

Προς
Δρ. Μαίρη Κουτσελίνη - Ιωαννίδου,
Πρόεδρο Συμβουλίου,
Φορέα Διασφάλισης και
Πιστοποίησης Ποιότητας της Ανώτερης Εκπαίδευσης,
Λευκωσία.

Θέμα: Απάντηση στην Έκθεση Εξωτερικής Αξιολόγησης για την Αξιολόγηση του Προγράμματος Σπουδών «CASINO MANAGEMENT (1 Year, Certificate/60ECTS)» της σχολής «C.D.A. College» (Λεμεσός).

Σε απάντηση του email σας ημερομηνίας 28 Ιουνίου, 2018 και με βάση το άρθρο 17(3) (iii) και 20(1)(2)(ε)(iii) του «περί της Διασφάλισης και Πιστοποίησης της Ποιότητας της Ανώτερης Εκπαίδευσης και της ίδρυσης και Λειτουργίας Φορέα για Συναφή Θέματα Νόμου του 2015, [Ν.136 (Ι)/2015], σας υποβάλουμε τις παρατηρήσεις μας για το πιο πάνω πρόγραμμα σπουδών.

Με εκτίμηση

Δ. Α. Χριστοφόρου
(Πρόεδρος)

Συνημμένα 20

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Reply to the External Evaluation Report of the Program of Study

“CASINO MANAGEMENT (1 Year, Certificate/60ECTS)”

CDA College would like to express its appreciation and gratitude to the External Evaluation Committee (EEC) of the methodical and very detailed report of our one (1) year Certificate on Casino Management. The College is continuously trying to improve the educational standards and makes every effort to meet the requirements and standards set by the relevant law of Higher Education and the Cyprus Agency of Quality Assurance and Accreditation of Higher Education (DI.P.A.E).

During the visit on 26th June 2018, the College welcomed the External Evaluation Committee (EEC) and provided every support and assistance to facilitate their work.

Despite the economic crisis, the College has not stopped expanding and investing in new Programs of Study and equipment. What is more important is that CDA College makes every effort to provide financial and educational support to motivate the Faculty Staff to undertake research activities and enhance the educational quality and promote the College's research culture. Moreover, the continuous upgrading of the computer laboratories with the latest leading-edge technology and the updating of the Library with new editions of books and data banks, and other facilities are some of the efforts which CDA College undertakes so as to provide high levels of education standards and help students to gain as much knowledge and advantages as possible during their studies at CDA College.

The Council and the Academic Committee of CDA College at their meeting held on 2nd July 2018, after a thorough discussion with the coordinator of the Program of Study, “CASINO MANAGEMENT (1 Year, Certificate/60ECTS)” and the Academic Staff of the Program, have already decided and fully implemented the suggestions recommended by the EEC as to further strengthen the College's Program of Study and Educational Standards.

QUALITY STANDARDS AND INDICATORS

1. EFFECTIVENESS OF THE TEACHING WORK – AVAILABLE RESOURCES

1.1 Organization of teaching work.

1.1.4.2 Library

CDA College has four (4) libraries in Nicosia, Limassol, Larnaca and Pafos capitalizing on interlibrary loans. The students can immediately borrow books from one library to the other. Additionally, the library is regularly upgraded with new editions of textbooks and magazines and e-databases. Here below you can find the detailed numbers of books in the libraries. (Attachments 1, 2, 3)

- The number of books in the Limassol library is: 3,650
- The total number of books in the other 3 libraries of the College (Nicosia, Larnaca and Pafos) is 7,020.
- The College is a member of electronic libraries and databases.
- College has an interlibrary loan service with the University of Cyprus, Cyprus University of Technology and several Data Banks.

- The library is using DEWEY a worldwide known library classification system for organizing the library collections and
- AVEKT for loading and searching of books. Both classification systems are also used by the University of Cyprus and Cyprus University of Technology.
- Additionally, CDA College has an interlibrary loan agreement with the University of Cyprus and the Cyprus University of Technology.
- There 6 Computers with Internet connection and searching software
- Easy access to books, periodicals, journals and other reference material
- SearchBank databases through its Internet facilities, stock of videos,
- Connected with internet so that students will have free access.
- The journal articles are efficiently communicated to staff and students through the Moodle VPN and all staff and students can find the current and new editions on books, journals and periodicals through the College Wi-Fi access or from the ease of their home.

