

# ΓΕΩΡΓΙΟΣ ΘΕΡΙΟΥ

## Σύμβουλος Στρατηγικής και Ανθρώπινου Δυναμικού Επιστημονικός Συνεργάτης ΤΕΙ ΑΜΘ

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### Τομείς εξειδίκευσης:

- ✓ **Τριτοβάθμια Εκπαίδευση και Ακαδημαϊκή Έρευνα.**
- ✓ **Διαχείριση και Υλοποίηση Ερευνητικών Προγραμμάτων:** διαχείριση έργων, σύλληψη και συγγραφή προτάσεων, υλοποίηση.
- ✓ **Επιχειρηματική Στρατηγική και Ανάπτυξη:** επιχειρηματικός σχεδιασμός, έρευνα αγοράς, συστήματα ποιότητας, χρηματοδότηση επιχειρήσεων.
- ✓ **Διαχείριση Ανθρώπινου Δυναμικού:** ανάλυση θέσεων εργασίας, προσέλκυση υποψηφίων, αξιολόγηση και επιλογή υποψηφίων, κέντρα αξιολόγησης, συμβουλευτική καριέρας.

### Εκπαίδευση:

- ✓ **Διδακτορική διατριβή**  
06/2005 – 06/2009  
Δημοκρίτειο Πανεπιστήμιο Θράκης Πολυτεχνική Σχολή.  
**Τίτλος Διδακτορικής Διατριβής:** *Η επίδραση των πρακτικών της Διοίκησης Ανθρώπινων Πόρων (ΔΑΠ) στην λειτουργική επίδοση της παραγωγικής διαδικασίας και στην ικανότητα δημιουργίας και χρήσης της γνώσης.*
- ✓ **Graduate**  
02/2005  
Chartered Institute of Personnel and Development (CIPD) Μεγάλης Βρετανίας.  
*Κατοχύρωση επαγγελματικών δικαιωμάτων στη διαχείριση ανθρώπινου δυναμικού στη Μεγάλη Βρετανία.*
- ✓ **MA in Human Resource Management**  
09/2003-10/2004  
Derbyshire Business School Μεγάλης Βρετανίας.  
**Τίτλος Μεταπτυχιακής:** *the relationship between Learning Capability and Total Performance at the Firm level: An Empirical Test in Greece.*
- ✓ **BA in Business Studies**  
09/2000-07/2003  
Derbyshire Business School Μεγάλης Βρετανίας.  
**Τίτλος Πτυχιακής:** *diagnosing the organizational culture: The case of the Greek food Industry.*

### Διδακτική Εμπειρία:

- ✓ **Επιστημονικός συνεργάτης**  
09/2012 – Σήμερα  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Τμήμα Διοίκησης Επιχειρήσεων.  
**Μεταπτυχιακό Πρόγραμμα MBA.**  
**Μαθήματα:** *Στρατηγικές Διοίκησης Ανθρώπινων Πόρων, Διαχείριση Καινοτομίας σε Συνθήκες Παγκοσμιοποίησης, Εταιρική Κοινωνική Ευθύνη.* Επίβλεψη μεταπτυχιακών διατριβών.
- ✓ **Επιστημονικός συνεργάτης**  
09/2013 – Σήμερα  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Τμήμα Τεχνολογίας Πετρελαίου και Φυσικού Αερίου.  
**Msc in Oil and Gas Technology.**  
**Modules:** *Leadership, Strategic Management, Change Management.* Επίβλεψη μεταπτυχιακών διατριβών.
- ✓ **Επιστημονικός συνεργάτης**  
09/2012 – 01/2013  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Τμήμα Τεχνολογίας Πετρελαίου και Φυσικού Αερίου.  
**Msc in Oil and Gas Technology.**  
**Modules:** *Leadership, Oil and Gas Management (Human Resource Management lectures).*
- ✓ **Επιστημονικός και εργαστηριακός συνεργάτης**  
10/2005 – Σήμερα  
*[από 09/2009 επιστημονικός συνεργάτης]*  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Τμήμα Διοίκησης Επιχειρήσεων.  
Προπτυχιακό Πρόγραμμα Σπουδών.  
**Μαθήματα:** *Διοίκηση Ανθρώπινων Πόρων (Εργαστήριο), Δεοντολογία και Πρακτική (Εργαστήριο), Εταιρική Ευθύνη και Ηθική (Θεωρία και Εργαστήριο), Διαχείριση Γνώσης (Θεωρία και Εργαστήριο), Σεμινάριο Τελειοφοίτων-Μεθοδολογία Επιστημονικής Έρευνας (Εργαστήριο), Επιχειρηματικότητα – Δημιουργικότητα, Επίβλεψη πτυχιακών.*
- ✓ **Επιστημονικός συνεργάτης**  
10/2010 – 02/2013  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Τμήμα Διαχείρισης Πληροφοριών.  
Προπτυχιακό Πρόγραμμα Σπουδών.  
**Μάθημα:** *Διαχείριση Ανθρώπινων Πόρων (Θεωρία και Εργαστήριο).*

