

12 Ιουλίου 2017

κα. Μαίρη Κουτσελλίνη  
Πρόεδρος Φορέα  
Διασφάλισης και Πιστοποίησης  
της Ποιότητας της Ανώτερης Εκπαίδευσης  
Υπουργείο Παιδείας και Πολιτισμού

**Θέμα: Δεύτερη Αξιολόγηση του Προγράμματος Σπουδών με την Επωνυμία "Master of Business Administration with Shipping (12 months FT or/ 24 months PT, / 90 ECTS / Masters)" του Ιδρύματος Ανώτερης Εκπαίδευσης The Cyprus Institute of Marketing, Limassol**

Αγαπητή κα. Κουτσελλίνη,

Σε συνέχεια της επιστολής σας με ημερομηνία 22 Ιουνίου 2017, σας υποβάλουμε δια της παρούσης Έκθεση τεκμηριώνοντας τις αλλαγές με πρόσθετα στοιχεία τα οποία έχουν κριθεί απαραίτητα για την πιστοποίηση του προγράμματος και την εύρυθμη λειτουργία του στο πλαίσιο των κριτηρίων διασφάλισης και πιστοποίησης της ποιότητας.

Είμαστε στη διάθεσή σας για τυχόν επιπρόσθετες πληροφορίες ή/και διευκρινίσεις.

Με εκτίμηση,

Γιάνκος Χατζηγιάννης, LL.B(Nott.), LL.M, PGDMS (Cantab.), Chartered Marketer  
Αναπληρωτής Γενικός Διευθυντής



**Reply to the decision of the Cyprus Quality Assurance Agency for Higher Education regarding the validation of CIM's Master of Business Administration with Shipping (12 Months FT/24 Months PT), dated 13 June 2017**

**Dr Christos Hadjiyannis**

*Director of Quality & Research*

**Dr Adamos Vlittis**

*Academic Director, Limassol*

**Capt. Valentin Mavrinac**

*Director of Shipping Studies & Programme Coordinator*

**Dr George Zachariades**

*Director of Postgraduate Studies*

*Report approved by the Academic Committee and the Internal Quality Assurance Committee*

**Limassol, July 2017**

## **Introduction**

Our Institute would like to express its sincere gratitude towards the members of the Board of the Cyprus Quality Assurance Agency for Higher Education, who ratified their decision on its 19<sup>th</sup> meeting, on 13 June 2017.

## **Response to specific conditions required by the Board of the Cyprus QAA for Higher Education:**

### **1. The programme should be adjusted so that it is of minimum of 13 months' duration (instead of 12 months' duration), a condition based on the relevant decision and announcement of the Board of the Agency**

- We had never before been informed about the decision of the Cyprus QAA for Higher Education to extend the minimum duration of Master programmes to 13 months;
- Nevertheless, our Academic Committee has proceeded with all the necessary adjustments meaning that, as from 1 July 2017, all of our Master programmes have been extended to a minimum of 13 months' duration;
- Commencement date for the October intake is set as the first week of October and for the January intake, the second week of January;
- Completion date for the October intake is set as the first week of November of the following year and for the January intake, the second week of February of the following year;
- The programme specifications for all programmes concerned have been updated accordingly;
- Our website and publications/advertising material have been updated accordingly.

**2. There is evidence of the need of enhancing the research activity of the Institute's faculty based on the EEC's comment 1.3.2.2 in their Report. In addition to this, we recommend the increase of academic staff with PhDs**

- As detailed in the MBA with Shipping Accreditation Application, out of the 8 modules on the programme, 6 have as Module Leaders teaching personnel with a PhD. The percentage of teaching personnel having one qualification higher than that which they deliver is 75%; the remaining 2 Lecturers are in the final stages of their PhD programmes;
- Looking at the 6 modules that are currently active (i.e. that are being delivered at the moment), 5 out of 6 have as Module Leaders teaching personnel in possession of a PhD, making the percentage of teaching personnel having one qualification higher than that which they deliver 83%;
- In addition to the above, and prior to the QAA Board's recommendation, we have, as part of our continuous efforts to better our academic programmes, to enhance our research activity, and continue to strive for academic excellence, we have recruited, as of 1 June 2017, two academics, one with considerable research output and experience and the other with a clear and provable potential for research excellent:
  - i. Prof. Andreas Hadjis, formerly Dean of the Business School of European University Cyprus, has joined our management team as "Head of Research & Development", with the primary objective to promote research collaboration and to lead a programme of research mentoring (see letter & CV attached).
  - ii. Ms Myria Kkali, who has just completed her PhD at the University of Nottingham, and who joins our management team as "Director of Undergraduate Studies", and whose job duties clearly include the undertake and promotion of research, including research collaborations (see letter & CV attached).
- In 2017, we increased our budget for research activity by more than 50% and many members of our faculty have taken the opportunity to present their research at international conferences. For example, see attached confirmation received only a couple of days ago for the acceptance of the paper submitted by Prof. Pete Mavrocordatos.
- Fanos Tekelas, a member of our Faculty, who has recently completed his PhD, has been appointed as of 10<sup>th</sup> July 2017 as a "Research Fellow" and received a significant grant from our Institute's Research Committee in order work on his research in the field of Entrepreneurship and SMEs (see letter & CV attached).

