

**RESEARCH AND ANALYSIS OF
SIMILAR PROFILES
AT NATIONAL LEVEL
GREECE**



**INNOVATION MANAGEMENT AGENT (INMA)
PROJECT**

REF: 2010-1-ES1-LE005-21047



4/04/2011

INDEX

TRAINING COURSES SIMILAR TO INMA PROFILE	1
RESUME.....	1
DETAILED INFORMATION	4
work placements with SIMILAR activities TO those defined within INMA PROFILE	12
RESUME.....	12
DETAILED INFORMATION	14
personnal opinion	18

TRAINING COURSES SIMILAR TO INMA PROFILE

RESUME

REF	DENOMINATION ¹	GENERAL AIM	TARGET ²	GENERAL CONTENTS ³	ORGANIZATION ⁴	FORMAT ⁵ & LANGUAGE	DURATION	CONTACT
1	Managerial Careers in the New Economy	This course addresses the main issues concerning changes in managerial work across firms within certain industries	Undergraduate Erasmus Students of Business Administration Department	<ol style="list-style-type: none"> 1. European labour markets & globalization 2. Corporate restructuring 3. Demographic transformation of professional labour markets 4. Tele-communications Service 5. Insurance industry 6. Transforming Banking and managerial careers 7. White-Collar careers in the car industry 8. Developing managerial skills and career success 9. Job insecurity 	University of Macedonia (Greece) University	(PT) English	78 hours (12 weeks, 3 hours per week)	Professor Dimitrios M. Mihail Mihail@uom.gr
2	Human Resources Management (HRM)	This seminar is aimed at offering business and organisation executives the know-how that will allow them to create, implement and evaluate a HRM system	Business Executives	<ol style="list-style-type: none"> 1. Human Resource Planning 2. Recruitment 3. Personnel Performance Management 4. New Work Systems 5. Talent Management Practices 6. Time Management Practices 7. Culture Change 8. Management Assessment 9. Personnel Search 	AQS Advanced Quality Services LTD, Business Consultants Private Company	(FT) Greek	16 hours 30/3/11-31/3/11	Ms Eleni Flouri +302106216990 aqs@aqs.gr

¹Name of the training course (by the way with training course we mean any: master, experts course, post graduate, unemployed training or whatever)

²To whom is the training directed to? What is the education level needed? (if any)

³General contents: main modules

⁴Who is organizing the training? Name and kind of organization (university...)

⁵FORMAT: Full Time (FT) / Part Time (PT) / On-line (OL) / Mixed between.... (whatever of those 3)

REF	DENOMINATION ¹	GENERAL AIM	TARGET ²	GENERAL CONTENTS ³	ORGANIZATION ⁴	FORMAT ⁵ & LANGUAGE	DURATION	CONTACT
3	Knowledge Management Workshop	To provide an adequate introduction to the concept of Knowledge Management, covering the entire range of its applications	At all levels of management executives	<ol style="list-style-type: none"> 1. Basic concept of Knowledge Management 2. Transition to Learning Organization 3. Application of Knowledge Management 4. Practices 5. Summarizing and closing 	Q Training – High Quality Training, Private Training Company	(FT) or (PT) Greek	16 hours	Tel: +302109244468 Fax: +302109244510 info@q-training.gr
4	The Emotionally Intelligent Manager	Determination of the causal relations between human behavior and quality of work	Business executives	<ol style="list-style-type: none"> 1. Concept of Emotional Intelligence 2. Emotionally Intelligent Manager 3. Emotional skills 4. Control of emotions 5. Utilizing of emotions 	Q Training – High Quality Training Private Training Company	(FT) or (PT) Greek	16 hours 5-6/4/11	Tel: +302109244468 Fax: +302109244510 info@q-training.gr
5	Developing a Training Strategy	This seminar provides participants with a guide that will help them to develop a strategic approach to training and development within their organization	HR Managers and others with responsibility for, or input to training strategy	<ol style="list-style-type: none"> 1. Nature of strategy 2. Strategic Management 3. HR and training 4. Training Strategy 5. Strategic and operational plans 	Q Training – High Quality Training Private Training Company	(FT) or (PT) Greek	16 hours	Tel: +302109244468 Fax: +302109244510 info@q-training.gr
6	Marketing of Services – Planning, Implementation, Effectiveness	This seminar provides participants with knowledge, tools and skills about marketing of services	Marketing Department executives, Directors of providing services corporation, Freelancers	<ol style="list-style-type: none"> 1. Marketing of Services 2. Services and Quality 3. Brand Management 4. Four P's of Marketing of Services 5. Case Studies 	Q Training – High Quality Training Private Training Company	(FT) or (PT) Greek	16 hours	Tel: +302109244468 Fax: +302109244510 info@q-training.gr