1.1.4.4 Student Support and Welfare Services

This service ensures the quality of life of students. The Student Welfare Services help students to adjust to their new way of life as students. Students visit the Student Welfare Service office on a daily basis as to access or renew a right of access to benefits such as food, housing, care, textbooks, scholarships and counselling on various matters. (Attachment 4)

- Government Subsidy
- Student Affairs Office
- Help in finding accommodation
- Medical care
- Student Activities and Events
- Consulting Services
- Government Subsidy
- Free access / facilities for students with special abilities
- Students Union
- Participation of students in all the College Committees
- Alumni Association
- Provide assistance in finding a job
- Continuous counselling in their future career
- Participate in Research projects
- Financial Aid

The Student Affairs Standing Committee

Furthermore, among the various committees at the College there is also the Student Affairs Standing Committee. This committee is dealing with the students' affairs. It meets once per semester and/ or when considered necessary. The Student Affairs Standing Committee consists of:

- The Assistant Director for Admissions
- The Registrar
- The Deputy General Director (Academic Affairs & Administration)

- The Personal Assistant to the General Director
- Three Heads of Department
- Two members of the Administration Staff
- Two members of the Student's Union

Duties and Responsibilities:

- the preparation of the Student Handbook
- policies to be pursued to raise the quality of student life and enhance staff/student relationship
- the implementation and review of the Code of Student Conduct.
- Students duties and responsibilities
- Students welfare services
- International office services (for the foreign students)
- Steps to resolve any disputes/complaints of students
- Discuss further involvement of students in recreational events

1.1.8 Control mechanisms for student's performance are effective

CDA College has established a plethora of control mechanisms to evaluate students' performance. Students are assessed through the following mechanisms:

- Theoretical knowledge (Lectures) and the practical application of theories
- Participation in the classroom
- Contests, Tests, Quizzes
- 1-2 Written assignments either individually or in groups
- Analysis and discussion of case studies
- Assignments and discussion and critical thinking in class
- Study, analysis and critical review of scientific articles
- Mid-Term Examination
- Final Examination
- For practical courses, the final examination is divided into 2 parts. Part A: Theory and Part B: Practice
- Study and critical review of scientific or business work (e.g. Business Plan)
- Professional development and training in organizations
- Case studies analysis, critical thinking and decision-making
- Graduate or Postgraduate Thesis
- Plagiarism mechanisms through the Turnitin plagiarism software (Attachment 7)
- The Peer Review mechanism by evaluating the final examination paper by another instructor before the final delivery to the students.
- Students Complaint Form (Attachment 5)
- Complaint Management & Dispute Resolution policy (Attachment 6)

1.2 Teaching

The College has fully satisfied the suggestions raised by the EEC and has revised the curriculum of the program so as to better address the contemporary challenges within the Casino industry. The modules of the Program are updated by adding some issues on casino industry matters, ethical and socio-cultural issues as follows:

- CAS101 Introduction to Casino is revised by adding issues on cultural implications of gambling and socio-cultural profile of gamblers. (Attachment 9)
- MGT101 Introduction to Management new module replaced the Introduction to the Leisure industry. (Attachment 10)
- CAS102 Introduction to Hotel & Casino Management is revised by adding issues on cultural implications of gambling and socio-cultural profile of gamblers. (Attachment 11)
- CAS103 Public Relations have introduced some issues of Casino management/industry (Attachment 11)
- CAS105 Business Ethics in Gambling new module. (Attachment12)
- CAS107 Casino Surveillance & Security is revised with the addition of ethics issues. (Attachment 13)
- HRM101 HRM in Tourism and Hospitality have introduced some issues of Casino management/industry (Attachment 14)
- ACC101 Accounting in Tourism & Hospitality is revised with the addition of ethics issues. (Attachment 15)
- CAS109 Casino Customer Service is now a core module not an elective and it will be taught by Dr. E. Asprogenous.
- MTH101 Basic Mathematics and Probabilities (Attachment 16)
- CAS201 Socio-Cultural Practices in Cyprus is a new elective module (Attachment 17)