- Our Institute is an academic partner of the University of West London and of London South Bank University. In January 2016, we organised in Cyprus an international research conference, jointly organised by our Institute, London South Bank University and British University of Egypt; this provided a platform for our faculty and postgraduate students to present work and to form collaborative research networks.
- As of January 2017, we have established a "Research Working Group" with the University of West London to explore possibilities of research collaboration between our Faculties; there is significant research activity underway (see attached letter).
- CIM is a member of more than 11 international organisations and forums which have as an objective that of promoting research collaboration – e.g. EURASHE, ACU, CABS, etc.
- CIM has signed more than 20 bilateral agreements with International Universities, including among them a research collaboration agreement through Erasmus + and otherwise.
- We are in the final stage of setting up a leading Research Centre for Management Sciences in Cyprus, in collaboration with overseas partners, especially from the Middle East. This Research Centre will follow the standards of world acclaimed Universities and will provide a platform for Research activity for CIM faculty but also for research collaboration within Cyprus and from abroad.
- We undertake to continue our efforts to enhance the research activity at CIM. As part of these efforts, we have institutionalized monthly research papers (open to all researchers) and work-in-progress seminars (closed to faculty); we have 'writing clinics' for faculty; we provide financial support (and reduce teaching/admin duties in these cases) to faculty engaged in research; and we provide administrative support to faculty engaged in research. Recipients of help from CIM in 2016-17 include Prof. Pete Mavrocordatos; Capt. Valentin Mavrinac; and Dr Maria Socratous, who's applied for a British Academy of Management's Grant with our support.

### **Conclusion**

Based on the above, and with the attached supporting evidence in mind, we believe that we have conformed in full with additional requirements, and that we have implemented the conditions and recommendations of the Board of the QAA for Higher Education. We kindly ask the Board to confirm the accreditation of the above programme at the earliest convenient date, and remain at your disposal for any clarifications.

Names of personnel on the Panel that has produced the above Reply to the Report:

<b>Name</b>	<b>Position</b>
Christos Hadjiyannis	Director of Quality & Research
Adamos Vlittis	Academic Director
Valentin Mavrinac	Director of Shipping Studies
George Zachariades	Director of Postgraduate Studies

5<sup>th</sup> July 2017

**TO WHOM IT MAY CONCERN**

This is to confirm that as of 1<sup>st</sup> July 2017, I Prof Andreas Hadjis, have assumed the role of "Head of Development & Research" at The Cyprus Institute of Marketing, Nicosia/Limassol.

The main duties of my role are:

- Promote Research Collaboration within the Institute and with the partners of the Institute
- Enhance research activity through my own personal experience as a researcher and organise research seminars/conferences
- Represent the Institute at International Forums
- Organise a Research Forum for CIM Faculty and Postgraduate Students
- Publish a CIM Academic Journal and setup a CIM Academic Research Website/Blog

Signed Today

Prof Andreas Hadjis

## Curriculum Vitae

**Name:** Andreas Hadjis  
**Address:** Office: Diogenes St. Engomi, P.O.Box 22006, 1516, Nicosia  
Home: Ypatias 3, Apartment 42, Lykavitos, Nicosia  
**Telephone:** Office: +357 22/713128  
Home: +357 99/540759  
**Fax:** +357 22/590539  
**E-mail:** [andreas@cima.ac.cy](mailto:andreas@cima.ac.cy)  
**Personal:** Birthday: 23.09.47

**Education:** Undergraduate work:  
1972, B.Sc. in Physics and Mathematics, Athens University,  
1990, Diploma in Marketing, Chartered Institute of Marketing, UK,  
Graduate work:  
1991, MBA Degree, University of Sheffield, UK,  
1995, PhD, University of St. Gallen, Switzerland,  
Post- doctoral work:  
1994-1996, Postdoctoral Research, University of St.Gallen, (Research Fellow)

**Languages:**

1. English, fluent
2. German, fluent
3. Greek, fluent
4. French, proficient

**Academic Positions Held:**

1. 1989-1996, City University, Zurich, Frankfurt, Senior Lecturer in Organization, Marketing and Strategic Management, MBA level.
2. 1994-1996, Institute of Management, University of St.Gallen, Senior Research Associate in Systems Methodology, St.Gallen, Switzerland.
3. 1992-1997., WIFI, Dornbirn, Austria, Course Development, Lecturing, Middle and Senior Management training in Marketing Management und Marketing Logistics
4. 1996-2000, University of Applied Sciences Vorarlberg (Fachhochschule), Austria, Professor for Process Management and Business Reengineering as Core Competencies, School of Process and Project Management.
5. 1997-2002, Strathclyde University MBA-Program (St.Gallen, Zurich, Switzerland), Senior Lecturer in Operations and Operations Management.
6. 2000 up to day, Associate Professor of Management with specialization in Strategic Management.

