

Dr. Athanasios N. Tsirikas

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ACADEMIC CREDENTIALS

Ph.D.	In <i>Organizational Behavior</i> (Strategic Knowledge Management)	University of Macedonia (Greece)	2011
M.Sc.	in <i>Management of Production Systems</i> (Lean Six Sigma)(4 semesters)	Aristotle University of Thessaloniki	2003
M.Sc.	in <i>Processes and Technology of Advanced Materials</i> (4 semesters)	Aristotle University of Thessaloniki	2000
B.Sc.	Dipl. Engineer in <i>Mechanical Engineering</i> (10 semesters)	Aristotle University of Thessaloniki	1998

Language Skills: **English** (*Excellent/Proficiency in English/Cambridge University/ level C2*),

German (*Fluent/ Mittelstufe/ GötheInstitut/ level C1-Certified from Swiss Canton of Zurich*),

French (*Basic knowledge - official national certificate in French / level B1*).

SUMMARY of QUALIFICATIONS

Senior academic and manager, with interesting career achievements, strong academic and industrial experience, management & leadership expertise and advanced level Engineering Educational Background. Possessing excellent organization and analytical capabilities and used to working under pressure. Open minded, with hands-on managerial experience, outgoing personality and also, effective innovator, with a unique ability to relate well to a wide range of people and cultures at all levels, ensuring jobs are seen through from conception to successful completion. In parallel, a University Lecturer in Management Science (University of Macedonia/ Greek Public Sector& Paris School of Business) with outstanding evaluation record and strong research activity.

CAREER SKILLS – COMPETENCIES

- Training professional (Academic at a public state university)
- Human Resources Management Expertise
- Cost-effective production planning and controlling
- Lean Six-Sigma expertise
- Effective planning – controlling –scheduling
- Talent management & staff development
- Technology management skills
- Leadership skills and outgoing personality
- Organizational thinking and acting
- Knowledge management leadership
- Change Management expertise
- Strong Project Management Skills
- R&D/Systems Engineering
- Adult Training
- Management Research expert
- Statistical quality control expertise
- Productivity improvement skills
- Management Consultant
- Design and specifications experience
- Effective Engineering Consultancy

CAREER ACHIEVEMENTS

- Successful and Effective Multilevel **Academic Career**, with outstanding student and colleagues evaluations at **University of Macedonia (Greece) since 2005 (Undergraduate Level and MBA-Postgraduate Level). Department of Accounting and Finance.**
- **Visiting Professor at Paris School of Business (France) since 2015, in International HR Management & e-Business & IT.**
- **Visiting Professor at Greek Management Association (Greece) since 2014 in the MBA Programs.**
- Led the Traction Converter Lifecycle Support team (in 17 Countries – Global Role) in Product Unit Traction Converter, improving significantly the issue management, the project reliability tracking and the global reliability reporting. Led also various teams in issue resolution and managed to cut costs, through the **successful implementation of corrective measures on various projects.(Position: Product Lifecycle Manager at Bombardier Transportation in Switzerland).**
- Senior Management consultant at Interbalkan Environment Center. Human Resources Development, Lifelong Learning, Strategy Formulation and Organizational Development.
- Founder and CEO of the Talent Management and Recruitment Portal: talentire.com .**Talent Management & Psychographic screening of Job Candidates. Advanced Human Resources Services, such as Corporate HR Mapping (CHRM™), HR Development Program (HRDEP™) and HR Heterogeneity Management (HRHM™) based on our HETEPER™ Model.**
- Joint owner of the Scientific portal www.labsinabox.com which connects university labs with industry and research centers.
- Upon promotion to Production Manager at a public sector organization, stimulated a knowledge management environment, turned around eroding morale, upgraded staff performance and improved overall productivity within a 7-year period.**(Position: Engineering Manager at Hellenic Railways / 2003-2011)**
- Designed and implemented the “*Communication and Knowledge Motivator Model*”, which had as a primary goal to “treat” the knowledge gap between recently hired and “ready to retirement” workers and also to improve productivity at all levels. The model introduced innovative adult training methods and procedures (**PhD Thesis**).
- R&D experience: Directed and managed new product development (polymer-based corrugated pipes) that bolstered and diversified product lines, increasing annual revenues by 30%, within a private sector company.**(Position: Engineering Applications Manager & and R&D head at Elitherm SA / 1999-2003)**
- Reduced overall product costs 35% while adding productfeatures. Implemented continuous improvement processes that reduced rejected parts 90% through six-sigma methods. Restructured engineering and manufacturing processes, with six-figure savings to company.**(Position: Engineering Applications Manager & and R&D head at Elitherm SA / 1999-2003)**
- Training Expertise: Assembled collaborative teams, creating first-time positive dynamics between design, manufacturing, and industrial engineers, as well as collaboration with marketing, sales, and product managers, introducing innovative adult group training methods.**(Position: Engineering Applications Manager & and R&D head at Elitherm SA / 1999-2003)**
- Project Management Leadership: Designed, studied, controlled and supervised important engineering projects of up to €25 million. Implemented improved operating systems and established better team understanding and innovative working methods.**(Position: Engineering Applications Manager & and R&D head at Elitherm SA / 1999-2003)**
- Published a significant number of research papers on management science within high-ranked scientific journals and conferences.

