CV

Dr. Michael Glykas

Education

09/94	**Ph.D Cambridge University U.K.**
	Ph.D Thesis: "Agent Relationship Morphism Analysis in Organisational transformation. The ARMA methodology for systematic business process redesign". Science and Engineering Research Council (SERC) Case Studentship Award, Sponsored by B.P and Pateras Institute. **Citations 5**
06/91	**Surrey University U.K**
	Beng in Information Systems Engineering, Honours Best Industrial year prize. Three best final year projects prize.

Education Experience

1993 - Today	**University of the Aegean**
	Assistant Professor Department of Financial and Management Engineering

During his academic career he has supervised more than 170 master theses.

Scientific Book Publications

1.	Michael Glykas (Ed). **Business Process Management: Theory and Applications**. Studies in Computational Intelligence No. 444, ISBN: 978-3-642-28409-0. Springer, Heidelberg, 2013. DOI: 10.1007/978-3-642-28409-0_10
2.	Michael Glykas (Ed). **Fuzzy Cognitive Maps: Advances in Theory, Methodologies, Tools and Applications.** Studies in Fuzzines and Soft Computing, ISBN: 978-3-642-03219-6. Springer.. 2010. DOI: 10.1007/978-3-642-03220-2_7 **Citations 60**
3.	Greek: Μιχάλης Γλύκας, Γιώργος Ξηρογιάννης, **Οργάνωση και Διοίκηση Χρηματοπιστωτικών Ιδρυμάτων**, Εκδόσεις Ελληνικά Γράμματα, 2004
4.	Greek: Μιχάλης Γλύκας, Γιώργος Ξηρογιάννης, **Στρατηγική Ηλεκτρονικής Επιχειρηματικής Χρηματοπιστωτικών Ιδρυμάτων**, Εκδόσεις Ελληνικά Γράμματα, 2004
5.	Greek: Μιχάλης Γλύκας, **Διαταραχές επικοινωνίας και λόγου: ευαισθητοποίηση, πρόληψη, παρέμβαση και νέες τεχνολογίες στην υγεία**, Εκδόσεις Ελληνικά Γράμματα 2003
6.	Greek: Μιχάλης Γλύκας, et.al., **Οδηγός Επιχειρηματικής Δράσης**. Εκδόσεις Μαθιουδάκη, Αθήνα 1996

Citations Evaluation in Google scholar (4/2/2014):

http://scholar.google.com/citations?hl=en&user=pJqeisQAAAAJ&view_op=list_works&cstart=40

Total Citations 668.

Publications: Refereed Book Chapters

1. Michael Glykas. **Fuzzy Cognitive Strategic Maps**. *In Fuzzy Cognitive Maps for Applied Sciences and Engineering. Intelligent Systems Reference Library, Volume 54, 2014, pages 291-318, ISBN: 978-3-642-39738-7 (Print) 978-3-642-39739-4 (Online)*

2. George Xirogiannis, Michael Glykas and Christos Staikouras. **Fuzzy Cognitive Maps in Banking Business Process Performance Measurement**. *In Fuzzy Cognitive Maps: Advances in Theory, Methodologies, Tools and Applications. Studies in Fuzzines and Soft Computing, ISBN: 978-3-642-03219-6. Springer.. 2010. DOI: 10.1007/978-3-642-03220-2_7*

   <u>Citations 9.</u>

3. T Holden, M Glykas, P Wilhelmij, B Reynolds. **Lifetrack: organizational modelling for safety-critical decision support**. *In Technology and Assessment of Safety-Critical Systems, Cambridge University Press, 1994.*

   <u>Citations 6.</u>

4. Valiris, G. and Glykas, M. **Developing Solutions for Redesign: A Case Study in the Tobacco Industry**. *Evolution and Challenges in System Development, Zupancic, J.; Wojtkowski, W.G.; Wojtkowski, W.; Wrycza, S. (Eds.), 756 p., ISBN-10: 0-306-46053-X, ISBN-13: 978-0-306-46053-1, Kluwer Academic Publishers, New York.* 1999

   <u>Citations 4</u>.

