

## Fondazione CUOA's Selected National and International References

- 1) Technical Assistance Projects
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### 1) Technical Assistance Projects

Country	Project	Dates	Funding agency
Any country benefiting from EC external aid	<b>Lot 9 (Culture, Education, Employment and Social) - Multiple Framework contract to recruit short-term services in the exclusive benefit of third countries benefiting from EC External aid</b>	Sep. 2009 - Sep. 2011	European Commission
Syria	<b>Upgrading the Higher Education Sector in Syria</b> - The purpose of this programme is to provide support to Syria's higher education reform process in order to enable Syrian Higher Education sector to respond efficiently and effectively to the needs of the economy. Expected results of the Project include: 1. Improved governance in the Higher Education sector 2. A quality assurance and accreditation scheme is established 3. Improved efficiency, effectiveness and relevance of Higher Education Institutions.	Sep. 2007 – May 2011	EC MEDA programme
Russian Federation	<b>Development of Financial Markets - Support to state policy aimed at increasing competitiveness of the Russian economy</b> – The overall objective of the project was to support the Ministry of Economic Development and Trade in deepening the Russian Government's stable development strategy and to contribute to the increasing competitiveness of the Russian economy. More specifically, the project aimed to: 1. Develop a strategy for the creation and functioning of regional institutions for development and stabilization as an integrated part of the general strategy of increasing the competitiveness of Russian economy 2. Enhance the capacity of the personnel of the Ministry of Economic Development and Trade of the Russian Federation as well as regional public agencies directly or indirectly responsible for the implementation of the stable development strategy 3. Provide advice on international best practices on a wide range of subjects examined during the project implementation to the Ministry of Economic Development and Trade of the Russian Federation and other stakeholders (economic and financial public agencies in pilot regions).	Aug. 2007 - March 2009	EC TACIS programme
Turkey	<b>Women Entrepreneurship through Training Centres and Relays</b> - The objective of the project was to provide women entrepreneurs with management training and consultancy, in order to support women entrepreneurship and to get them to play a more active role in business. In this respect the projects set-up a nation wide network of training and consultancy centres and relays to support women entrepreneurship and increase the institutional capacity of TESK - Confederation of Turkish Tradesmen and Craftsmen - to ensure sustainability of the Centres.	July 2007 - Apr. 2009	EC MEDA programme
Syria	<b>Technical Assistance to the Higher Institute of Business Administration (HIBA)</b> - The project aimed to assist the Higher Institute of Business Administration of Damascus in the development of a recognised and respected	Dec. 2002 - Nov. 2007	EC MEDA Programme

	<p>capacity for executive management training and education in Syria. Project activities included:</p> <ul style="list-style-type: none"> <li>- design of a strategy positioning HIBA at the regional and international levels as a centre for management training, including the promotion of a marketing concept for HIBA;</li> <li>- assistance in the design, development and implementation of the training programmes offered by HIBA, including the development of a scholarship scheme, and ensure training in business English;</li> <li>- participation in and support to the management of the institute: selection and delivery of training services;</li> <li>- set up of the pedagogical support infrastructure for the production of training materials, including the procurement of equipment;</li> <li>- promoting the creation of an association linking HIBA with the business community; and initiation of academic partnership agreements with leading European business schools.</li> </ul>		
Egypt	<p><b>Implementing a Graduate Resources Programme</b> – This 16-month long project intended to improve the international competitiveness of about 20 Egyptian companies that received assistance in the design and delivery of some specific development plans. 30 young Egyptian graduates were selected and then trained over a period of one year, and thanks to the assistance of business experts, they worked for the above-mentioned companies so to support them in the development of their plans.</p>	Jan. 2005 - Apr. 2006	EC MEDA programme
Russian Federation	<p><b>Training project for public officials of the Russian Federation</b> – A project aiming to organise and deliver a set of courses to upgrade the skills of a number of Russian high-level public officials in co-operation with the Russian Academy of Public Administration under the President of the Russian Federation. Namely the project featured four different courses in the field of the World Trade Organisation and of fiscal systems.</p>	Oct. 2003 - Oct. 2005	Italian Ministry of Foreign Affairs
Romania	<p><b>LEDA-European University Cooperation Master</b> – The project's goal was to carry out a Master's degree programme in favour of Romanian middle managers and public administration officials in partnership with the West University of Timisoara. The programme included specific know-how transfer and capacity building, lectures and seminars in Romania, as well as internships in companies and public institutions.</p>	Mar. 2003 - Jan. 2005	Italian Ministry of Foreign Affairs
Tunisia	<p><b>Assistance technique pour la mise à niveau et l'amélioration de la compétitivité des entreprises industrielles du secteur du cuir et des produits en cuir en Tunisie</b> - Fondazione CUOA, in co-operation with CNCC (Centre National du Cuir et de la Chaussure) and with local study centres, provided technical assistance services for the enhancement of 22 selected Tunisian enterprises in the leather goods and footwear sectors. Project components included market surveys, individual company check-ups and formulation of relevant "mise à niveau" projects (1<sup>st</sup> phase), as well as in-house technical assistance and consulting for a selected group of companies (2<sup>nd</sup> phase), in order to support the implementation of the identified upgrading and business development actions.</p>	May-Dec. 2002 + June 2005 - Dec. 2006	UNIDO - United Nations Industrial Development Organisation - Vienna
Ethiopia, Kenya, Sudan, Zimbabwe	<p><b>Tannery Management Seminar and Follow-up</b> - The project's goal was to strengthen and further develop the managerial processes of a selected group of African tanneries. The project was carried out in partnership with the Eastern and Southern Africa Leather Industries Association and was funded by the Italian Institute for Foreign Trade and the Center for the Development of Enterprise (European Union). Nine African tanneries were involved in the first phase of the project, which featured the participation in the international leather fair in Bologna, Italy; in-house classes and a study tour to local Italian companies. During the second phase instead, some international experts went to Ethiopia to carry out a follow-up in-house management consultancy at four tanneries selected among the ones that took part in the first phase.</p>	Oct.-Nov. 2004	EU and ICE (Italian Institute for Foreign Trade)
China	<p><b>Vocational Training Programme to Improve Employability in the Shaanxi and Sichuan Provinces</b> – The</p>	2004	Bilateral Co-operation