1.3 Teaching Personnel

1.3.2 The members of teaching personnel and qualifications.

Here below is the list of the teaching staff. (Attachment 18)

- There are 9 qualified members of academic staff.
- Two (2) of them are holders of a PhD,
- Another two (2) are PhD candidates and
- The other four (4) are holders of MSc degree and
- One member of the teaching staff has extensive Casino industry experience (20 years) which is very valuable for the students in this specific program of study. Additionally, she is now undergoing an academic teaching training program so as to acquire more teaching experience.

2. THE PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

2.1 Purpose and Objectives and learning outcomes of the Program of Study.

2.1 Purpose and objectives and learning outcomes.

In order to upgrade the general course syllabuses, we have introduced some issues of Casino management/industry in the syllabi of the following modules: Accounting in Tourism and Hospitality, HRM in Tourism and Hospitality, Basic Mathematics and Probabilities and Public Relations (see 1.2 Teaching above).

2.2 Structure and Content of the Program of Study.

The module CAS108 Casino Table Supervisor is revised with a prerequisite upon a successful completion of CAS106 Casino Table Games.

2.3 Quality Assurance of the Program of Study.

Internal examiner duties are conducted systematically every semester by the Chairman of the Internal quality assurance committee. The internal examiner observes the academic teaching/lecturing of the teaching staff and provides constructive criticisms and also discusses with the head of the program the results of the students faculty evaluation. The external examiner duties are to review and reevaluate the students' final thesis at the bachelors and masters programs of study.

2.4 Management of the Program of Study.

No comment

2.5 International Dimension of the Program of Study.

No comment

2.6 Connection with the labor market and the society.

No comment

2.6.2 and 2.6.3 Feasibility study, employability, and benefits for the society

As per the feasibility study which had already been provided to the EEC, after studying all the following market and financial issues the program would be financially feasible and profitable and would enhance the academic and vocational standards in the Casino sector in Cyprus. The following market and financial issues were taken into consideration: (Attachment 19)

- Current Situation and Market Opportunities,
- Model of Business,
- Target Market - The Potential Students,
- The Market Competition,
- The Competitive Advantage of CDA College,
- Financial Analysis,
- Casino sector analysis
- Casino Challenges in Cyprus
- Proposed Number of Students and Minimum Number of Students,
- Financial Adequacy - Cash Flow Statement,
- Employability Opportunities of the Graduates and
- 5 years Financial plan

Thus, a thorough analysis was undertaken and the final projections show that the program will be financially feasible and profitable and will enhance the academic and vocational standards in the Casino sector and the tourism industry in general.

Additionally, in preparing the feasibility and recruitment strategy study we had also taken into consideration the difficulty in recruiting academic staff with relevant casino expertise. That is why, all the recruited teaching staff has undergone training on the gaming industry and specifically on the Casino industry so as to be aware of the history of the creation of the Casino resort in Cyprus. Also, as to be aware of some legal, ethical and socio-cultural issues and the valuable challenges and benefits of the Casino business and for the tourism industry in Cyprus in general.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

No research is required for the programs of study of 1, 2, 3 years duration.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

4.1 Administrative Mechanisms.

Refer to 1.1.4.4 above regarding the Student's Support and Welfare Services and the Student Affairs Standing Committee.

4.2 Infrastructure / Support

4.2.1 Suitable books and journals to support the program

CDA College has four (4) libraries in Nicosia, Limassol, Larnaca and Pafos capitalizing on the interlibrary loans. The students can immediately borrow books from one library to the other. Additionally, the library is regularly upgraded with new editions of textbooks and magazines. Here below you can find the detailed numbers of books in the libraries. (Refer to 1.1.4.2 above and Attachments 1, 2, 3)

- The number of books in the library of Limassol is: 3,650
- The total number of books in the other 3 libraries of the College (Nicosia, Larnaka and Pafos) is 7,020.
- The College is a member of electronic libraries and databases.
- The College has an interlibrary loan service with the University of Cyprus, Cyprus University of Technology and several Data Banks.
- The library is using DEWEY a worldwide known library classification system for organizing the library collections and
- The AVEKT system for loading and searching of books. Both classification systems are also used by the University of Cyprus and Cyprus University of Technology. There is easy access to books, periodicals, journals and other reference material.