REF	DENOMINATION ¹	GENERAL AIM	TARGET ²	GENERAL CONTENTS ³	ORGANIZATION ⁴	FORMAT ⁵ & LANGUAGE	DURATION	CONTACT
7	Leadership and Team Management	This seminar aims to improve and/or develop management skills of business executives, especially in the field of leadership	Medium and high level executives in small and medium sized companies	<ol style="list-style-type: none"> 1. Leadership and Management 2. Improvement of Leadership skills 3. Strategic Leadership 4. Employee Inducement 5. Team creation and evaluation of team work 	Q Training – High Quality Training Private Training Company	(FT) or (PT) Greek	16 hours	Tel: +302109244468 Fax: +302109244510 info@q-training.gr

Add as many files as needed (as trainings found)

DETAILED INFORMATION

This part of the document should give the whole information from where you will extract information needed for previous resume.

NAME OF THE TRAINING: Managerial Careers in the New Economy

REFERENCE (REF): 1

GENERAL AIM	This course addresses the main issues concerning changes in managerial work across firms within certain industries
SPECIFIC AIMS:	This course aims to introduce learners to the logic of continuous change within the framework of business administration. It presents the main factors affecting critical decisions, attitudes, options and chances of a company executive to be able to adapt to constant and contemporary changes. Through the interactional approach aims to produce innovative knowledge through primary and secondary research.
DETAILED TARGET:	Undergraduate Erasmus Students of Business Administration Department, University of Macedonia (Greece). They need to have knowledge about: Introduction to Management, Introduction to Macroeconomics, Introduction to Labour Economics. No formal proof of language competence is currently required. However, students taking courses in English should have a proficient knowledge of both written and spoken English.
DETAILED CONTENTS:	<ol style="list-style-type: none"> 1. European labour markets and globalization 2. Corporate restructuring and the restructured world of managers 3. Human resource practices and the demographic transformation of professional labour markets 4. The changing jobs and careers of managers in Telecommunications Service 5. Management jobs in the insurance industry 6. Transforming Banking and managerial careers 7. White-Collar careers in the car industry 8. Developing managerial skills and career success 9. Job insecurity and self-management of career development 10. Practices for job-hunting and career-changers
DURATION:	78 hours (12 weeks of spring semester, 3 hours per week)
WEBSITE:	http://compus.uom.gr/erasmus/courses/ba_mng_car.html
CONTACT:	Professor Dimitrios M. Mihail Mihail@uom.gr
WHY YOU CHOOSE IT:	Related to the following knowledge contexts: Change Management, Knowledge Management and Human Capital Management. It presents the main factors affecting critical decisions, attitudes, options and chances of a company executive to be able to adapt to constant and contemporary changes. Most interesting for the purpose of INMA project would be contents number:2, 3, 8 & 9

NAME OF THE TRAINING: Human Resources Management (HRM)

REFERENCE (REF): 2

GENERAL AIM	<p>This seminar is aimed at offering business and organisation executives the know-how that will allow them to:</p> <ul style="list-style-type: none"> • Create and implement a HRM program • Become aware of the enormous contribution an Integrated, Quality HRM system can have towards improved Performance Management and, ultimately, achievement of corporate goals • Use appropriate diagnostic tools, to identify the full extent of current weaknesses – shortcomings and evaluate the efficiency of an existing HRM system, to correct deficiencies and improve current practices.
SPECIFIC AIMS:	<p>The Human Resource Management seminar has proved to be a useful tool for every organisation since it:</p> <ul style="list-style-type: none"> • Presents all steps and check points in the creation of a HRM system, from design to implementation • Approaches the HRM system as a group of Processes (System) analysed into individual activities and methods (procedures). Moreover, it links the HRM System with the Quality System, thus creating potential for continuous improvement of the HRM system through the internal audits foreseen. • For each process, an inspection checklist is provided; it allows monitoring of Process thoroughness and quality of implementation. Methodologies and tools ensuring improved process implementation are also provided. • Offers a complete Quality – Efficiency Indicator system assessing the efficiency of each individual process in the HRM system. • Introduces a method of introducing HRM targets in the corporate Business Plan (Balanced Scorecard System). • Focuses on Personnel Performance and Motivation Management, the true “heart” of any HRM system <p>The requirements of excellence models (EFQM, Baldrige) and the valuable experience gained through problems faced during the implementation of actual HRM systems in firms have been taken in consideration in the design of the material of the seminar.</p>
DETAILED TARGET:	<p>The main target group is HR Managers, General Managers, executives in charge of Performance Management, and other senior business executives.</p> <p>Nevertheless, besides the specific target group that is responsible for Human Resources Management, there is equivalent interest about this training from others business executives, mainly from small and medium size corporations, because development and rational management of human capital is crucial for every project management.</p>
DETAILED CONTENTS:	<ol style="list-style-type: none"> 1. Human Resource Planning 2. Best practices in recruiting 3. Personnel Performance Management 4. Design and Management of a Personnel Incentives and Motivation system 5. Establishment of a Personnel Succession Plan 6. Introduction of New Work Systems 7. Establishment of a Development Plan. Talent Management Practices 8. Design and Development of Task Assignment and Time Management Practices 9. Design, Implementation and Inspection of Culture Change 10. Management Assessment 11. Personnel Search
DURATION:	16 hours 30/3/2011-31/3/2011
WEBSITE:	http://www.aqs.gr
CONTACT:	Ms Eleni Flouri