	project focussed on the improvement of three VET schools in Sichuan Province. The main goal was to improve future employability through: the improvement of professional qualifications as demanded by the labour market, the improvement of occupational standards and their relationship to recognized international standards, the involvement of employers in the development of those standards. Project activities included technical assistance, training and equipment supply. Senior managers and teachers from the three schools were trained in Italy and in China		Italian and Chinese Governments
Vietnam	<b>VIETech, Vietnamese – Italian Technical Assistance Programme</b> – Fondazione CUOA and Confartigianato (Craftsmen’s Association), in co-operation with VICOOPSME (beneficiary organisation), and supported by the Business Priming Fund, implemented a technical assistance project aiming to enhance the Vietnamese Partner’s capabilities to provide qualified services to the associated SMEs, and to promote international industrial co-operation with the business community of the European Union.	2000 - 2001	EC (ASIA-Invest Facility)
Azerbaijan	<b>Technical Assistance on Support to Bank Training Centre for the Commercial Banking Sector</b> – The project contributed to the enhancement of a modern and viable banking sector in Azerbaijan through the set-up of a sustainable Bank Training Centre with local management and local trainers. Fondazione CUOA took part in specific components of the project, which was implemented by an international consortium led by the European Savings Banks Group.	1999 - 2001	EC - Tacis Programme
Romania	<b>Organisation and processes for the management school</b> – A consulting and training project aiming to develop an updated organisational proposal for the managerial training activities of CNEPT-Centrul National de Educatie Permanenta in Turism, Bucharest following a market approach in line with the international standards of a modern business school.	Jan. 1999 - June 2000	CNEPT, Bucharest and Veneto Regional Government
Romania	<b>Heading for distance learning</b> - Training seminars and a project work in Bucharest as well as on-the-job training in Italy to enable a selected group of trainers of the “Institutul National de Formare si Management pentru Turism” to acquire new training skills and to learn new methodologies and techniques in the field of distance learning.	Nov. 1998 - May 1999	INFMT, Bucharest and Veneto Regional Government

## 2) International Training Projects

Country	Project	Dates	Funding agency
Russian Federation	<b>Securing a Balanced Budgetary System in the Economic Crisis - Training programme for civil servants of the Russian Federation</b> – A study-tour and training programme aiming to upgrade the skills of a number of Russian high-level public officials in co-operation with the Russian Academy of Public Administration under the President of the Russian Federation.	October 2009	Administration of the President of the Russian Federation
Morocco and Tunisia	<b>Management of SMEs and International Competitiveness - Training programme in favour of managers and entrepreneurs from Morocco and Tunisia</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today’s competitive market and to provide them with an understanding of the economic system of the North-East of Italy	July 2009	Veneto Regional Government
Russian Federation	<b>State Properties - Training programme for civil servants of the Russian Federation</b> – A study-tour and training programme aiming to upgrade the skills of a number of Russian high-level public officials in co-operation with the Russian Academy of Public Administration under the President of the Russian Federation.	December 2007	Administration of the President of the Russian Federation
Argentina, Brazil and	<b>Management of SMEs and International Competitiveness - Training programme in favour of managers and entrepreneurs from Argentina, Brazil and Chile</b> - The course consisted of business training classes and study	Nov. - Dec. 2007	ICE (Italian Institute for Foreign Trade) and