5. M Glykas, P Chytas. **Team work based care in speech and language therapy through web-based tools and methods.** *Studies in health technology and informatics, 343-354, 2004,*

   <u>Citations 2</u>.

6. G Xirogiannis, M Glykas. **Fuzzy causal maps in business modeling and performance-driven process re-engineering**. *Methods and Applications of Artificial Intelligence, 331-341, 2004*

   <u>Citations 3.</u>

7. Panagiotis Chytas, Michael Glykas and George Valiris. **Software Reliability Modelling Using Fuzzy Cognitive Maps**. *In Fuzzy Cognitive Maps: Advances in Theory, Methodologies, Tools and Applications. Studies in Fuzzines and Soft Computing, ISBN: 978-3-642-03219-6. Springer.. 2010. DOI: 10.1007/978-3-642-03220-2_7*

   <u>Citations 3.</u>

8. George Stakias, Markos Psoras and Michael Glykas. **Fuzzy Cognitive Maps in Social and Business Network Analysis**. *In BUSINESS PROCESS MANAGEMENT Studies in Computational Intelligence, 2013, Volume 444/, Springer, Heidelberg, 2013, 241-279, DOI: 10.1007/978-3-642-28409-0_10*

9. Effimia Pappa, Michail Giakoumis, Viktoria Voxaki and Michael Glykas. **Managing Organizational Intellectual Capital.** *In BUSINESS PROCESS MANAGEMENT Studies in Computational Intelligence No. 444, ISBN: 978-3-642-28409-0. Springer, Heidelberg, 2013. DOI: 10.1007/978-3-642-28409-0_10*

10. Christina Ampantzi, Marianthi Psyllou, Evaggelia Diagkou and Michael Glykas. **Managing the SME Clustering Process Life-Cycle**. *In BUSINESS PROCESS MANAGEMENT Studies in Computational Intelligence No. 444, ISBN: 978-3-642-28409-0. Springer, Heidelberg, 2013. DOI: 10.1007/978-3-642-28409-0_10*

11. Apostolia Plakoutsi, Georgia Papadogianni and Michael Glykas. **Performance Measurement in Business Process, Workflow and Human Resource Management.** *In BUSINESS PROCESS MANAGEMENT Studies in Computational Intelligence No. 444, ISBN: 978-3-642-28409-0. Springer, Heidelberg, 2013. DOI: 10.1007/978-3-642-28409-0_10*

12. E. Sezenias, Alexandros Farmakis, Giorgos Karagiannis, Evaggelia Diagkou and Michael Glykas. **A Holistic Business Performance Measurement Framework** . *In BUSINESS PROCESS MANAGEMENT, Studies in Computational Intelligence, 2013, Volume 444/2013, 75-98, DOI: 10.1007/978-3-642-28409-0_3*

13. Xirogiannis, G. and Glykas, M. **Fuzzy Causal Maps in Business Modeling and Performance-Driven Process Re-engineering**, *Lecture Notes in Computer Science, Springer-Verlag Heidelberg, pg: 331-341. Methods and Applications of Artificial Intelligence, Third Helenic Conference on AI, SETN 2004, Samos, Greece, May 5-8, 2004, Proceedings, Series: Lecture Notes in Computer Science , Vol. 3025, Sublibrary: Lecture Notes in Artificial Intelligence, Vouros, George A.; Panayiotopoulos, Themistoklis (Eds.), 2004, XV, 546 p., Softcover, ISBN-10: 3-540-21937-4, ISBN-13: 978-3-540-21937-8.*2004

14. G Valiris, M Glykas. **Developing Solutions for Redesign**. *Evolution and Challenges in System Development, 607-620,   1999.*

Publications:- Peer Reviewed Journal Papers

1. M Glykas. **Fuzzy Cognitive Strategic Maps in Business Process Performance Measurement.** *Expert Systems with Applications, 2012, Volume 40, Issue 1, January 2013, Pages 1-14.*

   <u>**Citations 8.**</u>

2. M Glykas. **Performance measurement scenarios with fuzzy cognitive strategic maps**. *International Journal of Information Management, Volume 32, Issue 2, April 2012, Pages 182-195.*

3. M Glykas. **Performance Measurement in Business Process, Workflow and Human Resource Management**. *Knowledge and Process Management, 18 (4), 241-265, 2011.*

4. M. Glykas. **Effort based performance measurement in business process management.** *Knowledge and Process Management 18 (1), 10-33, 2011*

   <u>**Citations 16.**</u>

5. P Chytas, M Glykas, G Valiris. **A proactive balanced scorecard**. *International Journal of Information Management 31 (5), 460-468, 2011*

   <u>**Citations 9**</u>.