## Επαγγελματική Εμπειρία:

- ✓ **Science Technology Lab**  
10/2013 – Σήμερα  
Θερίου Γ. Λ. Σαρηγιαννίδης Ο.Ε.  
Διαχείριση Έργων, Έρευνα Αγοράς, Επιχειρηματική Στρατηγική και Ανάπτυξη, Επεξεργασία και Ανάλυση Δεδομένων, Εκπαιδευτικές Υποστηρικτικές Δραστηριότητες, Διαχείριση Ανθρώπινου Δυναμικού.
- ✓ **Σύμβουλος επιχειρήσεων / Οικονομολόγος Υπηρεσίες Τριτοβάθμιας Εκπαίδευσης**  
01/2011 – Σήμερα  
Αυτό-απασχόληση  
Ευρωπαϊκά Ερευνητικά Προγράμματα, Ευρωπαϊκά Προγράμματα Ανάπτυξης, Επιχειρηματική Στρατηγική και Ανάπτυξη, Διαχείριση Ανθρώπινου Δυναμικού, Υλοποίηση Εκπαιδευτικών Έργων.
- ✓ **Επιστημονικός Υπεύθυνος Σεμιναρίων & Επιστημονική Υποστήριξη Ομάδας Έργου**  
09/ 2012 – 03/2014  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Πρόγραμμα INTERREG Ελλάδα-Βουλγαρία 2007-2013/ IG-BTP/ "Integrating the Greek – Bulgarian Tourism Product".
- ✓ **Υπηρεσίες Συλλογής & Επεξεργασίας Δεδομένων / Παροχή Υπηρεσιών Οικονομολόγου**  
06/ 2011 – 06/2013  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Πρόγραμμα INTERREG «Ελλάδα- Βουλγαρία 2007-2013»/ IDBABO/ «Ολοκληρωμένη ψηφιακή γέφυρα μεταξύ ακαδημαϊκών και επιχειρηματικών οργανισμών».
- ✓ **Εξωτερικός συνεργάτης – Υπεύθυνος συμβουλευτικής**  
09/ 2010 – Σήμερα  
Τεχνολογικό Εκπαιδευτικό Ίδρυμα ΑΜΘ.  
Ευρωπαϊκό Πρόγραμμα ΔΑΣΤΑ / Έργο «Πρακτική Άσκηση Σπουδαστών ΤΕΙ Καβάλας»
- ✓ **Εξωτερικός συνεργάτης – Σύμβουλος Επιχειρήσεων**  
11/2004 – 03/2009  
Grant Solutions A.E.  
Εταιρία συμβούλων επιχειρήσεων  
Εξωτερικός συνεργάτης μέρος του επιστημονικού προσωπικού για έργα που σχετίζονται με τη διαχείριση ανθρώπινου δυναμικού ή άλλα αντικείμενα διοίκησης: Ανάλυση Εργασίας, Επιλογή Προσωπικού, Συμβουλευτική Μέριμνα και Κατάρτιση Ανθρώπινου Δυναμικού, Ευρωπαϊκά Προγράμματα Ανάπτυξης, Στρατηγικός Προγραμματισμός.

## Επαγγελματική Κατάρτιση:

- ✓ **Assessment Centre Master Class.**  
03/2013  
Qmetric  
Σχεδιασμός, Οργάνωση, & Υλοποίηση Κέντρου Αξιολόγησης.