Chile	tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy		Veneto Regional Government
Malaysia, Thailand and Vietnam	<b>Management of SMEs and International Competitiveness - Training programme in favour of managers and entrepreneurs from Malaysia, Thailand and Vietnam</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy	November 2007	ICE (Italian Institute for Foreign Trade) and Veneto Regional Government
Mexico	<b>Summer Programme abroad addressed to the students of the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Mexico</b> – A 4-week training and study-tour programme aiming to give the participants the opportunity to directly get in contact with and have a practical insight into the Italian political, legal and socio-economic environment, as well as to deepen their knowledge in the fields of "Made in Italy", entrepreneurship, internationalization of SMEs, marketing, technological innovation and international trade.	June - July 2007 and June - July 2008	Course participants
India	<b>General Management training programme in favour of Indian managers and entrepreneurs</b> - The courses consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	November 2006, Apr. - May 2007, June 2008	ICE (Italian Institute for Foreign Trade) and Veneto Regional Government
Bosnia-Herzegovina, FYRoM, Montenegro, Serbia	<b>futuroCONTEMPORANEO - Materials, methods and references for the conservation of 20<sup>th</sup> and 21<sup>st</sup> century art</b> – These seminars were addressed to contemporary art museum directors and curators from Bosnia-Herzegovina, FYRoM, Montenegro and Serbia, in the framework of a project aiming to promote the cultural heritage of the regions benefitting from the "Stability Agreement for South-Eastern Europe" through the development of co-operation relationships between local and national institutions in the field of cultural management and specific museum competences.	October 2006, November 2009 and April 2010	Veneto Regional Government
Poland, Estonia, Latvia and Lithuania	<b>General Management training programme in favour of managers and entrepreneurs from Poland, Estonia, Latvia and Lithuania</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	June 2006	ICE (Italian Institute for Foreign Trade) and Veneto Regional Government
Poland, Ukraine and Hungary	<b>VIGOLD A study-tour to Veneto in favour of wholesalers and entrepreneurs of the gold industry</b> from Poland, Ukraine and Hungary. - The goal was to inform you better about our products and the Italian design, and to help you develop a better understanding of the business opportunities that our region has to offer. The program featured both in-house classes and study tours so to directly show you how the entrepreneurs of our gold industry work.	May. 2006	Veneto Regional Government
Austria	<b>International Management Seminar for students of the Business &amp; Management Studies degree program of the Management Center Innsbruck</b> - The seminar intended to give students the opportunity to gain an international experience thanks to a permanence abroad and to further develop their studies at the international and intercultural levels, featuring both in-house academic classes and corporate study tours in the area.	May 2005 and May 2006	Course participants
Turkey	<b>General Management training programme in favour of Turkish managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and	May 2005	ICE (Italian institute for foreign trade) and Veneto Regional

	to provide them with an understanding of the economic system of the North-East of Italy.		Government
Russian Federation	<b>General Management training programme in favour of Russian managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Feb. - Mar. 2005	ICE (Italian institute for foreign trade) and Veneto Regional Government
China	<b>General Management training in favour of principals and executives from Chinese vocational schools in the tourist field.</b> These courses were part of the "China-Italy Vocational Training Programme", a bilateral programme between the government of the People's Republic of China and the Italian government. The programme's goals were to lower poverty and to promote the economic development of the Sichuan and Shaanxi provinces on the basis of China's strategies to reduce poverty and to improve employment opportunities, by supporting the Chinese system for vocational training and by promoting efficient and fair employment services.	Sept. and Nov. 2004	Governments of China and Italy
Algeria, Lebanon, Morocco and Tunisia	<b>General Management training programme in favour of managers of MEDA countries</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy. The course was taught in French.	May - June 2004	ICE (Italian institute for foreign trade) and Veneto Regional Government
Chile	<b>General Management training programme in favour of Chilean entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Mar. - Apr. 2004	ICE (Italian institute for foreign trade) and Veneto Regional Government
Slovakia	<b>General Management training programme in favour of Slovak entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Nov.-Dec. 2003, Oct. 2005	ICE (Italian institute for foreign trade) and Veneto Regional Government
Mexico	<b>International Footwear Marketing-New strategies and tools for production and export of Mexican footwear companies</b> - The project's goal was to enhance the managerial skills and the capability to operate in international markets of selected Mexican companies of the leather and footwear sectors. The activities to be carried out included focused training sessions and visits to relevant companies and sector organisations in Northern Italy. The project was carried out in cooperation with Minervini Consulting Mexico.	Nov. 2003	Private
Eritrea, Ethiopia, Kenya, Sudan, Zimbabwe	<b>International Management seminar for tannery managers from Eastern and Southern African regions</b> - The project, taking into consideration the local conditions of the leather industries, aimed to enhance and improve a selected number of African factories, in order to allow them to better cope with the market: domestic and, more importantly, international market. The seminar featured academic classes, study tours to Italian companies and organisations of the leather industry and the participation in the international "Lineapelle" fair in Bologna.	Oct.-Nov. 2003	ICE (Italian institute for foreign trade) and CDE (Centre for the Development of Enterprise), Belgium
Ukraine	<b>General Management training programme in favour of Ukrainian entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	May-June 2003	ICE (Italian institute for foreign trade) and Veneto Regional Government
Eritrea, Kenya,	<b>International Marketing Programme for selected African footwear enterprises</b> - The aim of the programme	Oct.-Dec. 2002	ICE (Italian institute for

