The professional profile of PhD-holders

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Core business

PHASE 2 **Skill development**

Entered PhD program specifically to further improve the capacity to develop new models for usage by other actors in evaluating and improving their digitalization status and investments. The PhD program has provided new quantitative and qualitative methods for developing analysis skills as well as experienced researchers at the top-end of knowledge in terms of research and digital transformation field.

Takes a critical look at his skills and experience and regularly fine-tunes his career goals.
Knows how to develop new skills to keep step with changing knowledge and needs.
Relies on advice from competent professionals (coaching) or experienced staff and takes their opinions into account; uses his networks to manage his career.
Is able to evolve gradually from technical expertise to managerial expertise.
Helps his staff develop their skills and networks and assists them in achieving career development goals.

PHASE 1 **Evaluation**

The PhD process automatically requires development of this stage by submitting work for peer-review before publication and periodic thesis research reviews. The development of the research also involves critical evaluation of other potential contributions to the work in order to develop clear targets for new knowledge development.

Evaluates the value of various documents concerning his field of expertise.
Is able to judge his own results in terms of both quality and added value.
Is willing to expose ideas to a critical audience; takes others' opinions of his work into account.
Is willing to evaluate the work of other contributors and provides reasoned, realistic judgments of others' work.

PHASE 2 **Information management**

Applied advanced analytic techniques on the meta level, such as bibliometric analysis, on collected data and database extractions which was peer-reviewed and accepted for publication.

Conducts advanced searches using a range of software solutions, resources and techniques, recognizing the advantages and limitations of each.
Masters the creation, organization, validation, sharing, storing and archiving of information and/or raw data and addresses the associated risks.
Understands the legal, ethical and security requirements of information management.
Is familiar with the value of, and uses, metadata.
Advises and assists his staff using information-gathering and management methods, critiquing sources and evaluating information and data.
Makes his staff aware of information security and legal and ethical requirements.

PHASE 1

Expertise and methods

Naturally developed as part of continuous literature review.

Masters the basic knowledge and key concepts of his field and knows their history and their significance.
Is familiar with recent progress in his field.
Can view his research activities within an international context.
Is familiar with the investigative methods and techniques of his field (including mathematics and statistics) and can explain why they are appropriate for a given purpose.
Is able to consider alternative methods and techniques.
Is able to formulate problems and hypotheses according to needs.
Defends his research findings in a constructive manner; provides evidence to support his ideas and proposals.
Organizes his presentations in a clear, informative and concise manner.

Personal and relational qualities

PHASE 2

Communication

Has been involved in presentations to the business sectors of new academic developments and research project results. Has led research projects with 1 or 2 other members in both English and Romanian that has resulted in publication of papers.

Adapts his register to communicate with experts in other fields at both the national and international levels.
Masters communication techniques for various contexts and media.
Communicates effectively when addressing a diverse and lay audience.
Knows how to address a community of professionals.
Educates and trains his staff in the use of digital communication technologies.
Is able to work and lead a group in at least English and one other world language.

PHASE 1

Analysis, synthesis and critical thinking

Developed as part of the thesis writing. Applied iterative development process of proposed modelling based on literature, constantly analyzing new research and implications for the thesis as well as the field of research.

Analyzes his own findings and those of his peers.
Is able to synthesize; expresses key ideas clearly.
Can sort and rank information according to the goal.
Pursues his reasoning and hypotheses free of dogmatism or ideological bias.
Has the objectivity to consider various schools of thought; is able to modify his point of view.
Demonstrates intellectual rigor.

PHASE 1

Open-mindedness and creativity

Has consistently changed the model and his own ideas based on newly acquired results and input of experienced researchers, even if they contradicted initial ideas.

Demonstrates an ability to acquire knowledge; shows flexibility and open-mindedness. Engages in interdisciplinary activities.
Possesses a constructive style of questioning and scientific doubt.
Develops, takes ownership of and tests new ideas; is clever; seizes opportunities.
Interacts with and seeks the collaboration of professionals of different cultures; knows how to accommodate cultural differences.

PHASE 1 **Commitment**

Despite significant disruption in terms of personal problems as well as technical challenges, he has been able to recover lost work and push back to continue developing his research.

Recognizes and can clearly identify his sources of motivation.
Is able to sustain his commitment and motivation in the face of setbacks and adversity.
Deals efficiently with the routine aspects of his job.
Strives for excellence; shows determination.
Learns from his mistakes and bounces back from failures.
Relies on the support and assistance of his peers.

PHASE 2 **Integrity**

Has consistently advised peers, whether in direct collaboration and otherwise, to maintain a high standard of intellectual integrity of their work and maintaining anonymity of research participants.

Builds staff awareness of the need for responsible conduct of research.
Advises his peers and staff concerning matters of respect, confidentiality, anonymity and intellectual property.

PHASE 1 **Balance**

Recognizes limits of his knowledge and asks questions to more experienced researchers in review.

Is aware of his aptitudes, knows how to take advantage of them and demonstrate them.
Expresses himself relevantly, confidently and didactically.
Recognizes the limits of his knowledge, skills and expertise, and knows where to find support when needed.
Is able to consider his practices and experience as part of the bigger picture.
Develops his strengths and knows how to correct his weaknesses by seeking the opinion of others.
Is aware of the need to reconcile career and personal life.
Develops mechanisms to cope with pressure and seeks support when needed.

PHASE 1 **Negotiation**

Has studied and taught Negotiation Management seminars as an Assistant Professor.

Is able to detect people's unstated needs based on the requests they formulate.
Knows how to reconcile the drivers, requirements and constraints of his contacts to reach a consensus, and is able to gather all the information needed to do so.

Business management and value creation

PHASE 1 **People management**

Has managed research work distribution in team of up to 3 people, coordinating work and managing improvements for publication.

Has experience with teamwork; knows how to encourage, support and recognize the contributions of each player.
Knows how to be a team player.
Is able to win the trust of his peers and his line management.
Can report on his activities.
Supports his peers when needed and can provide assistance.
Understands human resources policies and management tools such as recruitment, evaluation,

remuneration and strategic workforce planning.
Takes safety, social responsibility and labor law requirements into account.
Upholds rules on non-discrimination and equal opportunity among employees.

PHASE 1 Intellectual and industrial property

Has not filed a patent but has investigated the possibility of patenting or copyrighting elements of his research given its value as intellectual property for applications in business environment.

Has basic knowledge of the rules of intellectual/industrial property and copyright as they apply to his own activities.
Understands the advantages and drawbacks of filing a patent.
Is aware of the importance of controlling the release of information.