## Ξένες Γλώσσες και Χειρισμός Η/Υ:

- ✓ **Ξένες Γλώσσες**  
Άριστη γνώση **αγγλικής γλώσσας** που προκύπτει από τις σπουδές.  
Στοιχειώδης γνώση της **γαλλικής γλώσσας** (Certificate).
- ✓ **Χειρισμός Η/Υ**  
Δίπλωμα **CCU** του Αριστοτέλειου Πανεπιστημίου Θεσσαλονίκης (Word, Excel, PowerPoint, Outlook).  
Χειρισμός των στατιστικών προγραμμάτων SPSS και AMOS.

## Λοιπές Δράσεις:

- ✓ **Μέλος της Οργανωτικής Επιτροπής του TEDx Kavala 2016**  
Speaker catalyst
- ✓ **Κριτής (reviewer) σε επιστημονικά περιοδικά**  
Journal of Workplace Learning (ISSN: 1366-5626), Journal of Small Business and Enterprise Development (ISSN: 1462-6004), International Journal of Business and Economic Sciences Applied Research (ISSN: 2408-0101).
- ✓ **Άδεια Ασκίσεως Οικονομολογικού Επαγγέλματος**  
Οικονομικό Επιμελητήριο της Ελλάδας, Απρίλιος 2006 (Αριθμός αδείας: 0206078572 / AM 078572).
- ✓ **Μέλος του Οικονομικού Επιμελητηρίου Ελλάδας**
- ✓ **Στρατιωτική Θητεία**  
Ειδικότητα χειριστής μέσων Ηλεκτρονικού Πολέμου (ΧΜΗΠ) – Ακροατής, περίοδος 2009-2010.
- ✓ **Απόφοιτος του Chartered Institute of Personnel and Development (CIPD)**  
Μεγάλη Βρετανία.

## Επαγγελματικές Ιδιότητες:

- ✓ **Διανοητικές:** Αναλυτική ικανότητα και ικανότητα επίλυσης προβλημάτων.
- ✓ **Κινητοποίησης:** Συνεχής μάθηση, πρωτοβουλία και ευελιξία, προγραμματισμός και οργάνωση.
- ✓ **Διαπροσωπικές:** Εξωστρέφεια και μεταδοτικότητα, συνεργασία στα πλαίσια ομάδας, ακεραιότητα και σεβασμός στους άλλους.

## Ενδιαφέροντα:

- ✓ **Ενδιαφέροντα**  
Ταξίδια, δια βίου μάθηση, νεοφυείς επιχειρήσεις και επιχειρηματικότητα, κινηματογράφος, beach volley.

