

Λευκωσία, 19 Φεβρουαρίου 2025

Προς: Όλους τους ενδιαφερόμενους

Θέμα: Ειδικές προσφορές για τα Μέλη του ΚΕΒΕ στα Προγράμματα Cambridge Executive Education

Κυρίες/οι

Σας ενημερώνουμε για την συνεργασία του CIM-Cyprus Business School με το Πανεπιστήμιο του Cambridge, ένα από τα κορυφαία πανεπιστήμια στο κόσμο, προσφέροντας δύο καινοτόμα προγράμματα:

- **Negotiations Lab, για τις ημερομηνίες 26-27 Σεπτεμβρίου, στο Four Seasons, στη Λεμεσό**
- **Transformation Leadership, για τις ημερομηνίες 5-6 Δεκεμβρίου, στο Four Seasons, στη Λεμεσό.**

Αξιοσημείωτο είναι το ότι είναι η πρώτη φορά που πανεπιστήμιο τέτοιου κύρους προσφέρει προγράμματα Executive Education στην Κύπρο.

Τα Μέλη του ΚΕΒΕ, εξασφαλίζουν ειδική έκπτωση ύψους 10% που παραχωρείται από το CIM-Cyprus Business School. Επισυνάπτονται τα έντυπα με τις σχετικές πληροφορίες.

Για περισσότερες πληροφορίες, παρακαλώ αποταθείτε στην ηλεκτρονική διεύθυνση exec.ed@cim.ac.cy

Με εκτίμηση

Κωνσταντίνος Χατζηπολυκάρπου
Λειτουργός
Τμήμα Υπηρεσιών, Εμπορίου και Ψηφιοποίησης

Nicosia, February 19, 2025

To: All interested parties

Re: Special rates for CCCI Members in Cambridge Executive Education Programmes

Ladies/Gentlemen

We would like to inform you about the collaboration of CIM-Cyprus Business School with the University of Cambridge, one of the leading universities in the world, offering two innovative programmes:

- **Negotiations Lab, 26-27 September, at the Four Seasons, in Limassol**
- **Transformation Leadership, 5-6 December, at the Four Seasons, in Limassol.**

It has been noted that this is the first time that a university of this calibre offers Executive Education programs in Cyprus.

The CCCI Members will have a special discount of 10% granted by CIM-Cyprus Business School. Please find attached the forms with the relevant information.

For more information, please contact exec.ed@cim.ac.cy

Yours faithfully

Constantinos Hadjipolycarpou
Officer
Department of Services, Trade & Digitalisation

Cambridge Judge Business School • Executive Education

THE CAMBRIDGE NEGOTIATIONS LAB - CYPRUS



UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation





The Cambridge Negotiations Lab - Cyprus

The Cambridge Negotiations Lab has been designed as an experiential learning environment for one simple reason: you improve your ability to negotiate by “doing it” and benefiting from feedback by others. This interactive workshop offers the opportunity to be reflective whilst putting into practise techniques and approaches for negotiating better outcomes. Theory will frame your experience, and each of the four sessions will be structured around an actual negotiation, ranging from a relatively simple two-party scenarios to vastly more complex multi-party ones.



Dates and fees

- 26-27 September 2024
- £2,990 + VAT (where applicable)

[Visit our website](#)

The facilitator for Cyprus



CIM - Cyprus Business School

CIM-Cyprus Business School was established in 1978 in Nicosia as The Cyprus Institute of Marketing and has been operating also in Limassol since 1984. Originally set up to promote the science of Marketing in Cyprus and abroad, during the last 45 years, CIM-Cyprus Business School has evolved into an all-round Business School, offering an array of programmes at both Undergraduate as well as Postgraduate level – from Marketing, Business, to Accounting and Finance, Shipping, and Human Resource Management, Law, Hospitality Management and other.

Over the years, CIM-Cyprus Business School has provided the opportunity to more than 10,000 students to acquire acclaimed qualifications and fulfil their aspirations. A lot of the CIM students are individuals who had missed out, for one reason or another, on the opportunity to study after graduating from secondary school, yet who always had the desire to pursue learning, gain further knowledge and qualifications, and advance their careers. Though CIM serves students of all ages and all walks of life, CIM still offers evening classes exclusively – in order to cater for the needs of working individuals. The CIM Faculty still puts emphasis on combining theory and practice and remain committed to offering the best and most accessible education at the most affordable fees.