4.3 Financial Resources

No comment

5. DISTANCE LEARNING PROGRAMS (N/A)

Not Applicable

6. DOCTORAL PROGRAMS OF STUDY (N/A)

Not Applicable

7. FINAL REMARKS - SUGGESTIONS

The Academic Committee and the Management of CDA College has seriously studied the report and suggestions of the External Evaluation Committee (EEC) and has fully implemented all the suggestions raised so as to enhance the educational standards of the program of study.

1. STAFFING: Teaching Personnel

In preparing the feasibility and recruitment strategy study we had also taken into consideration the difficulty in recruiting academic staff with relevant casino expertise. There are nine (9) qualified members of teaching staff. Two (2) of them are holders of a PhD, another two (2) are PhD candidates and the other four (4) are holders of MSc degree and one member of the teaching staff has extensive Casino industry experience (20 years) which is very valuable for the students in this specific program of study. Additionally, she is now undergoing an academic teaching training program so as to acquire more teaching experience.

Furthermore, all the teaching staff has undertaken a lot of research on bibliography and has studied many books, case studies and analysis on the international casino industry and they have also been initiated to the complexities of Casino ethics of gambling and culture. They have also been familiarised with the casino simulation lab of the College. (See 1.3 above & Attachment 18).

2. PROGRAMME STRUCTURE

The College has fully satisfied the suggestions raised by the EEC and has revised the curriculum of the program so as to better address the contemporary challenges within the Casino industry. All the modules of the Program are updated by adding some issues on casino industry matters, ethical and socio-cultural issues. Additionally, we have introduced some issues of Casino management/industry in the syllabi of the following modules: Accounting in Tourism and Hospitality, HRM in Tourism and Hospitality, Basic Mathematics and Probabilities and Public Relations. (See 1.2 above & the relevant Attachments 9 – 17 & 20).

3. INDUSTRY ENGAGEMENT AND PROFESSIONAL PRACTICE

CDA College had already had a meeting with the General Director of the Casino in the College' facilities in Limassol and we have both agreed to continue our cooperation by organizing familiarization visits at the local casino. We have discussed our Casino Management program of study and we will be in close contact since we are in the same sector.

Furthermore, the Casino General Director has also visited the College's casino simulation lab and has discussed with the lecturers of the casino management program and he was very enthusiastic with our casino simulation lap and the College's premises.

Additionally, since we are an official member of the Erasmus, our teaching staff and students could also enhance their industry engagement through placement with the local casino and international facilities.

4. RECRUITMENT

Beside the fact that the EEC recognizes the challenges of academic staff recruitment in the casino sector and the College's management always ensure that the academic staff aligns with the relevant sector both on an academic level and qualifications and professional expertise and industry engagement. (See 1.3 above & Attachment 18)

In preparing the feasibility and recruitment strategy study we had also taken into consideration the difficulty in recruiting academic staff with relevant casino expertise. As per the feasibility study which had already been provided to the EEC, after studying all the major market and financial issues the program would be financially feasible and profitable and would enhance the academic and vocational standards of the Casino sector in Cyprus. (See 2.6.2 above & Attachment 19)

5. RESOURCES: Library - Suitable books and journals to support the program

CDA College has four (4) libraries in Nicosia, Limassol, Larnaca and Pafos capitalizing on interlibrary loans. The students can immediately borrow books from one library to the other. Additionally, the library is regularly upgraded with new editions of textbooks and magazines.

The library is using DEWEY a worldwide known library classification system for organizing the library collections and also the AVEKT system for loading and searching of books. Both classification systems are also used by the University of Cyprus and Cyprus University of Technology. There is an easy access to books, periodicals, journals and other reference material.