	+302106216990 aqs@aqs.gr
WHY YOU CHOOSE IT:	Related to the context of Human Capital Management. Human Resource Management is crucial for every successive effort and this knowledge can direct Europe to the establishment of a competitive economy based on knowledge society. Also, it is related indirectly to the following contexts: Change Management and Knowledge Management. Everyone who is actively engaged in business field should know how to manage human capital in order to cope with changes and new challenges. Should be able to encourage his/her partners to develop and use skills and knowledge that are more appropriate for each situation.

NAME OF THE TRAINING: Knowledge Management Workshop

REFERENCE (REF): 3

GENERAL AIM	To provide the fullest possible introduction to the concept of Knowledge Management, covering the entire range of its applications
SPECIFIC AIMS:	This training course aiming to introduce mainly an interactive approach for business activities. It presents the concept of corporation as an open structure-model where different types of knowledge can be seen as input and output factors, that are able to transform not only the internal corporation's view for the outside world but also the whole corporation's image. Through selected types of practice it aims to transmit a permanent competence related to Knowledge Management.
DETAILED TARGET:	At all levels of management executives, especially on the CEO's, CIO's, Business Intelligence Managers, Human Resources Managers, Knowledge Managers, Operation Managers, Marketing Managers, IT Managers, Project Managers. Previous professional experience is condition for the participation in this workshop.
DETAILED CONTENTS:	<p>Basic Concept of Knowledge Management</p> <ol style="list-style-type: none"> 1. Introduction 2. Basic Concepts 3. What is Knowledge? Categories of Knowledge. 4. The need of Knowledge Management 5. Types of Management of Knowledge 6. Knowledge Cycle 7. The differences between data, information and knowledge 8. The influence of Knowledge Management in corporate culture 9. Knowledge intensive work 10. The added value of Knowledge Management for the corporation 11. Enterprise Knowledge Portals vs. Enterprise Information Portals 12. Practice 13. Making of a scenario for work that based on Knowledge 14. Study of scenario and definition of the main factors (data, information, knowledge) 15. Study of scenario and definition of participants and related work plans 16. Study and definition for the presentation of Knowledge Management to participants' enterprises <p>Transition to Learning Organization</p> <ol style="list-style-type: none"> 1. The concept of "Learning Organization" 2. The human role 3. Organizational Culture, Best Practices, Communities of Practice 4. Organization's function related to Knowledge Management