## ΕΡΕΥΝΗΤΙΚΟ – ΣΥΓΓΡΑΦΙΚΟ ΈΡΓΟ:

### A) Δημοσιεύσεις σε περιοδικά

1. **Maditinos, D., Sevic Z. and Theriou, G.** (2006) "The Introduction of Economic Value Added (EVA) in the Greek Corporate Sector, The Southeuropean Review of Business Finance & Accounting, Vol 4, No. 2, pp. 89-97.
2. **Theriou, N., Theriou, G. and Chatzoglou, P.** (2007), "The Relationship between Learning Capability and Organizational Performance: The Banking Sector in Greece", *SPOUDAI, Journal of Economics and Business*, Vol. 57, No. 2, pp. 9-29.
3. **Theriou, N., Theriou, G. and Papadopoulos, A.** (2007), "Integrating the Balanced Scorecard and Activity-Based Costing", *Cost Management*, Vol. 21, No. 3, pp. 42-48.
4. **Theriou, G. and Chatzoglou, P.** (2007), "Enhancing performance through best HRM practices, organizational learning and knowledge management: A conceptual framework", *European Business Review*, Vol. 20, No. 3, pp. 185-207.
5. **Theriou, G. and Chatzoglou, P.** (2009). "Exploring the Best Practices – Performance Relationship: An Empirical Approach", *Journal of Workplace Learning*, Vol 21, No 8, pp. 614-646.
6. **Theriou, N., Aggelidis, V. and Theriou, G.** (2009). "A Theoretical Framework Contrasting the Resource-Based Perspective and the Knowledge-Based View", *European Research Studies*, Vol. 12, No. 3, pp. 177-190.
7. **Theriou, N., Sevic Z., Maditinos, D. and Theriou, G.** (2009) "The relationship between the use of strategic human capital, the design of the Management Control System and organisational performance: an empirical study in the Greek context", *International Journal of Economic Policy in Emerging Economies*, Vol. 2, No. 3, 24 Dec 2009, pp. 202-227.
8. **Theriou, G.** (2010), "The relationship of extrinsic rewards and employee creativity as function of job complexity", *SPOUDAI, Journal of Economics and Business*, Vol. 60, No. 3-4, pp.101-126."
9. **Maditinos, D., Chatzoudes, D., Tsairidis, C. and Theriou, G.** (2011), "The Impact of Intellectual Capital on Firms' Market Value and Financial performance", *Journal of Intellectual Capital*, Vol. 12 No. 1, pp. 132-151.
10. **Maditinos, D., Theriou, G., Keisidou, E. and Sarigiannidis L.** (2011), "Exploring the factors associated with weblog usage acceptance: Evidence from Cyprus", *International Journal of Web Based Communities*", Vol. 12 No. 2, pp. 196-212.
11. **Theriou, N., Madytinis, D., and Theriou, G.** (2011), "Knowledge Management Enabler Factors and Firm Performance: An Empirical Research of the Greek Medium and Large Firms", *European Research Studies*, Vol. 14, No. 2, pp. 97-134.
12. **Georgiadou, C., Theriou G. and Sarigiannidis, L.,** (2012), "The impact of Key Knowledge Factors on Project Performance: The Case of the Greek Construction Industry", *PRIME*, Vol 5, No. 1, pp. 38-53.
13. **Theriou N., Aggelidis V. and Theriou G.** (2014), "The Mediating Effect of the Knowledge Management Process to the Firm's Performance: A Resource-Based View", *International Journal of Economics & Business Administration*, Vol. 2, No. 1, pp. 87-114.
14. **Theriou, G. and Chatzoglou, P.** (2014), "The impact of best HRM practices on performance – identifying enabling factors", *Employee Relations*, Vol. 36, No. 5, pp. 535-561.
15. **Kontogiannidis, P., Theriou G. and Sarigiannidis L.,** (2014), "Crowdfunding: The factors that affect the intention of users/consumers to participate financially at crowdfunding projects", *PRIME*, Vol 7, No. 1, pp. 49-70.

16. **Theriou, G. and Chatzoudes, D.** (2015), "Exploring the entrepreneurship - performance relationship: evidence from Greek SMEs", *Journal of Small Business and Enterprise Development*, Vol 22, No. 2, pp. 352-375.
17. **Geranis, C., Theriou G. and Sarigiannidis, L.** (2015), "Crowd Funding: An empirical study", *PRIME*, Vol. 8, No. 2, pp. 52-70.
18. **Theriou G., Tasoulis K. and Keisidou E.** (2016), "Experiential Learning in Leadership: A leadership development simulation exercise", *International Leadership Journal*, Vol. 8, No. 2, pp. 104-129.
19. **Kontogiannidis, P., Theriou G. and Sarigiannidis L.,** (2016), "Crowdfunding: Exploring the factors associated with the users' intention to finance a project online", *International Journal of Web Based Communities*, Accepted for publication.

