Ministry of Tourism Development to advise on the institutional framework of tourism education and vocational skills in Greece.
- European Project “**Archimed Interreg III, ME.S.S.T. (“Mediterranean Standard for Sustainable Tourism”)**”. The aim of this EU community initiative program is to analyze the current situation of tourism development in the Mediterranean basin and to develop an applicable standard for sustainable tourism development.
- European Project “**Competitiveness and employment promotion in the tourist agencies sector through the employees and the entrepreneurs adaptation in the new working requirements of the tourist field**”.
- European Project **MEDOCC - MOST (“Mediterranean Observatory for Sustainable Tourism”)**.
- European Project “**Innovation for Sustainable Tourism and Services in the South Aegean – ISTOS**”. The main objective of this EU project program was to build the necessary environment for sustainable development through regional innovation in the South Aegean Region.

- European Project **“Harnessing Employment, Regional Mobility and Entrepreneurship in South – Eastern Europe - HERMES”**.
- European Project **TEMPUS – CARDS (“Advanced Regional Academic Cooperation in South Eastern Europe: Development of Postgraduate Curriculum for Hospitality and Tourism Studies”)**.
- European Project **DEMOS (Democratic Participation in Urban Governance)**.
- European Project Leonardo Da Vinci, **“Developing leadership and management skills in managers and owners of SMEs”**.
- European Project Aegean DOLPHIN **“Distance Open Learning Program in Hellenic Interactive Network”**.