	<ol style="list-style-type: none"> 5. Procedures, workflow, information flow 6. Creating of a Learning Organization Model 7. Stages of modeling 8. What is modeling 9. Need of modeling 10. Modeling of an Organization (in contrast with traditional models of enterprise development) 11. Modeling of Knowledge Management 12. The post-Knowledge Management era 13. Training and Knowledge Management 14. Learning cycle 15. Single loop and double loop training 16. Practice 17. Making of Organization's models 18. Making of knowledge paths 19. Case study <p>Application of Knowledge Management</p> <ol style="list-style-type: none"> 1. Knowledge Management as procedure 2. Application Methodology 3. The main three levels of application 4. Methodological sheets 5. Strategic planning and creation of an appropriate working condition 6. Practical use of the methodological tools that created 7. Determination of company's vision and primary targets 8. Assessment of the level of enterprise's Knowledge and evaluation of the level of enterprise's maturity 9. Redefinition of Knowledge Management targets and matching with enterprise's aims 10. Determination of evaluation criteria for procedures and existing knowledge 11. Determination of the functional context 12. Level of monitoring and control of procedures 13. Marking of weakness related to knowledge procedures 14. Modeling for combating weakness 15. Marking of obstacles in transmission of knowledge 16. Types of solutions 17. Level of technological implementation 18. Knowledge Desktop Environment 19. Intelligent software agents 20. Criteria of success 21. Practice: development of the main factors
DURATION:	16 hours
WEBSITE:	www.q-training.gr
CONTACT:	Ph: +302109244468 Fax: +302109244510 info@q-training.gr
WHY YOU CHOOSE IT:	This training course relates specifically to Knowledge Management. Although this kind of work place still is very rare in Greece, the significance of deliberate management of knowledge for every business organization is high.

NAME OF THE TRAINING: The Emotionally Intelligent Manager

REFERENCE (REF): 4

GENERAL AIM	The Emotionally Intelligent Manager Workshop aims to determine the causal relations between human behavior and quality of work, according to new scientific knowledge.
SPECIFIC AIMS:	<p>This training course aims to demonstrate the significance of Emotional Intelligence since:</p> <ul style="list-style-type: none"> • Emotional mechanisms determine human behavior • 90% of decisions of business executives are based on emotions • A business leader activates human capital through the influence of employees' emotions • The personal/professional balance of a person and its operational relations are matter of emotional control <p>The result going to be the implementation of emotional skills in modern business management.</p>
DETAILED TARGET:	Directors of business departments, high level managers, new managers, project managers and all high and medium level business executives. Previous professional experience is condition for the participation in this workshop.
DETAILED CONTENTS:	<p>Part A</p> <ol style="list-style-type: none"> 1. Introduction to Emotional Intelligence and its effectiveness 2. The Emotionally Intelligent Manager 3. Four basic emotional competencies: <ol style="list-style-type: none"> a. Identification of emotion b. Evaluation of emotions and their influence on decision making c. Understanding and provision of emotions d. Management of emotions and their engagement in decisions and activities 4. Six principles of Emotional Intelligence: <ol style="list-style-type: none"> a. Emotions are information b. The problem of neglecting the significance of emotions c. The uncontrolled presence of emotions (body language, instinct) d. Matching decisions with emotions – different emotions for different thoughts – control of emotions (engagement-disengagement) e. The causal logic of emotions (cause-result, provision) f. Emotional globalization and different emotional expression <p>Part B</p> <ol style="list-style-type: none"> 1. Practice in emotional skills (Self-concept, self-regulation, the right attitude for the right moment, control rage in workplace, management of personal relations, achievement of professional goals, risk taking) 2. Six challenges for the Emotionally Intelligent Manager-Leader: <ol style="list-style-type: none"> a. Making effective teams – Leadership styles – standardizing the method b. Decision planning and making – achievement of operational goals c. Inducing people and teams d. Transmission of a collective vision – creation of corporate identity/culture e. Promotion of change-flexibility-creativity f. Effective interpersonal relations – high level of confidence
DURATION:	16 hours 5-6/4/2011
WEBSITE:	www.q-training.gr
CONTACT:	Ph: +302109244468 Fax: +302109244510 info@q-training.gr
WHY YOU CHOOSE IT:	Since the publication of the book “Emotional Intelligence” by Daniel Goleman (1995) and its widespread success, the concept of Emotional Intelligence has been inseparable part of human behavior, also in the field of work and entrepreneurship. The profile of innovation management agent should include control and management of emotional skills.