6. Xirogiannis, G., Chytas, P., Glykas, M. and Valiris, G. **Intelligent Impact Assessment of HRM to the Shareholder Value**, *Expert Systems with Applications, Vol. 35, pp. 2017-2031.* 2008

   <u>**Citations 30.**</u>

7. M. Glykas. **Workflow and process management in printing and publishing firms** *International Journal of Information Management, Volume 24, Issue 6, Pages 523-538. December 2004*

   <u>**Citations 15.**</u>

8. Xirogiannis, G. and Glykas, M. **Intelligent Modeling of e-Business Maturity,** *Expert Systems with Applications, Vol 32/2 pp 687-702.* 2007

   <u>**Citations 42.**</u>

9. Chytas, P., Glykas, M., Staikouras, C. and Valiris, G. **Performance Measurement in a Greek Financial Institute Using the Balanced Scorecard**, *Journal of Measuring Business Excellence, Vol.10, Issue 2.*2006

10. Valiris, G., Chytas, P. and Glykas, M. **Making Decisions Using the Balanced Scorecard and the Simple Multi-Attribute Rating Technique**. *Performance Measurement and Metrics, Volume 6, Issue 3, pp. 159-171.* 2005

    <u>**Citations 32.**</u>

11. Glykas, M. and Chytas, P. **Next Generation of Methods and Tools for Team Work based Care in Speech and Language Therapy**. *Telematics and Informatics, Volume 22, Issue 3, August, pp. 135-160.* 2005

    <u>**Citations 8.**</u>

12. Glykas, M. and Chytas, P. **Emerging Technologies in Speech and Language Therapy**. *The Journal of Information Technology in Healthcare, Volume 3, Issue 2, pp. 109-120.* 2005

    <u>**Citations 1**</u>.

13. Glykas, M. and Xirogiannis, G. **A soft knowledge modeling approach for geographically dispersed financial organizations,** *Soft Computing, Springer Berlin Heidelberg, vol. 9, no. 8, pp. 579-593.*2004

    <u>**Citations 18.**</u>

14. Glykas, M. and Chytas, P. **Web-based Asthma Collaboration Management and Public Awareness**. *The Journal of Information Technology in Healthcare, Volume 2, Issue 6, pp. 427-438.* 2004

    <u>**Citations 1.**</u>

15. Glykas, M. and Chytas, P. **Technology Assisted Speech and Language Therapy**. *International Journal of Medical Informatics, Volume 73, Issue 6, June, pp. 529-541.* 2004

    <u>**Citations 11.**</u>

16. Glykas, M. and Chytas, P. **Technological Innovation in Asthma Patient Monitoring and Care**. *Expert Systems with Applications, Vol. 27, Issue 1, June, pp. 121-131.* 2004

    <u>**Citations 25.**</u>

17. Xirogiannis, G., Stefanou, J. and Glykas, M. **A Fuzzy Cognitive Map Approach to Support Urban Design**. *Journal of Expert Systems with Applications, Volume 26, Issue 2.* 2004

    <u>**Citations 61**</u>.