Ethiopia, Zambia, Sudan, Uganda, Zimbabwe	was the enhancement of footwear manufacturing units in selected African countries by developing specific skills in international marketing and by providing up to date market know-how. The programme was composed of a training seminar with full-time classroom activities in Kenya followed by an intensive study tour to Italy with organised visits to numerous footwear companies, footwear machinery industries and sector organisations.		foreign trade) and CDE (Centre for the Development of Enterprise), Belgium
Egypt, Jordan, Lebanon and Syria	<b>General Management training programme in favour of entrepreneurs and managers of MEDA countries</b> - The course consisted of a business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Dec. 2002	ICE (Italian institute for foreign trade) and Veneto Regional Government
Albania	<b>Institutional building training for the staff of the Ministry of Economy and other stakeholders in the field of SME in Albania</b> – The goal was to develop a common understanding on how to create an entrepreneurial mentality in Albania, an appropriate enabling environment for SMEs taking the best advantage from selected experiences in Italy and especially those in the Veneto area.	Dec. 2002	ETF-European Training Foundation
Fed. Rep. of Yugoslavia	<b>International Project Management for public administration officials of Belgrade</b> - To provide high and middle officials of the Belgrade public administration with methodologies and skills for the management of international projects all through the phases of their development.	May - June 2002	Veneto Regional Government
France	<b>Stage de formation pour dirigeants de Caisses d'Epargne françaises</b> - Training programme for managers of French savings banks promoted by the CNCE and realised by the ESSEC Management in order to provide an overview of the strategic choices that the Italian banks tend to in the new competitive scenario.	Apr. 2002	CNCE, France
Egypt, Jordan, Lebanon and Syria	<b>General Management training programme in favour of entrepreneurs and managers of MEDA countries</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Mar. 2002	ICE (Italian institute for foreign trade) and Veneto Regional Government
Brazil	<b>General Management training programme in favour of Brazilian entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Dec. 2001, Mar. - Apr. 2004	ICE (Italian institute for foreign trade) and Veneto Regional Government
Serbia	<b>General Management training programme in favour of Serbian entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Oct. 2001, Nov. - Dec. 2002, Feb. - Mar. 2005	ICE (Italian institute for foreign trade) and Veneto Regional Government
China	<b>General Management training programme in favour of Chinese managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	May 2001, June - July 2006	ICE (Italian institute for foreign trade) and Veneto Regional Government
Argentina, Chile and	<b>General Management training programme in favour of South-American entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to	Jan. - Feb. 2001	ICE (Italian institute for foreign trade) and

Uruguay	provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.		Veneto Regional Government
Poland	<b>International Marketing course in favour of Polish entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market.	Apr. 2000	Veneto Regional Government
Chile	<b>Marketing Course</b> for Chilean professionals organised within the framework of the initiative " <i>Mostra dei distretti produttivi veneti in Cile</i> " (Exposition of Venetian production districts in Chile). Presentation of the economic market of the Veneto area.	Nov. 1999	ICE (Italian institute for foreign trade) and Veneto Regional Gov.
Armenia	<b>General Management training programme in favour of Armenian officials and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Oct. - Nov. 1999	Veneto Regional Government
MERCOSUR member countries	<b>General Management training programme in favour of South-American entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Mar. 1999	ICE (Italian institute for foreign trade) and Veneto Regional Government
China	<b>General Management training programme in favour of Chinese government officials and managers of government-run enterprises</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market and to provide them with an understanding of the economic system of the North-East of Italy.	Nov. - Dec. 1997	ICE (Italian institute for foreign trade) and Veneto Regional Government
Croatia	<b>General Management course in favour of Croatian entrepreneurs and managers</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to provide participants with theoretical concepts and the necessary operational tools to face the challenges of today's competitive market.	Oct.-Nov. 1997, Sep. -Oct. & Nov. 1998, Oct. 1999, Oct. 2001, Nov.-Dec. 2002, Feb.-Mar. 2005	ICE (Italian institute for foreign trade) and Veneto Regional Government
Slovenia	<b>Marketing course in favour of Slovenian young managers and entrepreneurs</b> - The course consisted of business training classes and study tours to major companies in Italy. The objective was to teach participants the main concepts on topics related to the approach to international markets by providing appropriate operational tools in marketing.	Oct. 1997	ICE (Italian institute for foreign trade) and Veneto Regional Government
Poland	<b>Course on Environmental issues</b> in favour of high-level officials of the regions of Plock and Torun - The course consisted of business training classes and study tours to major waste disposal organisations. The objective was to provide participants with information on the environmental system in Europe and on EU regulations governing power, with a focus on issues pertaining to the storage of urban solid waste and sanitary controls.	Oct. 1997	Veneto Regional Government
Poland	<b>Course on SMEs and Regional Development in favour of high-level officials of the regions of Plock and Torun</b> - The course consisted of business training classes and study tours to major organisations in the field of the promotion and internationalisation of SMEs. The objective was to provide participants with information on SMEs at the Italian and international levels, with input on support initiatives for SMEs.	Sept. - Oct. 1997	Veneto Regional Government
Ethiopia,	<b>Management Seminar for Selected African Footwear Industry Managers</b> – The course featured lectures held	May 1996	UNIDO – United