ACADEMIC EXPERIENCE

- 06/2017-Onwards **Visiting Professor at ESCE International Business School** (Location: Paris, France, <http://www.esce.fr>). Master in International Business (MIB).
➤ Courses: 1. International People Management, 2. Developing potential, 3. Social Psychology at work , 4. Qualitative and quantitative research methods
- 02/2016-Onwards **Senior Academic Organizational Management Expert** at the **EDUCATIONAL ROBOTICS ACADEMY** (Educational Robotics Academy of the University of Macedonia). Website: robotics.uom.gr.
➤ Main Duties: New Projects Management, Organization & Communication, Business Development and Growth Strategies.
- 11/2015-Onwards **Visiting Professor at Paris School of Business – PSB** (Location: Paris, France, <http://www.psb.edu.paris/en>). Master in International Business (MIB)&Master in International Finance (MIF).
➤ Courses: 1. *Human Resources Management*, 2. *e-Business Management*, 3. *IT Systems Management*
- 09/2014-Onwards **Academic Researcher and Teaching Staff in Management Science and Adult Training, University of Macedonia, Thessaloniki, Greece**
Department of Educational and Social Policy.
➤ Courses: 1. *Adult Training Techniques in Management Science*, 2. *Team Dynamics and Human Resources Management*, 3. *Strategic Information Technology Management (Knowledge Management)*, 4. *Quantitative and Qualitative Research Methods in Social Sciences*, 5. *Project Management*, 6. *Strategic Knowledge Management*.
➤ Summer Schools:
-*Experiential Lab in Human Resources Development* (Summer 2017, 30 Hours Program)
-*Human Resources Development Experiential Seminar with specialization in Coaching, Talent Development and Human Capital Evaluation* (Summer 2017, 30 Hours Program)
-*Project Management: Principles, Tools and Techniques* (Summer 2017, 30 Hours Program)
Department of Accounting and Finance.
➤ Courses: 1. *Principles of Management*, 2. *Organizational Behaviour and Change Management*, 3. *Marketing Management*, 4. *Services Marketing Management*
- 04/2017-06/2017 **Visiting Professor at Technological Institute of Western Macedonia. Master Program in Education Management** (Greek-Ukrainian Master Program) Courses: 1. *Organizational Psychology and Organizational Culture in Management of Education*, 2. *Introduction in Organizational Management*
- 01/2016-Onwards **Visiting Professor in Management Science at the Executive Training Programs of the Hellenic Federation of Enterprises** (SEV – www.sev.org.gr & www.ivepe.gr).
Courses: 1. *Strategic Business Management*, 2. *Human Resources Development*, 3. *Talent Management*
- 09/2014-Onwards **Visiting Professor in Management Science at the MBA Program of the Greek Management Association** (EEDE – www.eede.gr).
➤ Courses: 1. *Strategic Business Management*, 2. *Project Management (PMP®)*, 3. *Management of Production Systems*, 4. *Human Resources Development*, 5. *Talent Management*, 6. *Mentoring & Coaching*.
- 10/2015- Onwards **Founder and CEO of the Talent Management & Recruitment portal www.talentire.com**. The mission of **talentire.com** is to provide businesses, multinational companies and SME all over the world with pre-screened job candidates that have been psychologically evaluated through our platform tests and their qualifications have been verified. We aim to eliminate the consequences of recruitment process failures and to improve team and organizational performance by placing the right candidate in the right position and in the right team (improvement of team dynamics and organizational performance).
The main services offered by Talentire.com at the moment are: 1. *Job Candidates' Psychometric Testing* , 2. *Existing Staff Psychographic Assessment*, 3. *Human Resources Mapping & Optimization Techniques*, 4. *Organizational Restructuring*, 5. *Organizational Diagnostics*, 6. *Teams' Building and Teams' Restructuring*, 7. *Human Capital Evaluation Programs*, 8. *Human Resources Development Programs*, 9. *Future Workforce Development*, 10. *Workforce Heterogeneity Management (Diversity Management Modeling)*, 11. *Knowledge Management Process Flow*, 12. *Knowledge Management Applications*, 13. *Organizational Productivity Improvement*, 14. *Absenteeism Management*, 15. *Talentire soft Skills Assessment Platform (future concept of Talentire)*
- 08/2014 - Onwards **Academic Researcher in Organizational Behaviour, participating in several research teams as co-writer of Academic Papers**
- 10/2009 – 09/2014 **Senior Management Consultant at Interbalkan Environment Centre (Aristotle University Of Thessaloniki)**.
➤ Consultant of the management board. Human Resources Management, Lifelong Learning, Strategy Formulation and Organizational Development.
- 10/2013- Onwards **Joint owner of the scientific portal www.labsinabox.com** which aims at the connection of university labs with industry, Market & independent research and training centres (labsinabox.com is under construction).
- 03/2006 - 06/2011 **Non-tenure track, Senior Lecturer at the Department of Accounting and Finance (University of Macedonia / Public-Sector (Greece)).**
➤ Courses / Teaching (Fields of Expertise): 1) *Organizational Development*, 2) *Operations' Management*, 3) *Organizational Behavior*, 4) *Strategic Management*, 5) *Introduction to Management Science*, 6) *Marketing Management*, 7) *Marketing Applications*, 8) *Services Marketing*.
- 03/2005 - 03/2006 **MBA Program Lecturer at University of Macedonia (GREECE)**
➤ Special MBA Program for Executives and Professionals. Department of Business Administration. Course taught: *Strategic Financial Management*.
- 01/2001 - 01/2003 **Visiting Professor at the Greek Institute of Vocational Training (Neapoli, Thessaloniki)**
➤ Courses: 1. *Technology Management*, 2. *Business Management*, 3. *IT Systems Management*