7. 2001, Adjunct Professor, Strategic Management of Information Systems, Arkansas University MBA, Fall 2001
8. 2000-2004, Adjunct Professor, University of Applied Sciences Liechtenstein, Strategic Management of Information Systems, Masters Program.
9. 2004, Lecturer in Strategic Management, MIM, Cyprus Productivity Centre.
10. 2005-2010, Visiting Lecturer-Special Scientist in Marketing, University of Cyprus, Fall Semester 2005, Fall 2006, 2007, 2008, 2009, 2010, 2011,12,13,14.
11. 2011, promoted to the rank of full Professor.
12. 2017 up to day, Head of Development & Research, The Cyprus Institute of Marketing

#### **Administrative Academic Duties/Positions.**

1. 1997-2000, University of Applied Sciences Vorarlberg (Fachhochschule), Austria, Director of Program Business Process and Project Management, responsible for all budgets, more than 30 Lecturers, Project teams and 300 Students.
2. 2000 up to 2002, Head of Business Department, Cyprus College.
3. 2001-2006, ERASMUS Institutional Coordinator, Cyprus College.
4. Elected Dean of Business School, European University Cyprus, 2011-2014.
5. Editor/Assessor American Marketing Association.
6. Editor/Assessor, Decision Sciences Journal
7. 2017, Head of the establishment of the CIM Research Centre

#### **Industry Positions Held**

1. 1972-1977 Sandoz Hellas, Athens, Basle, Nicosia, Product Manager.
2. 1979-1987 Peletico Group, Nicosia, Export Manager, 1977-1979.
3. LEANCOR LTD, General Manager, (Company owned by A.Hadjis and C. Damtsas)
4. Galatariotis Group, Nicosia, Manager Building Materials Division, 1987-1989.

#### **Applied Research**

1. 1991-1996, VMP Management Partners AG., St. Gallen, Management Consultant (PIMS Strategy Projects, Quality Management, Organization and Information Systems).
2. 1994-1995, Swiss Bank Corporation, Basle, Consultant Information Management and Controlling, Department IOS (Informatics und Organization).
3. 1994-1996, Strategy and Quality Management, Planning with System Dynamics Models, SIEMENS AG (20 Subsidiaries for software development), Munich, Senior Consultant in VMP Consultants.

4. 1995-1996, PICO, Project Inventory and Controlling, Swiss Bank Corporation, Basle Switzerland, Senior Consultant in INTRASOFT INTERNATIONAL.
5. 1996-1997, .Market Planning Model (PIMS-System Dynamics) for MADAUS AG. Pharma-Konzern, Köln Germany,
6. 1998-1999, Knowledge Supply Chain Management, HILTI AG, Schaan, Liechtenstein.
7. 1999-2000, Quality Function Deployment at BALSERS AG, Liechtenstein,.
8. 2004-2006, Management Training on the application of Balanced Scorecards, MPM Group and CTC Group. Projects approved by the Industrial Training Authority.
9. 2007-2011, Customer Relationship Management MANDA Navigation, Limassol, Cyprus.

#### **Areas of Concentration/ Research Interests:**

Systems Theory, System Dynamics Modelling and Simulation, Quantitative Strategic Marketing Planning Models, Strategic Management and Information Systems, Process and Project Management, Operations Management

#### **Professional Associations, Academic Societies.**

1. 1994-2011, GWS (Gesellschaft fuer Wirtschaft und Sozialkybernetic), Society for Economic and Social Cybernetics (member).
2. 1994-2011, System Dynamics Society (member)
3. Chartered Institute of Marketing (Chartered Marketer)
4. 1995-1999, Project Management Austria (member)
5. European Marketing and Management Association, (member)

#### **Funding (grants, contracts)**

1. 1993-1994, Swiss Bank Corporation, SFr. 60000, Computerized Project Controlling and Management Information System
2. 1994-1996, University of St.Gallen Research Fund, SFr.150.000, Planning Models, Integration of PIMS and System Dynamics
3. 1997-2000, Ministry Of Science and Education, Austria, A Shilling 5.000.000, Cost Management of Value Adding Processes in the Transport Industry,
4. 1998-2000, German Society of Project Management, D.M. 10000, New Ways in Project Management,
5. 1999-2001, Hilti AG, Liechtenstein, Integrating Supply Chain Management and Quick Respond Models, 2 Master's Thesis, SFr 40000,.
6. 2007-2010, European University Cyprus, Stages of Strategic Management Development of Listed Companies, funded by Bank of Cyprus

## **Basic Research**

### **Doctoral Dissertation:**

1. 1994, Composite Models in Strategy Development, University of St. Gallen,

### **Books Edited, Written or Translated (written books, chapters in books)**

- 1 1995, A. Hadjis, Composite Models in Strategy Development (published Ph. D. Dissertation), Rosch-Buch Publications, Germany.
- 2 1996, PICO, Projekt Inventar und Controlling: Informatisierung des Strategischen Managements von Projekten, Schweizer Bankverein, Basle Switzerland.
- 3 1997, Corporate Simulation Models with System Dynamics: Intelligente Organisationen, Wirtschaftskybernetik und Systemanalyse, ISSN 0720-6992, Dunker & Humbolt GmbH, Berlin, 1999, Band 19.

### **Monographs/Chapters in Books**

- 4 1997, A.Hadjis, Corporate Models: Integration of PIMS and System Dynamics, , University of St.Gallen.
- 5 Neue Wege in Projektmanagement 1996-2000, Deutsche Gesellschaft fuer Projektmanagement, Stuttgart, Germany
- 6 2000, System Dynamics as Innovation in Project-Management: How to master Dynamics of the Project Environment, Deutsches Projektmanagement Forum
- 7 Papageorgiou, G., Hadjis, A., Chapter title: Strategic Management and Systems Thinking: Developing an Archetypical Model in book: Systems Thinking: Foundation, Uses and Challenges. Editors: Frank, M., Kordova, S., Shaked, H. (under contract publication 2016). Hauppauge, NY: Nova Science Publishers