The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies. [Find out more about CPD.](#)



Programme overview

Negotiators rarely ever receive constructive feedback from those best placed to provide it: the very people they are negotiating “against”. This hands-on workshop is structured around three key tensions that exist within most types of negotiations:

- Creating and distributing value
- Interests of principals and their agents
- Empathising with another’s point of view and asserting your own.

In any negotiation, people make implicit choices about how to manage each of these tensions, whether these involve tradeoffs or the creative leverage of differences. You will leave with a toolkit and set of experiences that you can use immediately.



“Met my expectations to structure my thinking about negotiations, gain cutting-edge concentrated knowledge and work on emotion control.”

Marcel Mikolášik, Chief Risk Officer, Aegon Life & Pensions Slovakia



Relationships are as fragile as they are valuable. They are key to achieving much of what we want from life and work and curating them requires skills. One such skill is negotiation. Whether contracting actors for a Beyonce production, securing the release of hostages during a tense standoff, or “simply” resolving conflict at work or home, the skills involved are fairly similar.

This “lab” aims to make a difference to whatever matters most to you: more effective deal-making, resolving conflict, or more meaningful, amicable relationships at work or home. You will experiment with increasingly challenging negotiations and receive first-hand feedback. You will leave with more self-understanding, greater self-confidence, and a set of tools you can use right away. All we ask is that you come prepared to roll up your sleeves, to support others as they seek to become more effective negotiators (as they will support you), and to be fully “present.”

PROFESSOR MARK DE ROND

Academic Programme Director, The Cambridge Negotiations Lab



Who should attend

This workshop is a safe environment to practice these skills and become a more effective negotiator. The programme attracts a wide variety of individuals from different industries, and we do our best to leverage this to maximise the learning experience.

The programme is designed for:

- Those with little or no formal training in negotiations.
- Executives seeking out best practice to drive their organisation’s negotiating performance.

Programme key themes

- Understand where you are more, and less, effective as a negotiator
- Understand what makes for more, and less, effective negotiating
- Recognise “bad behaviours” in negotiations and how to respond to them
- Develop the confidence to approach each scenario prepared and ready to take on any conflict that may arise
- Acquire a tried-and-tested toolkit that you can put to work straight away.



“I gained a wider range of negotiation experience, which I feel will enhance my confidence when dealing with difficult and challenging situations.”

Marc Woolfson, Director, WA Communications

Your learning journey

Module 1: Introduction to negotiation: critical elements of successful negotiations

In this module, you will take part in the Salt Harbour negotiation, based on a real-life negotiation. This exercise will allow you to experiment with different negotiation styles and analytical techniques in a safe space. You will learn what throws you off-balance in negotiations, what you find particularly challenging and where you are most effective.

By the end of this module, you will better understand:

- Manage conflict by reconciling different interests and objectives
- Use anchoring techniques in zero-sum negotiations
- Identify zones of possible agreements and walkaway positions.



Module 2: From zero-sum bargaining to win-win negotiating

This module expands your negotiations toolkit with a nine-step framework before taking part in a fictional negotiation, simulating the dialogue between a high-tech medical company and a small family-run distribution company, as they prepare a joint proposal for an international business venture. This will help you understand how to create value by leveraging differences, the pitfalls of negotiating across cultures, and how to manage principal-agent conflicts.

By the end of this module, you will better understand:

- Prepare for a negotiation using a 9-step framework
- Analyse the negotiators dilemma in knowing what strategies to use when
- Identify how to create and distribute value in win-win negotiations.

Module 3: Reconciling tensions and relationships in multi-party negotiations

In this module, we take you further as you take part in a multi-party negotiation. You will help negotiate the building a new deep-water port, hoping to ensure unanimous support for the proposed project. Here, you will have the opportunity to formulate a strategy for multi-party negotiations, and to test new negotiation techniques and approaches.

By the end of this module, you will better understand:

- Formulate a strategy to deal with multi-party negotiations
- Identify how coalitions influence the negotiation process
- Evaluate the changing nature of each party's best alternative to a negotiated agreement.



Module 4: Advanced multi-party negotiations: building consensus

The final module on the programme focuses on balancing empathy and assertiveness in negotiations. You will be invited to help negotiate a particularly difficult scenario: the rebuilding the World Trade Center post-911. This exercise is challenging but effective in allowing you to explore more and less effective ways of dealing with strong emotions in negotiations.

By the end of this module, you will better understand:

- Manage the balance between empathy and assertiveness in multi-party negotiations
- Vary your negotiation style in response to changing situations.

Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



PROFESSOR MARK DE ROND

**Academic Programme Director,
Professor of Organisational Ethnography**

Mark de Rond studies people by living with them under similar conditions so as to better understand how they experience, and develop meaningful relations to, the world around them. A recurring feature of his work is the variety of human experience in (relatively) extreme contexts.