Kenya, Zimbabwe	by University professors and company managers, as well as business visits to local shoe factories. Its main objective, taking into consideration the local conditions of the local footwear enterprises, was the upgrading and the improving of some African factories, in order to allow them to cope with the market: domestic and, notably, international market.		Nations Industrial Development Organisation - Vienna
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### 3) EU Initiative Projects

Country	Project	Dates	Funding agency
Austria, Italy, Slovenia	<b>Beyond the Crisis: Building New Shared Competences in the Euro-Region</b> - ESF – A training and study-tour project aims to provide Venetian Human Resources managers with specific competences and skills for a better analysis of training needs and a better training planning in Venetian Training Centres, Business Associations and medium-sized companies of the mechanics, logistics and tourism sectors.	Oct. 2009-June 2010	European Commission - European Social Fund
Italy, Sweden, Netherlands, Germany, Slovenia	<b>Productive and training districts of Northern Sardinia</b> - EC EQUAL Initiative - The project's objective was to support local potential, creating a training and productive district in order to improve the existing initiatives and to value the capacities of local public and private actors, inside a stable network. Foreseen actions were the integration and the improvement of the existing services, the development of tools to connect the training district to productive areas of North Sardinia, the strengthening of the welfare policies, the use of models and tools for the flexibility of learning and the adaptation of training of trainers methodologies	July 2005 - Feb. 2008	Italian Government, Sardinia Regional Government & European Commission
Italy, Austria, Germany, Spain, Slovenia	<b>EC.CO.MI Economy of Sharing and Microcredit</b> - EC EQUAL Initiative - The project's objective was to promote the cohesion and the social rooting through the development of the social economy and the working insertion in the territories of Verona, Belluno, Rovigo and Venice. The projects intended to make available to the social enterprises tools for the planning, the management and the control aimed to strengthen productive efficiency and social inclusion efficacy (social budget, balanced scorecard, business plan, etc), creating also opportunities of comparison with profit enterprises and Public Administrations for the opening of new markets.	July 2005 - June 2007	Italian Government, Veneto Regional Government & European Commission
Italy, Austria, Germany, Spain, Slovenia	<b>DIALOGOS – Public private partnership for the development of the Social Economy</b> - EC EQUAL Initiative – The project represents an innovative intervention of research, consultancy and training addressed to individuals, enterprises, the Third Sector and public administrations in the Provinces of Nuoro and Oristano. It intends to analyse, experiment and apply models of integration among public, private and social organisations. Its general goal is that of increasing the effectiveness and the efficiency of services, by improving the quality of work in the sectors involved and creating new jobs in the third sector, especially for weak and disadvantaged categories.	July 2005 - Dec. 2007	Italian Government, Sardinia Regional Government & European Commission
Italy, France, Portugal	<b>AT.TRAZIONI - Activities and actions to support transition of the job losers</b> - EC EQUAL Initiative - The project started from the problem of the increase in the number of workers who risk to be excluded from the labour market and from the consequent increase in the use of unemployment compensation and/or mobility. This process is caused by the economic crisis of some districts in the area of Matera (wood and furnishings, chemistry, textile) and leads to the impoverishment of human resources, often forced to emigrate to reinstate. The project's objective was to develop the area, enriching the Human Resources and improving the conditions of employability of the beneficiaries: redundancy fund recipients, mobility workers and employed (under and over 45).	July 2005 - Dec. 2007	Italian Government, Basilicata Regional Government & European Commission
Italy, France and Spain	<b>New Economy and Tourism</b> (Veneto) - EC EQUAL Initiative– A project featuring research, training and counselling activities in the framework of the tourist, cultural and environmental sectors in the north-eastern area of the Veneto region for the purpose of improving women's personal and professional life.	2002-2005	Italian Government and European Commission
Italy and	<b>Adapting skills for E-business and international development</b> - EC EQUAL Initiative - The project intended to	2002-2005	Italian Government and