### **Refereed Journal Papers – in print or submitted for publication (indicative)**

1. 1998, Creating Foresight with Feedback-Loops: An Integration of two Planning Methodologies, Journal of Business and Society, ISSN 1012-2591, Cyprus College, April.
2. 2002, New Planning Methodologies: Unite and Thrive, Inter-paradigm Planning Models in Strategic Management, Journal of Business and Society, Vol.14, Nr.2.
3. 2006, Papageorgiou, & G. N Hadjis A., Creating the Brain of the Firm: A Knowledge Management - System Dynamics Approach, in Transactions on Business and Economics International Journal, Issue 4, Vol. 3, ISSN: 1109-9526.
4. 2008, May, Papageorgiou G, Hadjis A, Abrosimova C: Management Fight Simulators; a New Approach to the

- Development of Decision Support Systems. Transactions on Systems (WSEAS), Issue 5, Volume 7.
5. 2011, G. Papageorgiou, A. Hadjis: Strategic Management via System Dynamics Models. World Academy of Science, Engineering and Technology, Issue 59, November 2011.
  6. 2012, Hadjis A: Model Validation: Bringing Economy and Robustness in Parameter Testing: A Taguchi Methods Approach. System Dynamics Review Vol. 17, Nr 14, October 2012.
  7. 2013, Hadjis AG. Papageorgiou: Sustainable New Product Development Planning Methods, submitted accepted but not presented paper for the 2nd Symposium of Business Systems Laboratory, to be presented in the 3rd Symposium in Perugia January 2015.
  8. 2014, Hadjis A, G. Papageorgiou: A Systems approach to Strategy Development, submitted paper under review for the International System Dynamics Society, Amsterdam, Holland

#### Invited papers, speeches

1. 1999, Quick Respond Programs: A new Competitive Weapon after the Liberization of Electricity Supply in Vorarlberg, Austria, Wirtschafts Forum (Economic Forum), University of Applied Sciences Liechtenstein.
2. 1999, Supply Chain Management in HILTI AG: A Model of Integration, Chamber of Commerce, Vorarlberg.
3. 2000, An IT-Architecture to Support Organizational Change: The Case of Computing Centre of Basoft AG, Federation of Industrialists, , Vorarlberg, Austria.
4. 2001, Market Oriented Evaluation of Business Processes: An Application of Conjoint Analysis in the case of WEBAMAG, Logistic Forum Austria, University of Applied Sciences Vorarlberg.
5. 1999, Measuring Market Success, Kaderschule, St. Gallen Switzerland, for Strathclyde MBA Students.
6. 2001, Strategic Management of Information Systems, for Masters Students and Managers, University of Applied Sciences Liechtenstein.
7. 2001, Outsourcing of IT/IS Services and Cultural Change, Seminar for Masters' Students, University of Applied Sciences, Liechtenstein.
8. 2002, The 6 sigma approach, Master's Seminar, for Strathclyde University MBA program, Swiss Campus.
9. 2008, Creating the Brain of the Firm, A. Hadjis and G. Papageorgiou, 9th WSEAS International Conference on MATHEMATICS & COMPUTERS IN BUSINESS & ECONOMICS (MCBE '08) Bucharest, Romania, June 24-26.

## Refereed Conference Proceedings

1. 1997, A. Hadjis, "An Integrative Approach for Formal Validation of System Dynamics Models", in: Proceedings, International Conference of Society for Economic and Social Cybernetics (GWS), University of St. Gallen, Switzerland.
2. 1998, M. Schwaninger, A. Hadjis, Model Building and Validation: Proceedings International Conference of System Dynamics Society, Quebec, Canada,.
3. 1998, A. Hadjis et al, "Neue Wege in Projektmanagement": Das Modell Lebensfaehiger Systeme und seine Anwendung Im Projektmanagemet, Deutsche Gesellschaft fuer Projektmanagement, Proceedings.
4. 2000, A. Hadjis: System Dynamics as Innovation in Project-Management: How to master Dynamics of the Project Environment, Deutsches Projektmanagement Forum.
5. 2006, Hadjis A & Papageorgiou, G. N., Strategic Skills for the Learning Organization: A System Dynamics Computer Simulation Approach, Proceedings of the 7th Int. Conf. on Mathematics & Computers in Business and Economics, June, Cavtat, Croatia.
6. 2006, Hadjis, A. & Papageorgiou, G. N., Combining Relativism with Logic and Empirical Knowledge: Integration of PIMS with System Dynamics for Formulating Effective Strategies, Proceedings of the 24th International Conference of the System Dynamics Society, July, Nijmegen, The Netherlands.
8. 2007, Hadjis A, Papageorgiou G. N., Validation of System Dynamics Models, Proceedings, 25<sup>th</sup> International Conference of the System Dynamics Society, Boston, MIT, July.
9. 2008, Hadjis A, Papageorgiou G.: New Planning Methodologies in Strategic Management: An Inter-paradigm System Dynamics Approach, Parallel Session and Proceedings, 26<sup>th</sup> International Conference of the Systems Dynamics Society, Athens Greece.
9. 2012, Hadjis A, Papageorgiou G.: Planning with System Dynamics: Product Life Cycle Management, International Conference of the System Dynamics Society, University of St. Gallen, July 2012.