MANAGERIAL CAREER – Top Management EXPERIENCE

- 09/2011 - 08/2014 **Senior Knowledge Manager at Bombardier Transportation A.G. in Switzerland (Zürich) – Product Delivery and Lifecycle Manager at Product Unit Traction Converter. (Global Role)**
- Management of the Traction Converter Life-Cycle Department / High, Medium and Low Power Propulsion Product Families on a Global Basis (Global Role).
 - Main Duties: Customer-Based Knowledge Management System Development, Issue Management, Reliability Engineering in PU CON.
Based on Bombardier's field proven modular concept, MITRAC (**M**odular **I**ntegrated **T**RACtion system) converters can be configured to fit any customer need perfectly and enable operators to run passenger and freight services efficiently and economically using any conventional power source. In this respect, TCL Team (**T**raction **C**onverter **L**ifecycle) was focused on a global basis, analyzing performance data on a cross-project level, tracking reliability, proposing product improvements and handling issues related to product availability on the field. The main tool was an advanced knowledge management system that was developed from point zero and improved product support and reliability on a continuous basis.
- 12/2003 - 09/2011 **Senior Manager at Hellenic Railways (Public sector company). (Succeeded in a national -wide hiring contest / 2nd place out of 121 candidates).**
- **(12/2003-11/2004)**. Led successfully the Bogies Production Planning and Scheduling Department from the position of Engineering Manager at Hellenic Railways Workshop (Production & maintenance plant of railways vehicles - 250 staff). Reduced overall production costs and increased productivity by restructuring the traditional production departments.
 - **(11/2004-12/2005)**. Supervised and controlled the construction of ten (10 of 24) Electric Locomotives (EuroSprinter), after moving to Munich (DE) as a Chief Engineering Inspector at Siemens Transportation A.G. (former Kraus Maffei production plant-Allach-Untermenzing).
 - **(12/2005-05/2011)**. Directed the production of the entire workshop, managing and leading highly skilled engineers and 221 staff on a regular basis, after promoted to Production and Operations' Manager. Successfully designed and implemented the "*Communication and Knowledge Motivator Model*", as a part of the PhD Thesis. Inspired workers and colleagues to accomplish organizational goals by implementing innovative knowledge management methods based on the functional models of "*communities of practice*".
- 08/2005 - 05/2009 **Joint-owner and Engineering Consultant at the Company ELLAIA Ltd (Food Industry)**
- Effectively designed and set-up all production lines for the production of superior quality extra virgin olive oil, olives and olive oil soap. Led the operations management department as the major engineering consultant of the company.
- 07/1999 - 12/2003 **Senior Engineering Applications Manager, Training Expert and R&D head at Elitherm S.A.**
- Effectively directed several engineering projects (Project Management Skills) within Greece and Balkan countries. Designed, studied, controlled and supervised electromechanical projects of up to €22 million with partners, by developing long-term customer/partner relationships, directing multifunctional teams of up to 40, and by creating and developing company's strategic framework and plans for expanding into new target markets, especially in Balkan Countries.
 - Led the Knowledge Management and Training Department of Elitherm SA for all sales staff, new engineers and executives in technical positions.
 - Promoted to the parallel position of R&D head and led a team of 10 engineers and workers, in cooperation with the Aristotle University of Thessaloniki, to develop a new (plastic) material (Polypropylene-Poly(Propylene-co-Ethylene) Compound), which was the basis for producing corrugated pipes, used in heating systems. Production cost was reduced up to 25%, in comparison to prior used compounds, while the new proposed material had substantially improved mechanical properties.
 - Successfully implemented Six-Sigma principles through the entire production lines of the industry, building quality control teams, and reducing rejected parts up to 90%.
 - Designed and implemented added-value knowledge management data-bases and formed the foundation of a dynamic R&D team, altering its vision from "operator" of external knowledge into a "creator" of new and innovative intellectual capital.