Portugal	lead and assist employees by adapting them to the skill-related changes imposed to enterprises by the globalisation of the wood/furniture sector, through a set of actions addressed to employees and enterprises in the districts of the Triveneto area, of Lombardy and Marche regions. Support actions were set up in favour of: - enterprises of the wood/furniture districts, by improving the skills of the employees and by adapting enterprises, through assistance and guidance actions; - the education system by adapting school programmes for them to be in line with the professional needs of the district enterprises; - guidance structures further to the labour market by updating people working at employment centres on the evolution of the professional roles in the enterprises of the furniture sector.		European Commission
Italy and Spain	<b>New Skills for Internationalisation and E-Business</b> - EC EQUAL Initiative– Setting up of actions to support the cork and granite industrial districts and the food industry in Northern Sardinia. The initiative promoted the adaptability of workers to the global economy involving workers employed in the districts, enterprises, schools, employment services and public and private institutional actors on the basis of a strategic approach that brings together the key players of the whole socio-economic system of the industrial districts.	2002-2005	Italian Government, Sardinia Regional Government & European Commission
Italy, France and Belgium	<b>Adapting skills to the challenges of the net economy in the districts of the Friuli Venezia Giulia region</b> - EC EQUAL Initiative– The objective was to improve the skills of individuals and enterprises in the net economy. Activities aimed to integrate the training policies of labour with enterprise development in favour of employees of the following industrial districts: the cutlery, the chair production and the food industry in the Friuli Venezia Giulia region. Enterprises and employees of the above-mentioned districts were involved, as well as organisations of the school system, of the labour market system and the social system. The project featured research, in-house training, distance learning, one-to-one business assistance, training for school system and labour market experts by means of innovative training methodologies (competency-based and net-learning) and analysis of labour organisation targets. Particular attention was paid to women's employment in order to highlight any needs for social services that help them conciliate their professional life with their personal one.	2002-2005	Italian Government, Friuli Venezia Giulia Regional Government & European Commission
Italy and Germany	<b>Maternity and Professional Development in Banks</b> - EC EQUAL Initiative– The project's first phase was one of research in order to point out the difficulties found in managing maternity leaves inside banks. Based on the research results, an assessment motivational integrated model on competencies was developed.	2002-2004	Italian Government and European Commission
Italy and UK	<b>Integrated Welfare and Entrepreneurship (Veneto)</b> - EC EQUAL Initiative - The project aimed to analyse, experiment and apply integration models within public or private institutions and not for profit ones, focusing upon two points: 1) introducing managerial models in the not for profit sector based on the entrepreneurial experience of the private companies; 2) developing alternative management models of public or private services that may be addressed to the not for profit sector (outsourcing - from public or private institutions to not for profit ones). The introduction and the development of such models featured a training-research methodology that aimed at increasing the effectiveness and efficiency of the services offered to final consumers, improving the quality of public and private services managed by not for profit organisations, creating new jobs, in particular for disadvantaged people.	2002-2004	Italian Government, Veneto Regional Government & European Commission
Italy, Belgium and France	<b>Integrated Welfare and Social Entrepreneurship in the metropolitan city of Bari</b> - EC EQUAL Initiative - The project aimed to analyse, experiment and apply integration models within public or private institutions and not for profit ones, focusing upon two points: 1) introducing managerial models in the not for profit sector based on the entrepreneurial experience of the private companies; 2)- developing alternative management models of public or	2002-2004	Italian Government, Puglia Regional Government & European Commission

	private services that may be addressed to the not for profit sector (outsourcing - from public or private institutions to not for profit ones). The introduction and the development of such models featured a training-research methodology that aimed at increasing the effectiveness and efficiency of the services offered to final consumers, improving the quality of public and private services managed by not for profit organisations, creating new jobs, in particular for disadvantaged people.		
Italy, England and France	<b>DO to develop operations in SMEs</b> - EC ADAPT Initiative - Two projects that aimed to assist SMEs in the region of Lombardia and Veneto facing changes in market conditions (increasing demand for high performance in manifold areas) and having difficulties in implementing organizational-managerial innovations.	1997-2000	Italian Government and European Commission
Italy, France and Greece	<b>EUROGESTION BANKS-SMEs</b> - EC ADAPT Initiative - The project aimed to improve the skills of personnel in leading positions whose task was to manage relations with the banking and financial system and the connection with operations pertaining to the main business.	1997-2000	Italian Government and European Commission
Italy, Germany and Greece	<b>KEY ACCOUNT MANAGER FOR SMEs</b> - EC ADAPT Initiative - The project aimed to provide SMEs dealing with large retail chains with managerial tools in order to enhance their competitiveness.	1997-2000	Italian Government and European Commission
Italy, Germany, Netherlands	<b>RE-ENGINEERING AND BENCHMARKING THROUGH SMEs</b> - EC Initiative ADAPT - The project envisaged the development of a dynamic model of consultancy and distance learning on Business Process Re-engineering of SMEs.	1997-2000	Italian Government and European Commission
Italy, England, Germany and Spain	<b>DIANA, MARKETING ON-LINE</b> - EC NOW Initiative - A project that aimed to improve conditions for women, who did not have easy access to high-quality training, in order to help them find a job. The project focussed on electronic commerce and marketing through the Internet.	1997-2000	Italian Government and European Commission
Italy, Scotland, Germany and France	<b>SENSE Supporting Entrepreneurs for a New Strategic Environment</b> - EC ADAPT Initiative - The project was carried out in partnership with a number of EU organizations and envisaged research and training activities on cultural differences and their influence in business.	1995-1998	Italian Government and European Commission
Italy, Scotland, Greece, Spain, Portugal, France, Germany, Netherlands	<b>MANAGING CHANGE and VIGILANCE</b> - EC ADAPT Initiative - The projects were carried out in partnership with a number of EU institutions and aimed at improving and adapting the skills of managers and entrepreneurs in SMEs to changes in industry and business, using innovative and transferable methodologies in the financial area.	1995-1997	Italian Government and European Commission