NAME OF THE TRAINING: Developing a Training Strategy

REFERENCE (REF): 5

GENERAL AIM	This seminar provides participants with a guide that will help them to develop a strategic approach to training and development within their organization
SPECIFIC AIMS:	<p>This seminar will help to:</p> <ul style="list-style-type: none"> • Understand and apply strategic thinking to the management of training and development • Understand the difference between strategic and operational planning • Apply a clear methodology in producing a training strategy • Integrate training into a wider HR strategy • Identify the key factors impacting on training strategy • Improve the evaluation of the impact of training • Create the right profile of training within the organization • Secure the commitment of the organization to the training function
DETAILED TARGET:	Learning, training and development professionals. HR managers and others with responsibility for, or input to training strategy. Previous professional experience is condition for the participation in this workshop.
DETAILED CONTENTS:	<ol style="list-style-type: none"> 1. The nature of strategy <ol style="list-style-type: none"> a. Accounting for uncertainty b. Constructing multiple futures c. Thinking strategically with scenarios d. Getting free of the single scenario e. Scanning the environment f. Avoiding the traps 2. Strategic management <ol style="list-style-type: none"> a. The nature of strategic management b. Strategic management models c. The role of the strategic manager d. Strategic awareness as a competency e. Defining strategic, tactical and operational management 3. The emerging role of HR and training <ol style="list-style-type: none"> a. Becoming a true business partner b. Building strategic, value-added capabilities 4. Strategic training and development 5. Training strategy <ol style="list-style-type: none"> a. What a training strategy looks like b. Training strategy in the business context c. Strategic and tactical training 6. Strategic and operational plans <ol style="list-style-type: none"> a. Links to the business b. From strategy to action 7. Internal and external influences 8. The impact of organizational culture and values
DURATION:	16 hours
WEBSITE:	www.q-training.gr
CONTACT:	Ph: +302109244468 Fax: +302109244510 info@q-training.gr
WHY YOU CHOOSE IT:	This training course combines the crucial contexts of Strategic Management and HR Management, especially Training Planning.

NAME OF THE TRAINING: Marketing of Services – Planning, Implementation, Effectiveness

REFERENCE (REF): 6

GENERAL AIM	This seminar provides participants with knowledge, tools and skills about marketing of services
SPECIFIC AIMS:	The training course aims to provide participants with knowledge about: <ul style="list-style-type: none"> • The differences between concepts of “product” and “service” • The characteristics of Marketing Mix in the sector of Services • The principles of Market Segmentation, Strategic choice of Market and positioning of services • Needed tools for strategic planning of Marketing • Total Quality Management for Services
DETAILED TARGET:	High level executives of corporations which provide services, Executives of Marketing Departments, Executives who have the responsibility for Marketing of Services, Directors of Companies that provide services, Freelancers who provide services. Previous professional experience is condition for the participation in this workshop.
DETAILED CONTENTS:	<ol style="list-style-type: none"> 1. Introduction 2. An integrated framework for Marketing of Services 3. Differences between Marketing of tangible products and Marketing of Services 4. Services and Quality 5. Quality: the milestone of Marketing of Services 6. Procedures for providing quality services 7. How can satisfy and exceed customer expectation 8. Marketing of Services as Line Function 9. Brand management 10. Marketing of Services in existing customers 11. Marketing of Services in employees 12. Four P’s of Marketing of Marketing <ol style="list-style-type: none"> a. Price-Place b. Promotion c. People-Process d. Physical Evidence 13. Organization and planning of Marketing of Services 14. Case Studies
DURATION:	16 hours
WEBSITE:	www.q-training.gr
CONTACT:	Ph: +302109244468 Fax: +302109244510 info@q-training.gr
WHY YOU CHOOSE IT:	This training course addressed to business executives of the sector of services. As many new researches show (for example: CEDEFOP, 2010), the sector of services will be the highest developed sector of the European economy. The profile of Innovation Management Agent can provide executives of small and medium companies with skills and tools which related to the service sector.

NAME OF THE TRAINING: Leadership and Team Management

REFERENCE (REF): 7

GENERAL AIM	This seminar aims to improve and/or develop managerial skills of business executives, especially in the field of leadership.
SPECIFIC AIMS:	The training course aims to provide participants with knowledge about: <ul style="list-style-type: none"> • Effective practices related to Leadership Management • Creation of effective project teams, especially focused to collective spirit and effective cooperation • Effectively and efficiently management of employees, related to employee inducement and dynamic factors of team work
DETAILED TARGET:	Medium and high level business executives of small and medium sized companies. Previous professional experience is condition for the participation in this workshop.
DETAILED CONTENTS:	<ol style="list-style-type: none"> 1. Leadership and Management 2. Effective Leadership 3. Ineffective Manager and the causes of his/her failure 4. Function of Leadership 5. Effective Leadership behavior and development of Leadership characteristics 6. Improvement of Leadership skills 7. Strategic Leadership 8. Leadership skills 9. Determination of tasks 10. Planning and collective decision making 11. Information of the team and effective communication 12. Evaluation of the results and useful criticism 13. Evaluation of team's members 14. Employee Inducement and consequences of lack of inducement 15. Creation of a project team – Outsourcing activities 16. Types of Leadership 17. Improving of working relations between teams 18. Combating of working conflicts between employees and complains of working staff 19. Using Strategic thought for improvement of planning and decision making
DURATION:	16 hours
WEBSITE:	www.q-training.gr
CONTACT:	Ph: +302109244468 Fax: +302109244510 info@q-training.gr
WHY YOU CHOOSE IT:	Entrepreneurship should be characterized by leadership. Leadership is not only a talent but can be taught, developed and improved through vocational training. An Innovation Management Agent should know what is Leadership, how to use it and how to evaluate his/her own level, but also the leadership level of his/her employees-partners.