18. Xirogiannis, G. and Glykas, M. **Fuzzy Cognitive Maps in Business Analysis and Performance Driven Change**. *Journal of IEEE Transactions in Engineering Management, Volume 13, Issue 17.* 2004

    <u>**Citations 57.**</u>

19. Valiris, G. and Glykas, M. **Business Analysis Metrics for Business Process Redesign**, *Business Process Management Journal, Vol. 10, No. 4, pp 445-480.* 2004

    <u>**Citations 20.**</u>

20. Xirogiannis, G. and Glykas, M., **Fuzzy Cognitive Maps as a Back End to Knowledge-Based Systems in Geographically Dispersed Financial Organisations**, *Knowledge and Process Management, Vol. 11, Number 0, pp. 1-18, Invited Paper.* 2004

   <u>Citations 14.</u>

21. Valiris, G. and Glykas, M. **A Case Study on Reengineering Manufacturing Processes and Structures**. *Knowledge and Process Management Journal, Jan-March, Volume 7, Number 1, pp 20-28.* 2000

   <u>Citations 10.</u>

22. Valiris, G. and Glykas, M. **Critical Review of Existing BPR Methodologies: The Need for a Holistic Approach**. *Business Process Management Journal, Volume 5, Number 1, pp 65-86 Literati Club Excellence Award.* 1999

   <u>Citations 106</u>

23. Glykas, M. and Valiris, G. **ARMA: A Multidisciplinary Approach to BPR**. *Knowledge and Process Management Journal, Volume 6, Number 4, pp 213-226.* 1999

   <u>Citations 6.</u>

24. Glykas, M. and Valiris, G. **Formal Methods in Object Oriented Business Modelling**. *The Journal of Systems and Software, Volume 48, pp.27-41.* 1999

   <u>Citations 22.</u>

25. Glykas, M and Valiris, G. **Management Science Semantics for Object-Oriented Business Modelling in BPR**. *Information and Software Technology, Volume 40, pp.417-433.*1998

   <u>Citations 10.</u>

Publications in Peer Reviewed Journals (Internally Evaluated and Cited)

1. T Holden, M Glykas. **Enterprise Modeling And Process Design Techniques For Configuration Management**. *Information Engineering Division, Department Of Engineering, University Of Cambridge, 1994*,

   <u>Citations 2</u>.

2. M Glykas. **Agent relationship analysis in organisational transformation: the ARMA methodology for systematic business process redesign**. *Information Engineering Division, Department Of Engineering, University Of Cambridge, 1994*

   <u>Citations 3</u>.

Publications under Review

1. M. Glykas. **Intellectual Capital Business Process Management Framework.** Business Process Management Journal.

2. M. Glykas. **Business Cluster Intra Process Management Framework**. Expert Systems with Applications

3. M. Glykas. **Organizational and Process Performance Measurement in Quality Frameworks and Standards**. Knowledge and Process Management Journal.

4. M. Glykas. **Fuzzy Cognitive Maps in Social Network Analysis**. International Journal of Information systems.

5. M. Glykas. **Effort Based Performance Measurement in Banking**. Knowledge and Process Management Journal.

Publications in Conferences with Peer Reviews

1. Chytas, P., Glykas, M. and Valiris, G. (2008), **A Proactive Fuzzy Cognitive Balanced Scorecard,** *Proceedings of IEEE World Congress on Computational Intelligence (WCCI2008), Hong Kong, June 1-6, 2008.*

   Citations 5.

2. T. Holden, M. Glykas, P Wilhemji. **Modeling Organisational Processes Using the Agent Relationship Morphism Methodology**. *Proceedings of the 14th Hawaii International Conference on Systems Science, 1994,*

   Citations 6.

3. Xirogiannis, G. and Glykas, M. Vassilia Stefanou, (2005) **Towards e-Business Intelligent Modeling**. *International Conference EpsMso, July.*

4. Xirogiannis, G., Chytas, P. and Glykas, M. (2005) **Towards Soft Modelling of Human Resource Management**. *Proceedings of (1st IC-EpsMsO) First International Conference on Experiments/Process/System Modelling/Simulation/Optimization, Athens, Greece, July 6 - 9.*

   Citations 2.

5. Glykas, M. and Chytas, P. **Team Work based Care in Speech and Language Therapy through Web-based Tools and Methods (Telelogos)**. *Proceedings of the International Congress on Medical and Care Compunetics NCC, The Hague, Netherlands, June 2-4.* 2004

   Citations 2.