#### **B) Ανακοινώσεις σε διεθνή συνέδρια με κριτές**

1. **Theriou, N., Aggelidis, V., Maditinos, D. and Theriou, G.,** (2005): "Testing the Relationship between Beta and Returns in ASE: A Second Attempt", *3<sup>rd</sup> International Conference on Accounting and Finance in Transition- ICAFT 2005*, 9-11<sup>th</sup> July 2005, Kavala, Greece.
2. **Maditinos, D., Sevic, Z., and Theriou, G.,** (2006), "The Introduction of Economic Value Added (EVA) in the Corporate World", *International Conference of Innovation, Entrepreneurship and Competiveness in Balkan and Black Sea Countries*, 3-5 November 2006, Kavala, Greece.
3. **Theriou, N., Maditinos D. and Theriou G.,** (2007), "Is the BSC Really a New Performance Measurement System?", *5<sup>th</sup> International Conference on Accounting and Finance in Transition- ICAFT 2007*, London, UK.
4. **Theriou, N., Sevic, Z. and Theriou, G.,** (2007), "The Relationship Between the Use of Human Capital, the Design of the Management Control Systems and Organizational Performance: An Empirical Study in the Greek Context", *5<sup>th</sup> International Conference on Accounting and Finance in Transition- ICAFT 2007*, London, UK.
5. **Maditinos, D., Sevic, Z., Chatzoglou, P. and Theriou, G.,** (2007), "Earnings as an Explanatory tool in explaining stock market returns and the use of Easton and Harris (1991) model: The case of Greece", *International Scientific Conference, Contemporary Challenges of Theory and Practice in Economies*, University of Belgrade, September 2007, Belgrade.
6. **Theriou, N., Aggelidis, V. and Theriou G.,** (2008), "The complementary of the two perspectives the resource-based and the knowledge-based views", *International Conference on Applied Business & Economics*, 2-4 October 2008, Thessaloniki, Greece
7. **Theriou, G. and Chatzoglou P.,** (2009), "The Impact of HRM on Organizational Performance: A Proposed "Best HRM Practices" System", *5<sup>th</sup> National and International Conference of Hellenic Society For Systemic Studies*, 24-27 June, 2009, Xanthi, Greece.
8. **Theriou, N., Maditinos D. and Theriou G.,** (2009) "Knowledge Management Enabler Factors and Firm Performance: An empirical research of the Greek medium and large firms", *International Conference on Applied Business and Economics*, Eastern Macedonia and Thrace Institute of Technology, Kavala, Greece.
9. **Theriou, N., Raptis, C. and Theriou G.,** (2011), "Strategic Decision Making Process and the Importance of Structure Formality, Financial, and Non-Financial Information", *International Conference on Applied Business & Economics*, 29<sup>th</sup> September -1st October 2011, Piraeus, Greece.
10. **Georgiadou, C., Theriou G. and Sarigiannidis L.,** (2012), "The impact of Key Knowledge Factors on Project Performance: The Case of the Greek Construction Industry", *ESDO International Conference*, 25 -27 May, Larisa, Greece.

11. **Kontogiannidis, P., Theriou G. and Sarigiannidis L.**, (2014), "Crowdfunding: The factors that affect the intention of users/consumers to participate financially at crowdfunding projects", *Management of International Business and Economic Systems (MIBES) International Conference*, 30 May – 01 June, Thessaloniki, Greece.
12. **Geranis, C., Theriou G. and Sarigiannidis, L.** (2015), "Crowd Funding: An empirical study", *Management of International Business and Economic Systems (MIBES) International Conference*, 15–17 October, Larisa, Greece.

#### **Γ) Ανακοινώσεις σε εθνικά συνέδρια με κριτές**

1. **Μαδυτινός, Δ., Χατζούδης, Δ., και Θερίου, Γ.**, (2007), «Η εμπιστοσύνη στο ηλεκτρονικό εμπόριο μια έρευνα των αντιλήψεων των χρηστών», *20<sup>ο</sup> Πανελλήνιο Συνέδριο Στατιστικής*, 11-15 Απριλίου 2007, Λευκωσία, Κύπρος.
2. **Κυριακίδου, Α., Θερίου, Γ. και Μαδυτιανού, Α.**, (2009), « Η σχέση της εξουσιοδότησης και της επαγγελματικής ικανοποίησης και ικανοποίηση των πελατών γυμναστηρίων fitness», *10ο Πανελλήνιο Συνέδριο Αθλητικής Διοίκησης*, 6-8 Νοεμβρίου 2009, Καβάλα, Ελλάδα.

#### **Δ) Ακαδημαϊκά συγγράμματα**

1. **Θερίου Γ.** (2015), *Ελληνικές Μελέτες Περίπτωσης στην έκδοση "Διοίκηση ανθρώπινου Δυναμικού: Βασικές έννοιες και σύγχρονες τάσεις"*, Dessler G., 2015, Εκδόσεις Κριτική, Αθήνα.