WORK PLACEMENTS WITH SIMILAR ACTIVITIES TO THOSE DEFINED WITHIN INMA PROFILE

RESUME

REF	POST ⁶	FUNCTIONS ⁷	PROFILE ⁸	ENTERPRISE / ORGANIZATION ⁹	CONTACT
1	Communication and Social Responsibility Manager	<ol style="list-style-type: none"> 1. Planning and monitoring of local strategic related to Social Responsibility 2. Organization and data collection for the periodic company's reviews 3. Key contact person from AB Vassilopoulos for DELHAIZE GROUP (mother company) 4. Company's Presentations to national and international Conferences 5. Person in charge for tours in Green Store of AB Vassilopoulos S.A. 	<p>University degree of Legal/Social Sciences</p> <p>University degree of International Studies</p> <p>Previous Experience in Marketing/Public Relations Sector</p> <p>Training for ENABLON tool for sustainability management</p> <p>Training for EFQM excellence model</p> <p>Participation in workshops/conferences for Social Responsibility</p> <p>High level of communicational skills, organizational and managerial skills</p> <p>Fluent use of English languages</p> <p>Knowledge about voluntarism, donation practices, environmental policies, social service practices.</p>	<p>Private, member of DELHAIZE GROUP of companies 9586 employees</p> <p>AB VASSILOPOULOS S.A.</p>	<p>Alexia Macheras Communication & C.R Manager AB Vassilopoulos +30 210 6608483 + 30 693 7098321 (mob) AMachera@ab.gr</p>
2	Human Resources Manager	<ol style="list-style-type: none"> 1. Payrolls 2. Training and development of employees 3. Recruitment and interviewing 4. Development and Evaluation of Employees 	<p>University degree on Business Administration</p> <p>MBA on Business Administration</p> <p>Informal education on Labour and Insurance Law, Employment Relations and</p>	<p>Private, 500 employees</p> <p>BIOKARPET GROUP</p>	<p>Fani Ntisli HR Manager Biokarpet Group Ph: +302410 688702 fntisli@biokarpet.gr</p>

⁶ What is the post of that person within the organization?

⁷ What are the functions that person does within the organization?

⁸ Which is the profile (training / education / background) of that person? Which is supposed to be the one the organization considered as needed for that post

⁹ Kind of organization (public / private), size and name

REF	POST ⁶	FUNCTIONS ⁷	PROFILE ⁸	ENTERPRISE / ORGANIZATION ⁹	CONTACT
		5. Health and safety 6. Compliance with Labour and Insurance law 7. Employees Benefits 8. Employees Relations 9. Determination of professional profiles 10. Knowledge management 11. Recruitment and Retirements 12. Programming of employees rate	Employment Issues, Health and Safety Issues Training on several HR models-tools, vocational training models Solid relevant working experience High level of communication skills, organizational and managerial skills, digital competences, sense of responsibility, knowledge management skills Communication in foreign languages		
3	IT Development Manager	1. IT, software and product development 2. IT solutions and support services development 3. Research in IT application sector 4. Project management 5. Sales and technical support management 6. Accounting and Financial Management 7. HR Management 8. Knowledge Management 9. Strategic Management	University degree in ICT Science MBA Information Systems Engineering High Level of Emotional Intelligence skills, Experimental skills, Sense of intuition, Abstract Thought and Quick Adaptation to New Challenges, Organization and Management of Innovation, Knowledge about Legal Issues, Copyright and Contract Regulations, Management of Horizontal Organizational Structure in HR Issues Fluent use of English language	Private, 7 employees MICROBASE S.A.	John Lagonikas IT Development Manager (Partner) Microbase Ph: +302111765333 j.lagonikas@microbase.gr

DETAILED INFORMATION

This part of the document should give the whole information from where you will extract information needed for previous resume.