## Administrative Projects managed for

### (a) University of St. Gallen

1. Development of System Dynamics Team and Industry network.
2. Curricula development for teaching System Dynamics
3. Organization of International Conferences in Systems Thinking.
4. Development of System Dynamics Doctoral Seminar

**(b) University of Applied Sciences Vorarlberg:**

1. Development of Program Business Process and Project Management
2. Core and support processes in the FH (Fachhochschule).
3. Organizational Development in the FH.
4. Quality Management in the FH.
5. Evaluation and new Accreditation of study program Business Process and Project Management.
6. Development of new Curriculum of study program Business Process and Project Management.
7. Development and Accreditation of Masters Program „Integrated Product Development“.
8. Development and Accreditation of Executive Study Masters Program “International Management Studies”.
9. Pilot Project Distance Learning, development of the Module Project Management with Open University UK
10. Pilot Project Distance Studies in Law (video-conferencing) with the University of Linz Austria and Open University UK

**(c) Graduate Business School St. Gallen**

1. 1999-2000, Development of Module Operations and Operations Management for the Swiss Masters programs,
2. 1998-2003, Development and Teaching of Module Operations and Operations Management for the Swiss Campus of Strathclyde University.

**(d) University of Applied Sciences Liechtenstein**

1. 2000-2003, Development and Teaching of Seminar Strategic Management of Information Systems,

**(e) Cyprus College and EUC, 2000-2003**

1. Re-examination and Proposal for Research activities
2. Development of Bachelor's' Study Programs for Registration and Accreditation.
3. Re-examination and proposal for the Faculty self-evaluation system
4. Proposal and Implementation of a new Grading Policy
5. Organisation of participation in Socrates/Erasmus program
6. Organization of internal training seminars (Effective Lecturing)
7. Introduction of ECTS.
8. Development of a Doctorate Program
9. Development of the MBA Program (accreditation)
10. Development of new courses (Supply Chain, Ethics and Society).
11. Development of a PhD program.

**Advisory (students supervised, theses directed etc)**

Advisor to more than 1700 students in Austria, Switzerland, Germany and Cyprus. Theses directed

more than 200 (in above countries) at Bachelors, Masters and Postgraduate level

**Teaching (selected seminars designed, courses taught)**

1. 1996, Seminar on Process and Project Management for Jacobs Suchard, Switzerland
2. 1997, Seminar for Masters Students on Strategic Management of Information Systems, University of Applied Sciences in Liechtenstein
3. 1998, Seminar on Project Management, Productivity Center, Vorarlberg Austria
4. 1997-1999, Seminar on Supply Chain Management and Computerized Integration Models, Federation of Industrialists, Vorarlberg, Austria,
5. 1989-2011, Hundreds of hours of teaching, in Switzerland, Austria, Germany and Cyprus, at undergraduate, graduate and postgraduate level in various Management Fields (see Working experience)

**Extra Curricular Activities:** Management Consultant.

**References:**

- a. Prof. P. Gomez, Rector, University of St. Gallen.
- b. Prof. M. Schwaninger, Institute of Management, University of St.Gallen.
- c. Prof. L. Leonidou, School of Business and Public Administration, University of Cyprus
- d. Mr. Uranios Joannides

26<sup>th</sup> June 2017

**TO WHOM IT MAY CONCERN**

This is to confirm that as of 1<sup>st</sup> July 2017, I Ms Myria Kkali, have assumed the role of "Director of Undergraduate Studies" at The Cyprus Institute of Marketing, Nicosia/Limassol.

The main duties of my role are:

- Coordinate the Undergraduate programmes of the Institute
- Supervise the Faculty of the Undergraduate programmes
- Promote Research Collaboration within the Institute and with the partners of the Institute
- Enhance research activity through my own personal experience as a researcher and organise research seminars/conferences
- Represent the Institute at International Forums
- Provide lecturing where so required

Signed Today

Myria Kkali

# Curriculum Vitae

**MYRIA KKALIS**

[myria@cima.ac.cy](mailto:myria@cima.ac.cy)

## EDUCATION

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Sept 2012 - Current

**The University of Nottingham, Nottingham University of Business School, UK**  
**PhD Marketing (Funded by Graduate Teaching Assistant PhD Scholarship)**

- Supervised by Professor Andrew Smith and Dr Robert Cluley (Complete Viva Voice on 24/05/17, **expected to graduate December 2017**)
- **Title:** Sensemaking in a data- based marketing setting: an investigation into marketers' meaning-creation in a data world
- This study concentrated on the **sensemaking processes of marketers in data-based marketing roles**. The study identified identity characteristics of marketing professionals that enable and hinder sensemaking and shared meaning creation in data-driven environments. The implications of such identities on data interpretation were also explored. The study also illuminated the social aspect of sensemaking in data analysis and interpretation whilst also emphasising the importance of supportive practices in the workplace. Lastly, the study presented routines as vital to data- based marketing tasks, as preserving practices that enable stability through which marketers can tackle the uncertainty and ambiguity that comes with data analytics.
- **PhD Taught modules:** Research Design and Philosophy, Development of Management Research, Qualitative methods and Further Qualitative Research.