6. Glykas, M. and Chytas, P. **Web-based Asthma Collaboration Management and Public Awareness**. *Proceedings of the International Congress on Medical and Care Compunetics NCC, The Hague, Netherlands, June 2-4.* 2004

7. Xirogiannis, G., Glykas, M. and Stefanou, V. **Decision Modeling in Geographically Dispersed Financial organizations**. *International Conference From Scientific Computing to Computational Engineering, Sep*tember. 2004

8. Glykas, M., Chytas, P. and Xirogiannis, G. **Telelogos: Next Generation of Methods and Tools for Team Work based Care in Speech and Language Therapy**. *Conference Proceedings, 1st Telelogos Conference & 9th Congress of the Panhellenic Association of Logopedists on Communication and Language Disorders: Prevention, Research, Intervention and New Technologies in Health, 17-18 January, Athens, Greece.* 2003

9. Glykas, M. and Litinas, N. **From Rapid Growth to Maturity: The Need for Holistic Methodologies in Business Process Redesign**. *In the Proceedings of the European Conference of Information Systems, December.* 1995

   Citations 2.

10. Glykas, M., Holden, T. and Wilhelmij, P. **Modelling Safety Critical Organisational Processes Using the Agent Relationship Morphism Methodology (ARMA)**. *In Proceedings of the 14th Hawaii International conference on Systems Science, Hawaii, IEEE Computer Society Press, 1-4 January.* 1994

    Citations 2.

11. Dodson, D and Glykas, M. **ICD-EDIT: A Process for 3-Dimensional Knowledge Base System Visualisation**. *In Proceedings of Workshop on Co-operative knowledge Based Systems, Keele, 8-10 September.* 1993

12. Glykas, M., Holden, T. and Wilhelmij, P. **Modelling the Collective Behaviour of Organisational Agents in the Petrochemical Industry Using the Agent Relationship Morphism Analysis (ARMA) Methodology**. *In Proceedings of the OOPSLA 93 Workshop on Modelling the Collective Behaviour of Organisational Agents, September.* 1993

    Citations 6.

13. Glykas, M., Wilhelmij, P and Holden, T. **Formal Methods in Object Orientation**. *In Proceedings of the European Conference on Object Oriented Programming (ECOOP) '93, Workshop on Applications of Object Oriented Formal Methods, Kaiserlautern, Germany, July 26-30.* 1993

14. Glykas, M., Wilhelmij, P. and Holden, T. **Object Orientation in Enterprise Modelling and Information System Design**. *Proceedings of IEE Colloquium on Object Oriented Development, 14th of January.* 1993.

    Citations 7.

15. Glykas, M., Wilhelmij, P. and Holden, T. **Object Oriented Information Systems Development**. *In Proceedings of the 4th Hellenic Conference, Patras, Greece, November.* 1993

    Citations 6.

16. Glykas, M., Wilhelmij, P. and Holden, T. **Verifiable Object Oriented Designs**. *In Technology of Object Oreinted Languages and Systems '93, Prentice-Hall, Englewood Cliffs, NJ.* 1993

    Citations 7.

17. Holden, T. and Glykas, M. **Enterprise Modeling and Process Design Techniques for Configuration Management**. *In Proceedings of Intelligent Manufacturing Systems Workshop, Geneva, September.* 1993

    Citations 2.

18. Glykas, M., Patel, U., Sutcliffe, A., Dodson, D. and Hackett, T. **Towards Interactive explanation by 3D Visualisation**. *In Proceedings of International Workshop on Task Based Explanation, Samos, Greece, May.* 1992

    Citations 2.

19. M Glykas, P Wilhelmij, T Holden. **Object orientation in enterprise modeling and information system design**. *COLLOQUIUM DIGEST-IEE, 8-8, 1993*,

Citations 7.

20. M. Glykas, T Holden. **Formal Methods in Object Orientation**. *Proceedings of the European Conference on Object Oriented Programming, 1993*,

Citations 6.