His fieldwork has included prolonged stints with doctors and nurses at war (in Afghanistan), Boat Race crews in Cambridge, adventurers on the river Amazon, stop-the-war activists, and paedophile hunters. Subject-wise, his research focuses specifically on: (1) how people solve problems collectively under challenging conditions where there is a premium on collaboration; (2) the explanations people give for why things are as they are and not otherwise; and (3) how, as ethnographers, we understand, and reconcile ourselves to, the moral ambiguities and consequences of our work.



Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people
- Ability to embed on your website or email
- Available for download in digital format and print.

Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

Faculty

- Delivered by Cambridge University Judge’s world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
 - Psychometric testing both as part of the preparation and debrief on programmes
 - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.



You may also be interested in:

Transformational Leadership - Cyprus

In times of rapidly changing business contexts and globalised work, managers depend more than ever on their people for success. They thus represent both a key resource and a liability for managers. Tapping the full potential of teams however, may require leadership and people management skills that stretch beyond ordinary managerial competences. In this programme, we answer the question of how managers can lead teams for maximum commitment and put motivation centre-stage.

[View more online](#)



CIM-Cyprus Business School
25 Zannettos St., Ayios Andreas, 1100 Nicosia

T: +357 22778475
E: exec.ed@cim.ac.cy
www.cim.ac.cy

The organisers reserve the right to change any details of the programme without notice.

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Cambridge Judge Business School • Executive Education

TRANSFORMATIONAL LEADERSHIP

5-6 December 2024



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Cyprus
Business
School

EST. 1978



Transformational Leadership

In times of rapidly changing business contexts and globalised work, managers depend more than ever on their people for success. They thus represent both a key resource and a liability for managers. Tapping the full potential of teams however, may require leadership and people management skills that stretch beyond ordinary managerial competences. In this programme, we answer the question of how managers can lead teams for maximum commitment and put motivation centre-stage.



Face to Face

Dates and fee

- 5-6 December 2024
- The programme comprises 2 day-long sessions
- Sessions take place from 9.00-17.00 Cyprus time
- Programme fee: £2,990 + VAT (where applicable)



Venue

Four Seasons Hotel, Limassol

Hospitality Partner



FOUR
SEASONS
HOTEL

Visit our website

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Programme overview

This two-day programme aims to provide you with inspiration, tools and knowledge to enhance your leadership skills. It will help you strike the right balance between inspirational leadership and result-oriented management. This will enable you to develop a flexible leadership style to meet the diverse needs of your people. You will gain insight into motivating your people beyond simple monetary incentives, creating stimulating work and engaging working relationships. Covering more difficult topics, it will offer ways to overcome resistance to change and use influence to support your objectives.



Top Five Challenges

Leaders come to Cambridge to solve challenges in their organisations. If you are facing one of these five challenges, this programme will help you solve it.

1

How to adapt your leadership style to the diverse needs of your employees

3

How to get buy-in from your peers to new ideas they may find daunting

2

How to handle 'difficult' colleagues in your organisation .

4

How to motivate employees without using formal authority

5

How to manage change effectively in your organisation



Who should attend

- Managers who wish to learn more about motivation and people management
- Organisations and individuals who wish to develop leadership qualities during times of organisational change
- Executives wishing to develop their leadership styles.

Programme key themes

- Explore fresh perspectives and approaches on leadership
- Examine and reflect upon your own style of leading, motivating and persuading subordinates and colleagues
- Learn about tools and procedures to manage change and return to your business with concrete ideas of how to implement change.



"Leadership today is often in the context of change and being able to carry people with you is a vital skill separating leaders from managers. The ability to motivate without resorting to formal authority and persuasion rather than instruction have never been more important. Equally the ability to tailor your leadership style according to the needs of individuals is a skill with a high premium today. Using frameworks and tools, together with the peer interaction within the programme, we will equip you to take that step into true leadership."

DR ANDREAS RICHTER

Academic Programme Director, Cambridge Judge Business School

Featured case studies

Throughout the programme, you will draw upon a range of different case studies, where you will look at real-world companies facing different challenges with regards to the strategic direction of their organisation.



Wolfgang Keller

Wolfgang faces difficult choices in managing one of his employees – Brodsky. His choices are (a) not to give him a pay increase (equivalent to letting him go); (b) provide him with coaching, or (c) restructure the organisation to accommodate for his limitations. We will debate these choices, and develop an action plan on how they could be implemented. We then connect the case with ideas from leadership research.