Sept 2012 – Sept 2016

**The University of Nottingham Graduate School Short courses, UK**

- ILTP Teaching Qualification
- Small Group Teaching
- Research Interview Skills
- Marking and Assessment
- NVivo Training (QDA computer software package)
- Academic Writing: Achieving clarity
- Essential information skills for new researchers in Business
- Keeping up to date with new research in the Social Sciences
- Endnote introduction for referencing and citing

Oct 2011 – June 2012

**Professional Seminars, Cyprus**

- "Sales During an Economic Crisis", Cyprus Chamber of Commerce and Industry
- "Social Media Marketing", Knowledge Training
- "Persuasion Skills in Sales", Knowledge Training

Sept 2009 - Sept 2010

**The University of Nottingham, Nottingham University of Business School, UK**  
**MA Marketing (Awarded Mark: **Distinction**)**

- Main modules: Marketing Management, Consumer Behaviour, International Marketing, New Product and Service Development, Qualitative Research

Methods, Marketing Theory and Product Market Strategies.

- Dissertation topic: "The Power of the Tribe and Advertisement Avoidance in Online Communities".

Sept 2006- July 2009

**The University of Nottingham, Nottingham University of Business School, UK  
BA (Hons) Management Studies (2:1)**

- Main modules: Entrepreneurship and Business, Quantitative Analysis for Business, Management Accounting and Decisions, Marketing Service, Marketing and Society, The Psychology of economic decision making, Managing the Marketing Mix.

Sept 2004 – June 2006

**The Grammar School, Nicosia, Cyprus**

- School Leaving Certificate: 90%
- LCCI Book Keeping: Higher Examination (**Distinction**)
- GCE A' Level: Greek (A), Accounting (B) and Politics (C)

#### PUBLICATIONS

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Sept 2015

**Exploring the Organisational Cross-Functional Processes in Transforming Customer Data into Marketing Strategy**

- Paper published in the Conference Proceedings from the 2015 British Academy of Management Conference, hosted by the University of Portsmouth.

#### CONFERENCES

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Sept 2015

**Exploring the Organisational Cross-Functional Processes in Transforming Customer Data into Marketing Strategy**

- Paper presented at the 2015 British Academy of Management Conference, hosted by the University of Portsmouth.

#### TEACHING IN HIGHER EDUCATION

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June 2017- Current

**Lecturer in Marketing, Cyprus Institute of Marketing**

- Expected to begin teaching in October 2017 in the following modules: Research Methods, Behavioural Studies, Global Marketing, Principles of Marketing and Consumer Behaviour.

June 2013

**Received ILTP (Intensive Learning and Teaching Programme) certificate at the University of Nottingham**

Sept 2012- June 2016

**Graduate Teaching Assistant, Marketing Department, Nottingham University of Business School**

- Small group teachings in marketing modules to assist students comprehend and digest the material taught during lectures using case studies.
- Had the opportunity to give a lecture to a large audience (400 students) about Social Marketing. The lecture took place in a large lecture theatre which demands the presenter to move around the front of the room and be as vibrant as possible

to keep the audience's attention.

- Co-creative process in teaching obligations: Assisting in seminar design together with module conveyors and other teaching assistants. This includes topic design and slide preparation.
- Providing feedback to module conveyor after the completion of seminar/tutorial sessions and discuss possible alterations to improve teaching and learning method.
- Modules taught: Managing the Marketing Mix, Introduction to Marketing, Marketing and Society, Marketing Strategy

## WORK EXPERIENCE

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June 2017- Current

### **Director of Undergraduate Studies, Cyprus Institute of Marketing, Cyprus**

- Coordinating the Undergraduate programmes of the Institute
- Supervising the Faculty of the Undergraduate programmes
- Promoting Research Collaboration within the Institute and with the partners of the Institute
- Enhancing research activity through my own personal experience as a researcher and organising research seminars/conferences
- Representing the Institute at International Forums
- Providing lecturing where so required

Sept 2015- Oct 2016

### **Media Sales Coordinator, Nottingham Trent Students' Union, UK**

- Coordinated and drove all commercial media sales within the Students' Union, maximising sales and ensuring that agreed targets were met throughout the year.
- Met with clients and developed advertising and sponsorship packages to meet their requirements.
- Maintained up to date clientele databases and sourced new clients.
- Administered the accounts of advertising clients, ensured excellent customer service by maintaining communication with clients and ensuring client satisfaction post-publication/ activity.
- Developed a short and long term sales strategy
- Coordinated and drove Students' Union media sales including stall space at the Freshers' Fairs and Housing Fairs; advertising in Students' Union publications and digital channels; on-site brand engagement activities; sponsorship of activities and main events such as the Nottingham Varsities Series and Graduation Balls; Customer relationship management.
- Collaborated with large UK national and international corporations such as eBay, Amazon, Spotify, Asos, Etsy, The Co-operative, Endsleigh Insurance and Dominos.

Sept 2011 – Sept 2012

### **Sales Executive, Radio ASTRA 92.8 (Radiostage Co. Ltd), Cyprus**

- Generating income for the radio station from advertising sales and sponsorships.
- Account management and new customer recruitment
- Managing online advertising for both the company and customers.
- Assisting in planning and promotion of large-scale events and implementing through them the company's marketing policy.

- Monitoring industry trends, media ratings and translating it to useful information.

July 2008 – Aug 2008

**Summer Intern in Marketing Department, KPMG Nicosia, Cyprus**

Assisted in the day-to-day tasks of the marketing department

- Provided assistance by sharing my ideas in the development of an advertising campaign and various corporate events, which helped me improve my innovation and creativity skills as well as my written communication skills.

June 2007- Aug 2007

**Summer training in Marketing Research, David Salon Services Ltd, Cyprus**

- Individually carried out Market research for induction of new products in the market, and analysed whether it would be profitable for the company to add these products to its list of retail products.
- Assisted in inventory management procedures.
- Assisted in preparing a presentation for launching a new range of hair products to salons across Cyprus.