#### **Ε) Βιβλιογραφικές αναφορές (Ετεροαναφορές)**

Σύνολο ετεροαναφορών σύμφωνα με το Google Scholar, **431** (μέχρι 10/06/2016). Σχετικός σύνδεσμος: <http://scholar.google.com/citations?user=hyAvNAwAAAAJ&hl=en>

Παρακάτω, παρατίθενται αναλυτικά οι πιο σημαντικές ετεροαναφορές χωρίς να συμπεριλαμβάνονται εκείνες που προέρχονται από διδακτορικές διατριβές καθώς και από πηγές που δεν μπορούν να αξιολογηθούν ή να ελεγχθούν:

**Maditinos, D., Šević, Ž. and Theriou G.** (2006), "The Introduction of Economic Value Added (EVA) in the Greek Corporate Sector", *The Southeastern Review of Business Finance & Accounting*, Vol. 4, No. 2, December 2006, pp. 89-97

Αναφορά προερχόμενη από:

1. **Mandilas, A., Floropoulos, I., Pipiliagkopoulos, M., and Angelakis, G.** (2009), "EVA Reconsidered for the Greek Capital Market", *Journal of European Research Studies*, Volume XII, Issue (2), pp. 111-130, ISSN 1108-2976, published by the University of Piraeus, Greece.
2. **Prema, C. and Lona, L.** (2010), "Shareholder Value Creation in India's Top Four Tyre Manufacturing Companies", *Management Prudence*, Vol. 1, No. 1, pp. 20-22.

**Maditinos, D., Šević, Ž. and Theriou, G.** (2006), "The Introduction of Economic Value Added (EVA®) in the Corporate World", *Innovation, Entrepreneurship and Competitiveness in Balkan and Black Sea Countries*, November 2- 4, 2006, Kavala, Greece.

Αναφορά προερχόμενη από:

1. **Sharma, A. K. and Kumar, S.** (2010), 'Economic Value Added (EVA) – Literature Review and Relevant Issues', *International Journal of Economics and Finance*, Vol. 2, No. 2, pp. 200-220.
2. **NaKhaei, H., Hamid, N.I.N.B., Anuar, M.B.A. and Nakhaei, K.** (2012), "Performance Evaluation Using Accounting Variables (Net Profit and Operational Profit) and Economic Measures", *International Journal of e-Education, e-Business, e-Management and e-Learning*, Vol. 2, No. 5, pp. 443 – 448.
3. **Rahmani, Z. and Joibary, A.R.M** (2012), "Economic Value Added and Return on Assets: An evaluation in Tehran Stock Exchange", *Radix International Journal of Research in Social Science*, Vol. 1, No. 9. Pp. 1-20.
4. **Khan, S., Chouhan V., Chandra, B. and Goswami, S.** (2012), "Measurement of Value Creation Vis-à-vis EVA: Analysis of Select BSE Companies", *Pacific Business Review International*, Vol. 5, No. 3, pp. 114-131.
5. **Azaltun, M., Batibay, I. and Calayoglu, L.** (2013), "The Relationship Between Economic Value Added and Earnings Per Share: An Empirical Analysis of the Turkish Cement Industry", *China – USA Business Review*, Vol. 12, No. 2, pp. 130-136.

**Theriou G.N. and Chatzoglou P.D.** (2008), "Enhancing performance through best HRM practices, organizational learning and knowledge management: A conceptual framework", *European Business Review*, Vol. 20, No. 3, pp. 185-207.

Αναφορά προερχόμενη από:

1. **Markey R., Lamm, F., Harris, C., Ravenswood, K., Williamson, D., Knudsen, H., Busck, O., Jorgensen, T. and Lind J.** (2008). "Improving Productivity Through Enhancing Employee Wellness and Well-being", *Third European Congress of the work and labour Network*, 24-26 September, Rome, Italy.
2. **Li-An Ho.** (2008), "What affects organizational performance?: The linking of learning and knowledge management", *Industrial Management & Data Systems*, Vol. 108, No. 9, pp.1234 – 1254.
3. **Dick, R., Tissington P. and Hertel, G.** (2009), "Do many hands make light work? How to overcome social loafing and gain motivation in work teams", *European Business Review*, Vol. 21, No. 3, pp. 233-245.
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