POST: Communication and Social Responsibility Manager

REFERENCE (REF): 1

DETAILED PROFILE:	<p>1. <u>Formal Education</u> University degree of Legal/Social Sciences, and International Studies. Note that there is no yet university degree in Greece related to Social Responsibility. People who are working in this kind of post – mainly in big companies – come from other scientific sectors, as Social Sciences, Humanitarian Sciences, Business Administration, Environmental Sciences and Technologies, etc. This position requires an interdisciplinary knowledge.</p> <p>2. <u>Informal Education - Training</u> Training for ENABLON tool for sustainability management (http://enablou.fr/Default.aspx?tabid=103&id=85&lang=en) Training for EFQM excellence model (http://www.efqm.org/en/tabid/132/default.aspx) Participation in workshops/conferences for Social Responsibility</p> <p>3. <u>Skills</u> Previous working Experience in Marketing/Public Relations Sector for 4 years. High level of communicational skills, organizational and managerial skills. Fluent use of foreign languages. Knowledge about voluntarism, donation practices, environmental policies, social service practices.</p> <p>4. <u>Qualitative Data</u> Strong belief in Social Responsibility. Ms Machera highlighted a necessary condition that has to be included in skills. This is the strong personal belief that the concept of Social Responsibility must be a crucial part of company's organizational plan. The person in this work place should believe that social responsible activities can really have beneficial results for society in general.</p>
DETAILED FUNCTIONS:	<ol style="list-style-type: none"> 1. Planning and monitoring of local strategic related to Social Responsibility 2. Organization and data collection for the periodic company's reviews 3. Key contact person from AB Vassilopoulos for DELHAIZE GROUP 4. Company's Presentations to national and international Conferences 5. Person in charge for conducted tours in Green Store of AB Vassilopoulos S.A. 6. Management of issues related to awards from public and private organizations for Social Responsibility Actions.
FROM WHEN:	2009
ENTERPRISE:	AB VASSILOPOULOS S.A.
WEBSITE:	www.ab.gr
CONTACT:	Alexia Macheras, AB Vassilopoulos Communication & C.R Manager +30 210 6608483
WHY YOU CHOOSE IT:	These work places are occupied by people who combine many different skills and wide knowledge about the interrelation between society and the world of business. Sector of Social Responsibility is relatively new and people who are working in this field should be open to innovation, social and technological change, and should also be adaptable to new challenges. It is necessary to invent and/or follow corporate strategic plans and they play a crucial role in procedures for the development of corporate culture and shaping the corporate public image.

POST: Human Resources Manager

REFERENCE (REF): 2

DETAILED PROFILE:	<p>1. <u>Formal Education</u> University degree on Business Administration MBA on Business Administration</p> <p>2. <u>Informal Education</u> Labour and Insurance Law Employment Relations Employment Issues Health and Safety Issues Training on several HR models-tools Training on vocational training models</p> <p>3. <u>Skills</u> Strong capability to work independently and as a team member within the context of a shared strategic vision. Change management & problem – solving skills Exceptional managerial skills regarding leadership, strategy, human resources, communication, decision making, networking & financial issues. Sense of responsibility, knowledge management skills Excellent command of Greek & English Language.</p>
DETAILED FUNCTIONS:	<p>a. Person in charge for the activities related to human capital</p> <ul style="list-style-type: none"> • Participation in development of corporate strategy • Strategic partner • Counselor for high level corporate executives <p>b. Management of systems for supporting employees (for example, payrolls)</p> <ul style="list-style-type: none"> • Planning of systems development • Operational excellence <p>c. Employment Relations, Negotiations with employees union</p> <ul style="list-style-type: none"> • Mutual communication with employees • Determination of strengths and weaknesses • Researching of the level of employees satisfaction <p>d. Vocational Training</p> <ul style="list-style-type: none"> • Development of leadership skills • Development of solution of strategic problems • Professional development • Personal development • Knowledge Management <p>e. Formatting of employment policy</p> <ul style="list-style-type: none"> • Development of corporate culture • Alignment between HR policy and corporate policy <p>f. Recruitment</p> <ul style="list-style-type: none"> • Competitive salaries • Strong motivation • Selecting the most appropriate staff • Talent management • Reinforcement of innovation and creativity
FROM WHEN:	1997
ENTERPRISE:	BIOKARPET GROUP
WEBSITE:	www.biokarpet.gr
CONTACT:	Fani Ntislis , HR Manager Biokarpet Group

	+302410 688702 fntisli@biokarpet.gr
WHY YOU CHOOSE IT:	Biokarpet Group of companies is the biggest local private organization in Thessaly. This professional profile has been implemented since 1997 and it has succeeded to respond to all the changes and challenges from then until now.