## SKILLS

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- Small group teaching and mentoring
- Excellent communication skills
- Problem-solving skills
- Working effectively on tight schedules
- Multitasking while coordinating and prioritising tasks
- Team working/ leading skills
- Presentation skills using PowerPoint Presentations

## QUALIFICATIONS

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- ILTP (Intensive Learning and Teaching Programme)
- NVivo QDA
- Microsoft Office (Word, Excel, PowerPoint)
- Microsoft Windows and Macintosh Operating System
- Computer designing using creative suits – Adobe
- Languages: English (fluent), Greek (native)

## REFERENCES

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**Professor Andrew Smith (PhD Supervisor)**

Marketing Division, Nottingham University Business School  
The University of Nottingham  
Nottingham  
NG8 1BB

**Dr Sally McKechnie**

Marketing Division, Nottingham University Business School  
The University of Nottingham  
Nottingham  
NG8 1BB

**Czech Institute of Academic Education z.s.**  
(Český institut akademického vzdělávání z.s.)

Vestecská 21, 252 42 – Vestec u Prahy, Czech Republic

Email: [info@conferences-scientific.cz](mailto:info@conferences-scientific.cz)

Web: [www.conferences-scientific.cz](http://www.conferences-scientific.cz)

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June 29, 2017

**Pete Mavrokordatos**

Cyprus Institute of Marketing (CIMA), Dep. Of Economics  
P. O. Box 25288, 1308 Nicosia, Cyprus

**Stan Stascinsky**

Tarrant County College, Dep. Of Mathematics  
828 Harwood Rd, Hurst, TX 76054, U.S.A.

**Number: IAC201711009**

**Subject: The invitation letter to the IAC-MEBM 2017 held in Austria**

Dear Authors,

Based on the decision of the conference chair, your proposal entitled "A Statistical and Historical Analysis of India's Economy" **has been accepted** for oral presentation at the International Academic Conference on Management, Economics, Business and Marketing in Vienna 2017 (IAC-MEBM in Vienna 2017), which will be held in Vienna, Austria, on November 24 - 25, 2017 and publication in the "Proceedings of IAC in Vienna 2017", ISBN 978-80-88203-04-9.

**Conference organized by the Czech Institute of Academic Education z.s. and Czech Technical University in Prague.**

Please use your reference number listed above in all future correspondence.

We look forward to seeing you there!

Cordially,

  
Radek Kratochvil, Ph.D.

**Czech Institute of Academic Education z.s.**

Email: [kratochvil@conferences-scientific.cz](mailto:kratochvil@conferences-scientific.cz)

Web: [www.conferences-scientific.cz](http://www.conferences-scientific.cz)

4<sup>th</sup> July 2017


**TO WHOM IT MAY CONCERN**

This is to confirm that I Mr Fanos Tekelas, previously a part-time member of the Faculty at The Cyprus Institute of Marketing, Nicosia/Limassol, has been appointed as of 10<sup>th</sup> July as a "Research Fellow" and have received a grant from the Institute in order to enable me to pursue further research on my area of expertise. My research expertise lies on SME, retailing, strategy and recession.

Moreover, as part of my duties I will:

- Promote Research Collaboration within the Institute and with the partners of the Institute
- Enhance research activity through my own personal experience as a researcher and organise research seminars/conferences
- Represent the Institute at International Forums
- Provide lecturing where so required

Signed Today

  
Fanos Tekelas

# Fanos Tekelas

## Curriculum Vitae

### RESEARCH

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My principal research interests focus on the retail environment in Cyprus with special reference to fashion retail SMEs and their strategic orientation. I am currently completing my doctoral research project on fashion retail SMEs under uncertainty.

Future research plans focus on the comparison of the strategic orientation of retailers between different countries as well as in other sectors in Cyprus and UK. My research and teaching interests focus on retailing, entrepreneurship and strategic management during recession.

### PERSONAL DETAILS

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**Profession:** Research Fellow and Lecturer  
**Current Position:** Research Fellow and Lecturer of The Cyprus Institute of Marketing  
**Telephone:** 00357 96484977  
**Email:** [fanos@cima.ac.cy](mailto:fanos@cima.ac.cy)

### EDUCATION

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**2013- Present (Due in August 2017) PhD "SME Strategic Responses to Recession: An Examination of the Cypriot Fashion Retail Sector coping with post-credit crunch crisis"**

University of Central Lancashire, Lancashire Business School, UK

Supervision team: Professor Philip Whyman (UCLan UK)

Professor Panikkos Poutziouris (UCLan Cyprus)

Dr Constantinos Theodoridis (Manchester Metropolitan University)

- Follows a phenomenological approach with an excessive use of multiple case studies.
- Research instruments used include survey questionnaire and semi-structured interviews.
- Publications in progress.