Appendix A

Education Credentials

Year	2011
Title of qualification awarded	<i>Ph.D. (Doctor of Philosophy) in Strategic Knowledge Management & Organizational Behaviour</i>
Principal subjects/occupational skills covered	In depth study of the following scientific sectors: Organizational Behavior, Strategic Management, Knowledge and Learning Theories, Industrial Management, Communication Theory, Change Management and Empowerment. Thesis title: <i>“Strategic Knowledge Management Systems. Design and application of the “Communication and Knowledge Motivator” Model and its Strategic Impact on Average Productivity Rate.”</i>
Name and type of organisation providing education and training	University of Macedonia, Thessaloniki, GREECE. Department of Accounting and Finance.
Level in national or international classification	ISCED 2011: 8
Year	2003
Title of qualification awarded	<i>MSc (Master of Science) in “Industrial Engineering-Management of Production Plants” (4- semester Degree)</i>
Principal subjects/occupational skills covered	Management Techniques and Strategies, based on the Six-Sigma Principles, for Production Industries In depth study of the following areas: Production Planning and Scheduling, Total Quality Management, Statistical Quality Control, Analytical Optimization and Simulation, Industrial Strategic Management, Inventory Management and Logistics, Managerial Economics, Marketing, Human Resources Management, Statistic and Stochastic Processes, Management of Communication Channels. Thesis title: <i>“Customer Relationship Management (CRM) in European Companies. A Holistic Approach”</i>
Name and type of organisation providing education and training	Aristotle University of Thessaloniki, Greece. Department of Mechanical Engineering, Division of Industrial Management.
Level in national or international classification	ISCED 2011:7
Year	2001
Title of qualification awarded	<i>MSc (Master of Science) in “Advanced Materials Science” (4- semester Degree)</i>
Principal subjects/occupational skills covered	Program: Processes & Advanced Materials Technology. The aim of the MSc Program was the systematic education of young scientists in new, advanced materials technologies and the development of inter-scientific research actions in materials science. In addition the program attempted to ensure for the postgraduate students, the solid foundations, the knowledge, the methods and basic principles that will help them in life-long learning, personal advancement and development of novel ideas in the application of modern up-to-date materials technologies. Thesis title: <i>“Polypropylene-Poly(Propylene-co-Ethylene) Industrial Compounds. The effect of Microstructure and of the Copolymer percentage on Rheology, Morphology and Mechanical Properties of the Material”</i>
Name and type of organisation providing education and training	Aristotle University of Thessaloniki, Greece. Interdepartmental MSc Program Web Site of the MSc Program: http://transp.cheng.auth.gr/dtpy/en/index.html
Level in national or international classification	ISCED 2011: 7