#### 4) Master's Degree Programmes and other National Projects

Country	Project	Dates	Funding agency
Italy	<b>CHALLENGE Project – Phase III</b> - The project aims to experiment pilot actions for increasing the competitiveness of the social, economic and occupational systems of the Veneto region, through the adoption of methodologies focussed on Human Resources' valorisation and the innovation of the presently available competence models. Phase III, in particular, focuses on Continuing Education and includes actions finalised to the elaboration of modular training paths to be chosen from a catalogue, taking into account specific needs and letting each single employee personalise his/her own learning paths. It foresees supply of company and district/cluster training vouchers allowing to validate innovative methodologies and tools in the field of life-long learning as a strategy of investment on Human Resources. 10 productive district/clusters are involved.	July 2008 - Oct. 2009	Italian Public Bodies
Italy	<b>Master in Public Administrations Integrated Management</b> - A Master's programme addressed to executives of	June 2008-Oct. 2009	Italian Public Bodies

	central and local Public Administrations. It provides participants with an integrated and strategic view of Public Administration and its processes, through a part-time training programme. Its mission is to contribute to the enhancement of the participants' managerial skills and the development of new roles for Public Administration executives, with a focus on North-Eastern Italy and its main actors and through an central-local and public-private integration strategy.		
Italy	<b>Master in Lean Management</b> - A 10-month-long Master featuring classes one week a month, study-tours, on-the-field experiences of the Lean Laboratory initiatives and participation to kaizen improvement groups in the enterprises of the CUOA Lean Club.	Since June 2007	Course participants and sponsor companies
Italy	<b>Jobleader by CUOA</b> - An innovative integrated programme offering executive training courses, coaching packages and consultancy services, aiming to support the development of SMEs' key performers, considering both their professional duties and responsibilities in diverse functional areas strategic for business competitiveness. The most up-to-date methods/techniques in managerial development are applied in a personalized manner, in order to upgrade the technical and managerial skills of a business team. Recent interventions carried out within this programme included 5-month-long training programme "Doing Business in China".	Yearly since 2007	Course participants and sponsor companies
Italy	<b>Contemporary Future. The "OAC" Sheet and the Need for Cataloguing Works of Contemporary Art: Analysis, Works-in-Progress, Critical Situations and Experiences</b> - A set of training seminars addressed to directors and conservators of Venetian museums, as well as to those who are legally responsible for museums, collections and cultural heritage, to the technical staff in charge of catalogographic research, staff from Boards for Cultural Heritage and Preservation, etc.	March-June 2007	Veneto Regional Government
Italy	<b>Master for Entrepreneurs of SMEs</b> - A 20-month-long course featuring classes on two weekends a month, four long weekends, eight "Friday dinners" and distance learning.	Oct. 2006 - July 2008	Course participants and sponsor companies
Italy	<b>FARE IMPRESA NEL TURISMO - Project for professionals of the Venetian Tourist Business.</b> Its goal was to develop/upgrade the entrepreneurial and professional skills of people working in the tourist business, and to promote the knowledge and use of innovative management tools and methods, in order to disseminate the culture of quality and competitiveness of tourist products. Activities included courses in Tourist Business, Promotion and Web Marketing, a programme of specialised Seminars, events and on-line learning.	Nov. 2005-Apr. 2006, Dec.2006-May 2007	Veneto Regional Government
Italy	<b>Methodologies for the evaluation of University training offer according to training needs and professional outlets in the sector</b> – The project was a joint research and experimentation effort, involving Universities, social parties, entrepreneurs, labour and local communities representatives, with the aim of defining support actions and tools for enabling Universities of the Veneto Region (University of Verona, University of Padua, Ca' Foscari University of Venice, IUAV University of Venice) to enhance and plan their future training offer. The following specific project actions have been realized: <ul style="list-style-type: none"> <li>• Action 1 – Analysis of the new (after the reform) University training offer and benchmarking with other Regions</li> <li>• Action 2 - Elaboration of an experimental support model for the planning of University training offer.</li> <li>• Action 3 - Experimentation of this model in some sample programmes.</li> <li>• Action 4 - Elaboration of guidelines for a University planning in a multi-stakeholder-oriented perspective.</li> </ul>	May 2005 - June 2006	Veneto Regional Government
Italy	<b>Master in Business Innovation</b> - A full-time course featuring 6 months of academic and long-distance classes, laboratories and corporate study tours, and 4 months of internship. Participants are expected to produce a project	Yearly, since 2005	Course participants and sponsor