Funded Research Programs

04/10-04/12	**Project CADIC**
	Head of Scientific Committee. European Union Funded Project. Aim was the development of tools and methodologies for SME Cluster Creation, Management and Development.
04/07-04/09	**Project INCAS**
	Head of Scientific Committee. European Union funded Project focusing on the Process of Intellectual Capital Evaluation.
01/01- 01/04	**Project Telelogos**
	Project Director. European Union Funded Project. Technology Assisted Speech Therapy software solutions.
09/01- 01/03	**Project AsthmaWeb**
	Project Director. European Union Funded Project. Asthma Network Solutions
04/98 04/00	**Project Quanta**
	European Union Funded Project. Development of tools for fuzzy cognitive maps.
09/98-09/00	**Project ADJUST**
	European Union Funded Project. Development of software tools and methodologies for organizational performance measurement.
04/97-04/99	**Project DPRINT**
	European Union Funded Project. Development of methodologies, business models and software tools for distributed digital printing.
04/96-04/98	**Project MEDICOM**
	European Union Funded Project. Development of methodologies, business models and software tools for distributed health care.
03/94-03/96	**Project LIFETRACK**
	Funded by the Department of Trade and Industry UK. Joint Project between British Petroleum, Honeywell and Cambridge University. The aim was the development of verifiable process models as well fault free information systems for the management of safety critical processes on Petrochemical Plant Exploration.
07/91-07/96	**Project Intelligent Manufacturing Systems (IMS)**
	International Project funded by the governments of USA, Japan, European Union, EFTA etc. The aim was the development of Intelligent Manufacturing Systems.
10/93-10/95	**Project TEMPORA**
	European Union Funded Project. Development of methodologies, business models and software tools for business process management.
02/93-03/97	**Project COBRA**
	European Union Funded Project. Development of methodologies, business models and software tools for distributed business process management.
04/93-04/96	**Project Intelligent Knowledge Based Systems Brower**
	Funded by the Department of Trade and Industry UK. Developed at City University aiming at the development of 3D graphical user interfaces for strategic scenario design and analysis.
01/96-01/98	**Project SYETHA**
	European Union Funded Project. Development of methodologies, business models and software tools for ship safety management.

Ιστορικό Εργασιακής Εμπειρίας

03/07 to date	**Aegean Technopolis**
	President The Technology Park of the Aegean Region in Greece.
03/04 – 03/07	**Athens Urban Transport Organization**
	Managing Director Vice President Responsible for public transportation in the Athens 2004 Olympic Games
10/96 – 2004	**PricewaterhouseCoopers**
	Director European Business Process Management Division
01/98 – 2004	**Agricultural Bank of Greece**
	Project Director Organizational Restructuring and Business Process Management.
01/96 – 10/97	**Agricultural Bank of Greece.**
	Evaluation of RFP for Strategy, BPR, HRM and IT projects. Project management of all aforementioned projects. Contribution: Deputy Project Director. Responsible for the BPR project in particular.
07/95 – 06/98	**Byblos Bank Beirut**
	IT system Selection and Implementation <u>Project Description</u> Banking system selection and implementation project management for Byblos Bank. <u>Contribution</u> Creation of RFP. Assistance in evaluation and final selection. Project management of implementation.
02/95 – 04/96	**National Westminster Bank**
	Organizational Restructuring, business process management.
07/91 – 06/93	**British Petroleum UK (Global Corporate Centre)**
	Business Process Management and IT systems development for safety critical processes.
09/94-06/96	**Papastratos AVES (Cigarette Manufacturing Company)**
	Activity Based Costing and Business Process Management
07/96 – 06/97	**Airtour Greece (Biggest Tour Operator)**
	Project Director Business Process Management and SAP system implementation.
10/97 – 07/98	**Pixelpark Berlin (Biggest Multimedia Company in Germany)**
	Project Director Business Management Project
02/98 – 04/98	**Ministry of Economy Greece**
	Project Director Taxation Systems Development and Introduction.
12/98 – 2005	**Ministry of Economy Greece**
	Project Director One of the biggest projects in business process management in Europe.
3/99 – 2002	**OTE (Greek Telecoms Operator)**
	Business process management, human resources management, organizational restructuring.
09/98 – 2003	**IKA (Biggest Health and Pension Organization in Greece)**
	Project Director Business process management, human resources management, organizational restructuring.

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