"A stimulating mix of concepts and media to allow us to come to our own conclusions. I am applying the concepts, the situational and transformational leadership principles, the listening and the competency framework analysis of employees and what stage they are at. I really thought this was excellent."

Yvonne Pinto, Director of ALINE, Firetail

Your learning journey

Module 1: Leadership styles

This module examines different organisational leadership styles, including situational and transformational. You will explore your own leadership styles and discuss whether you can adapt them to the often diverse needs of your employees. You will explore the different skills associated these different leadership styles, and will discuss how leadership can inspire employees, whilst at the same time achieve results.

By the end of this module, you will understand:

- The different types of leadership styles
- Your dominant leadership approach
- How to adapt your leadership style to meet the needs of your employees.



Module 2: Managing change

This module explores how you can effectively introduce and manage change in your organisation and will provide you with some key steps for doing so. The session covers themes such as whether a 'top down' or 'bottom up' approach works best, whether the adoption of change should be incremental, and the effects of social and informal networks on organisational change. You will "practice" change management by working in teams on a real-life change management simulation. We will explore how to initiate and carry through a change management project, in order to create buy-in and breach resistance to change. We will also zoom in on our own change management initiatives and exchange experiences, tips, and tools.

By the end of this module, you will understand:

- Different approaches to leading organisational change
- How to manage resistance to change
- How social and informal networks can help facilitate change.

Module 3: Persuasion & influence

This module is concerned with the common situation where delegates have the right arguments and data in favour of their proposal, but for some reason are not as persuasive as they think they should be, or need to be. The module draws on both the art and the science of effective persuasion in F2F and social situations. It addresses strategies and tactics of social influence and how to persuade and influence colleagues to get results.

By the end of this module, you will understand:

- The 'art' and 'science' of effective persuasion
- The role of social dynamics that influence persuasion efforts
- A 'process view' of persuasion that is sensitive to time - the question of 'when' persuasion tactics are more or less effective.



Module 4: Motivating employees

Many managers face the tough issue of how to motivate employees in jobs that are not very inspiring and where monetary incentives are not available or insufficient. In this class, we will apply motivation concepts and tools to managerial practice. We will combine a simulation analysis with a few self-awareness tools and an exploration of the problems that participants face in managing their teams.

By the end of this module, you will understand:

- Understand some of the key motivators of human behaviour
- Acquire novel ideas on how to motivate employees beyond money
- Understand the importance of designing motivating work, as well as how to redesign work so that it is more motivating.

"Thank you all very much for a well-organised programme and uplifting experience – being in Cambridge as well added a special touch to the learning scope."

Stefania Galbiati Ball, Head of Annual Meeting, Protocol & Event Management Unit, EBRD





Your Name

Credential issued on: dd/mm/yy

Programme Name

Cambridge Judge Business School Executive Education delivers specialist programmes and outstanding professional development from a world-class centre of learning and innovation. We aim to deliver programmes in a diverse format that offers access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. All programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

This is a certificate preview, credentials issued will conform to programme particulars.

Academic programme director name
Academic Programme Director
Cambridge Judge Business School
University of Cambridge



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Dr Jane Davies

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Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



DR ANDREAS RICHTER

Professor of Organisational Behaviour

Andreas's teaching philosophy centres on the belief that learning should be experiential and participant-oriented. He strives to create a classroom environment that draws on many different techniques and materials, such as case analyses, group discussions, films, and experiential exercises, in order to facilitate the collective learning process and actively integrate participants' work experience, opinions, and views. Andreas has worked with, or consulted for, various public and private organisations in the health care, pharmaceutical, and financial sectors. His work focuses on team-working effectiveness, the stimulation of creativity and innovation, self-management training, and leadership development. He has led or contributed to executive education programmes in many organisations, including TomTom, Australian National University, UNICEF, Commercial Bank Qatar, Ministry for Internal Affairs United Arab Emirates, Abu Dhabi Police Force, the Indian Administration Service, Dell, and Barclays, among others.

Andreas is a trained psychologist who specialised in Industrial and Organisational Psychology, holds a PhD in management, and is a certified client-centred counsellor (occupational and clinical settings). He serves on the editorial board of the Academy of Management Journal, is a Consulting Editor at the Journal of Applied Psychology, and previously was Associate Editor for Applied Psychology: an International Review.

Prior to joining Cambridge Judge Business School, Andreas was Assistant Professor of Organisational Behaviour at Instituto de Empresa Business School, and a post-doctoral research fellow at Aston Business School.





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