Year	1998
Title of qualification awarded	<i>Dipl. Mechanical Engineering(10-semester Degree)</i>
Principal subjects/occupational skills covered	Mechanical Engineering Science. Specialization in the field of Management of Renewable Energy Sources Projects. Thesis title: <i>“Pelton Turbines. Technical parameters, Efficiency and Hydro-Power Plant Management”</i>
Name and type of organisation providing education and training	Aristotle University of Thessaloniki, State University in Thessaloniki, Greece
Level in national or international classification	ISCED 2011:6

Appendix B

Publications& Seminars Presented

Publications : Peer-Reviewed Conferences

- Tsirikas, A. and Nicolaidis, C. (2009)**. “Organizational Memory at Hellenic Railways’ Industrial Environment. The “Treatment” of Knowledge Gap Between New and “Ready to Retirement” Workers”. *Proceedings of EDULEARN 2009 (International Conference on Education and New Learning Technologies)*. International Association of Technology, Education and Development, (IATED), Barcelona, Spain.
- Tsirikas, A. and Nicolaidis, C.(2009)**. “The Impact of Industrial Training on Railways Employees and its Influence on the Average Productivity Rate”. *Proceedings of NHIBE (New Horizons in Industry, Business and Education), 2009, Santorini Greece*.
- Tsirikas, A. and Nicolaidis, C.(2009)**. “The Enhancement of Job Satisfaction as a Result of the “Communication and Knowledge Motivator” Model Application. The Case Study of “Hellenic Railways””. *Proceedings of ICERI 2009 (International Conference of Education Research and Innovation)*, Madrid, Spain.
- Tsirikas, A. and Nicolaidis, C.(2010)**. “Linking Universities with Industry. A functional Approach on Creating an Effective Knowledge Management Framework”. *Proceedings of ICAF, 2010 (3rd International Conference on Accounting and Finance)*, Skiathos, Greece.
- Katsaros, K., Tsirikas, A. and Nicolaidis, C. (2011)**.“ Towards a tolerance of ambiguity model in Greek Tourism Industry”, *Proceedings of the ICOT 2011,(International Conference on Tourism)*, Cyprus University of Technology, Rhodes 27-30 April 2011, Greece.
- Tsirikas, A.& Hatzigeorgiou Al.(2011)**. “The cost of Quality in Technical Project Management”.*International Conference on Applied Business and Economics (ICABE)*, September 29th to October 1st, 2011, University of Pireus.
- Tsirikas, A., Skordaris, A., Koytrakis, S., & Katsaros, K. (2015)**. “Modelling Learning Organizations”. *International Conference on Lifelong Learning*, June 27th to 29th 2015, University of Macedonia.
- Tsirikas, A., Giossi, St., Katsaros, K. (2015)**. “The learning roadmap: From individuals, to Teams and Organizations”. *International Conference : Reimagining School*, September 24th to 26th 2015, University of Macedonia.
- Tsirikas, A., Katsaros, K.K. (2016)**. “The future of Strategic Human Resources Management: Developing the desired workforce“. *6th International Conference: Quality and Prototyping in Education, Vocational Training and Lifelong Learning*. May 27th to 29th, Aristotle University of Thessaloniki.