POST: IT Development Manager

REFERENCE (REF): 3

DETAILED PROFILE:	<p>1. <u>Formal Education</u> University degree in ICT Science MBA Information Systems Engineering</p> <p>2. <u>Informal Education</u> No informal education in this case</p> <p>3. <u>Skills</u> High Level of Emotional Intelligence skills Experimental skills Sense of intuition Abstract Thought and Quick Adaptation to New Challenges Organization and Management of Innovation Knowledge about Legal Issues Copyright and Contract Regulations Management of Horizontal Organizational Structure in HR Issues Fluent use of English language</p>
DETAILED FUNCTIONS:	<ol style="list-style-type: none"> 1. IT, software and product development <ul style="list-style-type: none"> • Design, pilot production, pilot use, improvement and commercialization of company’s products • Organization, management of the work group • Outsourcing and monitoring of the work group 2. IT solutions and support services development <ul style="list-style-type: none"> • Invention of IT solution • Application of IT solution • IT solution knowledge transfer to technician team 3. Research in IT application sector <ul style="list-style-type: none"> • Decision making about research field • Responsibility about future applications • Relevance with copyright legislation 4. Project management <ul style="list-style-type: none"> • Management of the company • Management of sector’s (telecommunication, VOIP, internet, databases etc) • Coordination of side-projects 5. Sales and technical support management <ul style="list-style-type: none"> • Presentation of products to customers • Searching for new customers • After sales services management • Embodiment of customer’s feedback in new products

	<ol style="list-style-type: none"> 6. Accounting and Financial Management <ul style="list-style-type: none"> • Monitoring of income and expenditure • Management of company's financial capital 7. HR Management <ul style="list-style-type: none"> • Recruitment and interviewing • Motivation • Reinforcement of innovation and creativity • Management of an horizontal organizational structure 8. Knowledge Management <ul style="list-style-type: none"> • Management of information • Information processing • Evaluation of information-knowledge quality 9. Strategic Management <ul style="list-style-type: none"> • Cooperation with the other partners to company's management • Adaptability to new inventions and new technologies • Strategic plan determination
FROM WHEN:	2003
ENTERPRISE:	MICROBASE S.A.
WEBSITE:	www.microbase.gr
CONTACT:	<p>John Lagonikas IT Development Manager (Partner) Microbase Ph: +302111765333 j.lagonikas@microbase.gr</p>
WHY YOU CHOOSE IT:	<p>This sector of entrepreneurship is relatively new. It has succeeded to manage the permanent technological change of our time, utilizing a high level of experimental and innovative thought.</p> <p>Also, as it shown the above personal text about detailed functions, this work position covers several aspects of the company's business processes and internal operations.</p>

PERSONNAL OPINION

- 1. Have you seen any content which is not included in INMA profile but could be of interest to include it? If YES, please say which one (from where and what specific content) and explain your reason**

Although there is no explicit reference to the training courses found, an introduction on Basic Economics, basic principles of business operation and fundamental issues about national or/and European labour legislation, could be added to meet, with a multifaceted way, the needs of people that will be trained in INMA profile.

- 2. From all those you have found, do you think any of them could be competitors of our own profile? If YES, please say which one and explain your reason**

After our research about professional profiles regarding Greece we consider that there is not a competitor of multi-dynamic INMA profile.

- 3. From all those you have found, do you think any of them could be updated / complemented with our own profile? If YES, please say which one and explain your reason**

The profile of HR manager (2) could be complemented with some parts of INMA profile, especially with those related to Social Responsibility and Internal Marketing.

In addition all the above analyzed profiles could be complemented with concrete modules regarding Knowledge Management and Competence based Management, because Greek enterprises are lagging considerably to these specific managerial fields.

- 4. If you had to choose one from those you have found, as the most complete one answering the needs you have detected in the NATIONAL Innovation research document, which one will you choose and why?**

We consider that “**ICT manager**” (3rd professional profile) can be seen as the most complete regarding the needs we have detected in the National Innovation research document, because:

- a. Is a good example, in digital terms, of small sized company in Greece as its profile is in convergence with European middle average of small sized companies.
- b. Is a good practice regarding the following factors:
 - Enterprise organization
 - Generic Knowledge about different technologies
 - Information and Communication technologies
 - Marketing and commercial management
- c. Combines effectively many modules which are consisted the INMA profile.