	work.		companies
Italy	<b>TIGER Project - Trust Interface for Generative Enterprise Relationships.</b> The object of the research was to build an effective trans European trusted network of interacting technological experts and enterprise advisors; the task assigned was to find a considerable number of cases of real technological problems that affected the production or the management of the enterprises, and start a process of collaborative exchange through the experts, together employed in finding some possible innovative solutions.	July 2004 - October 2005	UE Contract n° IPS 2000-00065
Italy	<b>Master in Retail Management</b> – A full-time course featuring academic classes (6 months) and an internship (3 mos.) during which partner companies are actively involved. Also a field project and an international field trip are scheduled.	Yearly, since 2004	Course participants and sponsor companies
Italy	<b>Part-time Executive MBA</b> - A 20-month-long course featuring classes on two weekends a month and distance learning.	Yearly, since 2003	Course participants and sponsor companies
Italy	<b>Part-time MBA</b> - This 20-month long course is addressed to managers, professionals and consultants who are willing to invest their time in learning new skills and becoming more competitive in the labour market. The classes are mainly scheduled in the evening and on the weekends for a total of 70 days (500 hours).	Yearly, since 2003	Course participants
Italy	<b>CRE.MA CREscita MANageriale in banca</b> – A training curriculum addressed to bank operators, whose goal is to promote the professional growth of high-potential young people who already have (or soon will have) high positions. Featured activities will facilitate and accelerate the set up and consolidation of a solid and qualified managerial class able to tackle future challenges.	2002 - 2007	Middle and big-sized banks
Italy	<b>Career guidance in transition</b> - The project's objective is to disseminate good practices relevant to methodologies in the field of professional guidance	2002 - 2003	Italian Ministry of Labour
Italy	<b>Specialisation Master for new bank professionals. Private Banking Consultant</b> – A training curriculum addressed to high-potential newly university graduates, whose goal was to create some professional figures able to provide financial counselling to high-profile customers asking for customised services to manage their finances.	2001 - 2002	Intesa BCI Group
Italy	<b>The vertical community of the textile-clothing industry of small enterprises and craftsmanship</b> - The objective of the project was to activate some training and information actions, aiming to create a <i>vertical community</i> (virtual district) on the national scale of the small enterprises and the crafts companies which operate in the textile and clothing industry. Such an initiative therefore contributed to the implementation of an on-line environment where companies sharing common problems could both take best advantage of common services and interact in order to exchange experiences and innovative solutions to solve similar critical aspects.	Nov. 2000 - Feb. 2002	Italian government
Italy	<b>Training courses addressed to public school principals</b> for the achievement of their professional qualification as high-level managers (25 editions in 5 different Italian regions).	May 1999 - June 2000	Italian Ministry of Public Education
Italy	<b>Professional on-line communities</b> - The project intended to facilitate the growth of families and professional knowledge, with special attention paid to middle-professionals in the hierarchic scale, through the activation of inter-organisational professional communities. The telematic network represented the major tool for the coordination and exchange of information within the communities. The professional on-line communities had the opportunity to become: 1) a learning place through the activation of training packages that can be customised and be used at a distance; 2) a meeting and discussion place for homogeneous professional figures so to promote the production of new knowledge through a continuous effort of selection and editing of the material produced by the	1999 - 2000	Italian Ministry of Labour

	communities' participants.		
Italy	<b>Evolving office, new competencies for the employees</b> - An extended research involving 398 individuals working in the accounts and technical offices of 31 enterprises located in the Northeast of Italy; the goal was to analyse these employees' role and skills as they change according to the transformation process that the organisation and technologies go through and to diagnose new professional profiles and necessary new skills. The research results were published in "L'ufficio che cambia. Nuove competenze per le professioni impiegatizie", edited by Anna Comacchio, Etas, Milan, 1999.	1998	Italian Ministry of Labour
Italy	<b>Centro Polo for VET and life-long learning in the Veneto area</b> - Appointed by the Veneto Regional Government, Fondazione CUOA set up a portal of long-life training ( <a href="http://www.regione.veneto.it/formazione/lavo/cuoa/index1.htm">http://www.regione.veneto.it/formazione/lavo/cuoa/index1.htm</a> ) for the purpose of studying new methodologies, contents and tools especially pertaining to long-distance learning and to the on line analysis of an individual's skills. Not limited to the examination of training requirements, the project intends to anticipate the needs that companies feel when lacking specific competencies or professionals in their organisation.	Yearly, since 1996	Veneto Regional Government
Italy	<b>Master in Banking and Finance</b> - A full-time master's degree course on banking and finance, accredited by the Italian association ASFOR, featuring academic classes (37 weeks) and an internship (12 weeks).	Yearly, since 1995	Course participants and sponsor companies
Italy	<b>Training courses addressed to young unemployed people</b> organised in the framework of the initiatives sponsored by the Veneto regional government and the European Union. The programmes featured courses in several fields (i.e. Export Management, Human Resources Management, IT Management, Quality System Management, E-business Process Management, Museums Management, Hotel Management, etc.).	1995-2006	Veneto Regional Government and EC (European Social Fund)
Italy	<b>Master in Integrated Business Management</b> - A full-time 13-month-long master's degree course on Integrated Business Management, accredited by the Italian association ASFOR. Featuring academic lessons (10 months) and an internship (3 months). Co-operation agreements with the MIT, Boston and with other international MBA institutions.	Yearly, since 1957	Course participants and sponsor companies