Publications : Peer-Reviewed Journals

- Tsirikas, A., Katsaros, K.K. & Nicolaidis, C. (2012)** Knowledge management, tolerance of ambiguity and productivity: Evidence from the Greek public sector, *Employee Relations*, 34 (4), pp. 344 -359.
- Tsirikas, A., Katsaros, K.K. & Nicolaidis, C. (2012)** ‘Modelling and benchmarking organisations’ memory capabilities’, *International Journal of Knowledge and Learning*, 8 (3/4), pp. 328–351.
- Katsaros K.K. & Tsirikas, A. (2012)**, Hotel managers' behaviour towards change uncertainty in Greece, *Tourismos: An International Multidisciplinary Journal of Tourism*, 7 (2), pp. 359–379.
- Katsaros K.K., Tsirikas, A. & Nicolaidis, C. (2014)**, Managers’ workplace attitudes, tolerance of ambiguity and firm performance: the case of Greek banking industry, *Management Research Review*, 37 (5), pp.442 – 465.
- Katsaros K.K., Tsirikas, A. & Bani S. (2014)**, Exploring employees’ perceptions, job-related attitudes and characteristics during a planned organizational change, *International Journal of Business Science and Applied Management*, 9 (1), pp. 36–50.
- Tsirikas, A. & Katsaros, K.K. (2014)**, Empowerment in Greek Public Sector: The Evidence from Top Management Executives, *Advances in Business Related Scientific Research Journal*, 5 (1), pp.67-81.
- Tsirikas, A. & Katsaros, K.K. (2014)**, Linking knowledge management, job satisfaction and productivity in the Greek public sector, *International Journal of Knowledge Management Studies*, Vol. 5, No: 3/4, 2014, pp.244-264.
- Katsaros, K.K., Tsirikas, A., & Nicolaidis, C.(2014)**, Towards a tolerance of ambiguity model in Greek tourism industry, *Journal of Tourism and Hospitality Management*, March 2014, 2(3), pp.106-113.

-Katsaros K.K., Tsirikas, A. & Nicolaidis, C., (2015), Firm performance: The role of CEOs' emotional and cognitive characteristics, International Journal of Business and Economic Sciences and Applied Research, 8(1), pp.51-82.

-Katsaros K.K. & Tsirikas, A., (2014), CEOs' attitudes to change, strategic flexibility and organizational performance in Greek ICT industry, International Journal of Management Sciences 4, (12), 2014, pp. 567-581.

-Tsirikas, A. and Katsaros, K.(2017 estimated). "Building a Life-Long Learning Organization. A HRM based approach". (paper under first revision / Emerald Journal: The Learning Organization)

-Tsirikas, A. and Katsaros, K.(2017 estimated). "Modeling female leadership perspectives in modern business environments" (sent for review at Leadership & Organization Development Journal-Elsevier).

-Tsirikas, A. and Katsaros, K.(2017 estimated). "The spider Tactics. Inspire, lead and conquer new markets. A Strategy approach." (sent for review at Strategy & Leadership Journal-Elsevier). Corresponding book also in progress. Publication estimated in 2016.

-Tsirikas, A. and Katsaros, K.(2017 estimated). "Strategic Lessons from Alexander the Great and parallelisms to Strategic Business Leadership" (sent for review at Business Strategy Series Journal-Elsevier). The corresponding book will be published in 2016.