The books and journal articles are efficiently communicated to staff and students through the Moodle VPN and all staff and students can find the current and new editions on books, journals and periodicals while being in the College (there is free Wi-Fi access for staff & students) or from the ease of their home. (See 1.1.4.2 above & Attachments 1, 2, 3)

6. ASSESSMENT: Control mechanisms for students' performance

CDA College has established a plethora of control mechanisms to evaluate students' performance. Students are assessed through the following assessment mechanisms: (See 1.1.8 above)

- Theoretical knowledge (Lectures) and the practical application of theories
- Participation in the classroom
- Contests, Tests, Quizzes
- 1-2 Written assignments either individually or in groups
- Analysis and discussion of case studies
- Assignments and discussion and critical thinking in class
- Study, analysis and critical review of scientific articles
- Mid-Term Examination
- Final Examination
- For practical courses, the final examination is divided into 2 parts. Part A: Theory and Part B: Practice

- Study and critical review of scientific or business work (e.g. Business Plan)
- Professional development and training in organizations
- Case studies analysis, critical thinking and decision-making
- Graduate or Postgraduate Thesis
- Plagiarism mechanisms through the Turnitin plagiarism software (Attachment 7)
- The Peer Review mechanism by evaluating the final examination paper by another instructor before the final delivery to the students.
- Students Complaint Form (Attachment 5)
- Complaint Management & Dispute Resolution policy (Attachment 6)

Moreover, as it concerns the three (3) modules where there are practical components such as in the modules:

- CAS106 Casino Table Games: Poker, Blackjack and Roulette
- CAS107 Casino Surveillance and Security
- CAS110 Casino Table Supervisor

An innovative assessment strategy will be applied, due to our extensive academic experience from our other accredited vocational programs of study such as BA in Aesthetics and Higher Diploma in Hairdressing. The assessment mechanisms in the final examination will be separated in two (2) parts. Part A would be Theoretical and would carry a percentage of 40% of the overall mark and Part B would be Practical and would carry a percentage of 60% of the overall mark. The students should get 50% on both parts in order to pass.

Finally, CDA College firmly believes that all the suggestions raised by the EEC have been fully materialized. Based on the aforementioned reasons and under the legislation, the College believes that it has responded very satisfactorily to all EEC comments. The College is grateful for the constructive criticism and suggestions of the EEC for further improvement of the program. The College strongly believes that with the accreditation of the program will have outstanding graduates to strengthen the Casino industry of Cyprus. Also, according to D.I.P.A.E as per the relevant law of 2015, it will further help, improve and upgrade the exceptional and innovative Casino sector. The College will be able to offer high quality academic and vocational services to the students and it will also contribute to the local socio-economic development of the Limassol area.

Sincerely,

D. A. Christoforou
(Chairman)

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Attachment 1 Casino Management Books