**2013-2014 Master of Philosophy (MPhil) – Pass, University of Central Lancashire, UK**

**2011-2012 Master of Business Administration (MBA) – Merit (68%), University of Sunderland**  
Dissertation: *"SMEs' strategic responses during the latest recession in the UK"*

**2008-2011 BA(Hons) Business and Management – 2:1, University of Sunderland**  
Dissertation: *"Business Link and the Services it provides"*

### SKILLS

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**Languages:** Greek (mother tongue), English (Fluent), Russian (Basics), Italian (Basics), Czech-Slovak (Basics)

**IT Skills:** Microsoft Office, SPSS

**Turnitin UK:** Excellent knowledge of Turnitin UK marking process.

## Professional Appointments

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### ACADEMIC

2017-Present

**Research Fellow, Cyprus Institute of Marketing**

**Appointed lecturer of the University of West London**

*Research Duties:*

- Promoting Research Collaboration within the Institute and with its partners
- Organizing research seminars/conferences
- Representing the Institute at international forums

*Teaching duties:*

- **Business Research Project – University of West London module(Nicosia and Liimassol Campus)**  
Supervision of 9 University of West London undergraduate business research projects.  
-Preparation of lecturing materials, guidance to students and assisting students on identifying case studies and research participants. Completion of research proposal and final dissertation.
- **Consumer Behavior –University of West London module(Nicosia Campus)**  
-Preparation of lecturing materials and assignments. Delivering lectures and providing guidance to students. Presenting professionals in order to transfer practical examples of consumer behavior to students. Marking assignments and offering feedback to students.  
-Second Marking for Consumer Behavior module at Limassol Campus.
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2016-2017:

**Lecturer, Business School, Cyprus Institute of Marketing**

**Appointed lecturer of the University of West London**

*Key modules and Responsibilities:*

- **Business Research Project – University of West London module(Nicosia Campus)**  
Supervision of 9 University of West London undergraduate business research projects.  
-Preparation of lecturing materials, guidance to students and assisting students on identifying case studies and research participants. Completion of research proposal and final dissertation.
- **Business Research Project-University of West London module (Limassol Campus)**  
Second Marking of 10 University of West London undergraduate business research projects. Responsible for research proposal and final dissertation second marking.
- **Consumer Behavior –University of West London module(Nicosia Campus)**  
-Preparation of lecturing materials and assignments. Delivering lectures and providing guidance to students. Presenting professionals in order to transfer practical examples of consumer behavior to students. Marking assignments and offering feedback to students.  
-Second Marking for Consumer Behavior module at Limassol Campus.

2013- 2015

**Tutor to PhD students- University of Central Lancashire Cyprus**

- Support first and second year PhD students throughout their doctoral degree.
- Offer seminars to give support and advices for best practice.

## INDUSTRIAL EXPERIENCE

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May 2013-November 2014	<b>Beverage Supervisor</b> Callisto Holiday Village	Nissi Avenue Ayia Napa 5343 Cyprus
May 2012- November 2012	<b>Barista</b> Café Nero	168-170 Friargate Preston Lancashire, PR1 2EJ UK
May 2012- October 2012	<b>Beverage Supervisor</b> East Z East Restaurant	19 Church Street Preston Lancashire, PR1 3BQ UK
May 2011- October 2011	<b>Food and Beverage Manager</b> Charitou and Varnava Limited	Vatheia Gonia Famagusta Ayia Napa 5330 Cyprus
May 2010- October 2010	<b>Beverage Supervisor</b> Charitou and Varnava Limited	Vatheia Gonia Famagusta Ayia Napa 5330 Cyprus

## PROFESSIONAL AFFILIATIONS

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- Regional Studies Association (2013-Present)
- Lancashire Institute for Economic and Business Research (LIEBR)(2013-Present)
- Centre for Entrepreneurial Development- Alliance-Research (CEDAR) (2013-Present)
- Professional Trainer for Businesses by the Human Resource Development Authority of Cyprus (Pending)
- Professional member of the Tourist Trade Industrial Company Famagusta (TEBEA) (2014-Present)

## CERTIFICATES AND AWARDS

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July 2013	European Open Days Master Class: Representing Cyprus in a European Parliament's debate about the latest recession. Award: European Parliament's Certificate of Engagement.
May 2012	BlackSwan Global Company in Collaboration with NHS and Rio Tinto: Business & Innovation Award: Professional Development Enhancement Scheme certificate.

## CONFERENCES/COURSES

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- **October 2013 Seminar** - "Fashion Retail SMEs strategic planning during the latest recession". Oral presentation at UCLan Cyprus.
- **September 2013 Seminar** - "The PhD Journey: What you should know and what to avoid". Oral presentation at UCLan Cyprus to PhD students and PhD supervisors.
- **July 2013 Symposium** - Research conducted by UCLan Cyprus Research Team in collaboration with TEBEA. Presentation of findings regarding "All Inclusive Hotels' Effectiveness" at Aeneas Hotel.

**Yangos Hadjiyannis**  
**Deputy Director-General**  
Cyprus Institute of Marketing  
25 Zannetos Street, Ayios Andreas  
1100 Nicosia  
CYPRUS

27<sup>th</sup> June 2017

**Re: Research Collaboration with the Cyprus Institute of Marketing**

Dear Mr Hadjiyannis,

I am writing to affirm our support for the initiative to develop a research collaboration between academics of our two institutions. Thank you also for sending us a list of your academic colleagues and their research interest. We have mapped this to the research interest and expertise at the Business School and also within other departments of the University, and have identified a good number of compatible interests.

I enclose a copy of the University of West London's research journal. Research academics at the Cyprus Institute of Marketing are welcome to submit papers for this journal publication. We also hold a Research Conference each year and here too we warmly welcome participation from colleagues at CIM.

We look forward to convening a research symposium with CIM on collaborative research projects.

With Kind Regards,

Dr Suresh Gamlath PhD

Dean