-Tsirikas, A. and Giossi, S.(2017 estimated). "Navigation in the team performance: The value and management of heterogeneity: A theoretical approach" (sent for review at an Elsevier Journal).

-Tsirikas, A. and Giossi, S.(2017 estimated). "Navigation in the team performance: The value and management of heterogeneity: The Functional Model" (sent for review at an Elsevier Journal).

-Tsirikas, A., Katsaros, K., and Giossi, S.(2017 estimated). "Entrepreneurship in IT Industry: Bringing Together Knowledge Generators with Markets" (sent for review at an Interscience Journal).

-Tsirikas, A., Giossi, S., and Katsaros, K. (2017 estimated). "Entrepreneurship and Internet Businesses: Finding the right way" (sent for review at an Interscience Journal).

-Tsirikas, A., Giossi, S., and Katsaros, K. (2017 estimated). "Entrepreneurship: A shaping factor of economic performance" (sent for review at an Elsevier Journal).

-Tsirikas, A., Giossi, S., and Katsaros, K. (2017 estimated). "Business growth through the filter of the entrepreneurial mindset." (sent for review at an Elsevier Journal).

-Tsirikas, A., Giossi, S., and Katsaros, K. (2017 estimated). "Business growth through the filter of the entrepreneurial mindset." (sent for review at an Elsevier Journal).

-Tsirikas, A., Giossi, S. (2017 estimated). "The theatrical approach of Business functions." (sent for review at an Interscience Journal).

-Tsirikas, A., Giossi, S., and Katsaros, K. (2017 estimated). "Transformational and Transactional Leadership. A Case Study Approach." (sent for review at an Elsevier Journal).

Publications (academic) : Doctoral Dissertation

-Tsirikas, A.(2011). "Strategic Knowledge Management in modern business. The impact of the "Communication and Knowledge Motivator Model" on the average productivity rate". *Doctoral Dissertation. University of Macedonia, Department of Accounting and Finance* (March, 2011).

Publications (other)

-Tsirikas, A.(1999). "Heating Panels: Efficiency calculations and heat transfer", Heating Plumbing Journal, December 1999, pp.40-45

-Tsirikas, A.(2000). "Central Air-Conditioning Systems", Heating Plumbing Journal, May 2000, pp.77-80

-Tsirikas, A.(2001). "Air-Conditioning Systems for Underground Car Stations", Heating Plumbing Journal, February 2001, pp.163

-Tsirikas, A.(2002). "Underfloor Heating Systems –A Technical Review", Heating Plumbing Journal, September 2002, pp.101-104

Seminars presented (Executive Leadership Training and Development)	<p>-Seminar Title (16 hours) : “Principles of Economics for non-economists”. Hosting Organization: Hellas-Gold Mining, Chalkidiki, Stratoni, Greece. Audience: 12 Executives, (Engineers and Production Staff). (June, 2011).</p> <p>-Seminar Title (8 hours) : “Principles of Economics for non-economists”. Hosting Organization: IMAS S.A. (Continental Group of Companies) Design, Production and Distribution of Conveyor Belts for high carrying capacities, Volos, Greece. Audience: 4 Executives, (Engineers and Production Staff). (May, 2011).</p> <p>-Seminar Title (24 hours) : “Principles of Economics for non-economists”. Hosting Organization: SUNLIGHT S.A. Design, Production and Distribution of Batteries and Energy Production Systems, Xanthi, Greece. Audience: 47 Executives, Mainly Engineers and Production Staff. (December, 2009).</p> <p>-Seminar Title (32 hours) : “Total Productive Maintenance (T.P.M.)”. Inter-organizational Seminar hosted by KEK-IVEPE (Professional Training Center in Thessaloniki, supported from the Greek Union of Industries). Audience: 44 Executives, Mainly Engineers, Scientists, Production Staff and Administrative Personnel. (December, 2008)</p> <p>-Seminar Title (32 hours) : “Principles of Economics for non-economists”. Inter-organizational Seminar hosted by KEK-IVEPE (Professional Training Center in Thessaloniki, supported from the Greek Union of Industries). Audience: 37 Executives, Mainly Engineers, Scientists, Production Staff and Administrative Personnel. (November, 2008)</p> <p>-Seminar Title (32 hours) : “Principles of Economics for non-economists”. Hosting Organization: ALUMIL S.A., Aluminum Extrusion Group of Companies, Greece, Aluminum Extrusion Products. Audience: 33 Executives, Mainly Engineers and Production Staff. (November, 2007)</p> <p>-Seminar Title: (24 hours): “Management and Leadership Secrets for Executives and Directors”. Inter-organizational Seminar hosted by KEK-IVEPE (Professional Training Center in Thessaloniki, supported from the Greek Union of Industries). Audience: 56 Executives, Mainly Engineers, Scientists, Production Staff and Administrative Personnel. (November, 2006)</p> <p>-Seminar Title (24 hours) : “Management Techniques for Executives and Directors”. Hosting Organization: KRI-KRI S.A., Dairy Factory in Kilkis, Greece. Production of Milk-Based Products. Audience: 27 Executives, Mainly Engineers and Production Staff. (November, 2006)</p> <p>-Seminar Title (32 Hours) : “Assembly Line Balancing in Industrial Environments”. Hosting Organization: SIEMENS Greece, Tele-Industrial Applications Department. Audience: 38 Executives, Mainly Engineers and Scientists. (October, 2003)</p>
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Appendix C

Seminars Attended

Seminars attended	<p>-Seminar Title (40 hours): “Management of Railway Systems-Top Management Training”. Organization: SNCF (French Railways). (Paris, France, September 2010)</p> <p>-Seminar Title (108 hours): “Business Management, Economic Performance Analysis and Strategic Perspectives”. Organization: National and Kapodistrian University of Athens. (Athens, March-June 2010)</p> <p>-Seminar Title (80 hours): “Railway Vehicles - Dynamics, Stability and Structure”. Organization: National Center for Technological Development (Thessaloniki, Greece, June 2007).</p> <p>-Seminar Title (96 hours): “Business Management for Railways Executives”. Organization: National and Kapodistrian University of Athens. (Athens, July-November 2005).</p> <p>-Seminar Title (80 hours in <i>French Language</i>): “High Speed Systems”. Organization: International Union of Railways (UIC). (Paris, France, June 2005).</p> <p>-Seminar Title (160 hours, in <i>German Language</i>): “Railway Bogies, Braking Systems, Traction Converters and Air-Conditioning Systems”. Organization: SIEMENS A.G., KNORR BREMSE A.G. LIEBHERR A.G., STADLER A.G. (Munich-Germany, Wien-Austria, Zurich-Switzerland, June 2004).</p> <p>-Seminar Title (40 hours): “Applied Project Management”. Organization: Technical Chamber of Greece. (Thessaloniki, Greece, November, 2001).</p> <p>-Seminar Title (40 hours in <i>German Language</i>): “In Search of Business Excellence”. Organization: BIRAL A.G. (Stein am Rhein, Switzerland, December, 2000).</p> <p>-Seminar Title (16 hours): “Building Groundings”. Organization: ELEMKO S.A. (Thessaloniki, Greece, September, 2000).</p> <p>-Seminar Title (40 hours in <i>German Language</i>): “Quality Management – ISO Systems”. Organization: Deutsche Gesellschaft für Qualität (D.G.Q.). (Stuttgart, Germany, April, 2000).</p> <p>-Seminar Title (80 hours in <i>German Language</i>): “Central Air-Conditioning Installations”. Organization: WOLF A.G. (Mainburg, Germany, November, 1999).</p> <p>-Seminar Title (40 hours): “ISO 9001 Auditing”. Advanced Quality Services Ltd. (Thessaloniki, Greece, June, 1999).</p>
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Appendix D

References

Additional Information- References

References and contacts for further communication:

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