CASINO MANAGEMENT BIBLIOGRAPHY

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ADDITIONAL BOOKS

- 42.** Career opportunities in casinos and casino hotels / Shelly Field
- 43.** Casino gambling for dummies / Kevin Blackwood
- 44.** The mammoth book of casino games : how to win in casinos and online / Paul Mendelson
- 45.** Casino games demystified / M. J. Veaudry
- 46.** Casino games : everything you need to know about the rules and strategies / Anna Southgate
- 47.** 100 of the best casino games / Alex Trost
- 48.** Casinonomics : the socioeconomic impacts of the casino industry / Douglas M. Walker
- 49.** Gambling 102 : the best strategies for all casino games : blackjack, craps, roulette, slots, video poker and more / Michael Shackleford
- 50.** Gambling games casino games / Nicolas Sfetcu
- 51.** The expert guide to casino games : successful players offer their winning formulas / Walter Thomason
- 52.** The educated gambler : a guide to casino games / Barrie Hughes
- 53.** Casino games II / John Gollehon
- 54.** A golden guide casino games / Bill Friedman
- 55.** Regulating land based casinos : policies, procedures and economics / Anthony Cabot
- 56.** Casino security and gaming surveillance / Derk J. Boss
- 57.** Casinos : organization and culture / Chris Roberts, Kathryn Hashimoto
- 58.** Casino : financial controls : tracking the flow of money / Steve Durham, Kathryn Hashimoto
- 59.** Casino games : the confident gambler : blackjack, craps, slots, video poker, baccarat, roulette, keno, sports betting / John Gollehon
- 60.** Adventures in casino security / Robert E. Wacaster
- 61.** Casino gaming methods : games, probabilities and controls / David C. Williams, Kathryn Hashimoto
- 62.** The theory of blackjack : the complete card counter's guide to the casino game of 21 / Peter A. Griffin
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- 2) Directory of Open Access Journals DOAJ (www.doaj.org)
- 3) Emerald journals (www.emeraldinsight.com)
- 4) Oxford journals (<http://services.oxfordjournals.org>)
- 5) Computerworld-News, Education (www.computerworld.com)
- 6) HOTELS Magazine (www.hotelsmag.com)
- 7) Commercial news (www.thinkglobal.us)
- 8) Elsevier Journal of Business research (www.elsevier.com)
- 9) The Economist (www.economist.com)
- 10) Strategic Management Journal
- 11) Harvard Business Review Magazine (<http://hbr.org/magazine>)
- 12) DOAJ: Directory of open access journals (www.doaj.org/)
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- 14) The Electronic Journal of Information Systems (www.ejisd.org)
- 15) Sage Journal (www.sagepub.com/journals)
- 16) Pub Med (www.ncbi.nlm.nih.gov)
- 17) Sage Journals (<http://online.sagepub.com>)
- 18) Τα νέα των αισθητικών (www.aesthetics.gr)
- 19) Αισθητική Σήμερα Περιοδικό Αισθητικής (<http://www.aisthitiki-simera.gr/>)
- 20) Nouvelle Esthetiques Magazine (<http://www.nouvelles-esthetiques.com>)
- 21) Architectural Digest: The International Design Authority
(<http://www.architecturaldigest.com/>)
- 22) Interni Magazine (<http://www.internimagazine.it/>)
- 23) Technology, News and Reviews PCPro (<http://www.pcpro.co.uk/>)
- 24) PC Advisor Magazine (<http://www.pcadvisor.co.uk/magazines/>)
- 25) Mac Format All your Apple needs (<http://macformat.techradar.com/>)
- 26) PC World Reviews and News on Tech Products, Software
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- 27) 21st Century Adventures Travel Enzine (<http://www.21stcenturyadventures.com/>)
- 28) Luxury Travel Magazine Conte Nast Traveller (<http://www.cntraveller.com/>)
- 29) Travel and Leisure Magazine (<http://www.travelandleisure.com/>)
- 30) National Geographic (www.nationalgeographic.com)
- 31) EURODL: European Journal of Open, Distance and E-learning
(<http://www.eurodl.org/>)
- 32) D-Lib Magazine (<http://www.dlib.org/>)
- 33) Library Journal: Our eBook future the digital shift
(http://www.libraryjournal.com/lj/home/891898-264/our_ebook_future_the.html.csp)
- 34) International Journal of Fashion Design, Technology & Education
(<http://www.tandfonline.com/toc/tfdt20/current>)
- 35) Vogue (<http://www.vogue.co.uk/>)
- 36) Harper's Bazaar (<http://www.harpersbazaar.co.uk/>)
- 37) Collezioni Donna (<http://www.logos.info/en>)
- 38) Textile View Magazine (<http://www.view-publications.com/content.html>).
- 39) American Journal of psychology (<http://www.press.uillinois.edu/journals/ajp.html>)

- 40) International Journal of Offender Therapy and Comparative Criminology
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- 41) American and British Criminology Council
- 42) <http://tourism-pms.aegean.gr/www.ba.aegean.gr/e.christou/journalstourmktg.htm>
- 43) <http://www.tourismtoday.gr/>
- 44) [Library Journal — Library News, Reviews, and Views](#)

ΗΛΕΚΤΡΟΝΙΚΑ ΒΙΒΛΙΑ/ EBOOKS

- 1) [DOAB: Directory of Open Access Books](#)
- 2) Business Insights (www.bi-interactice.com)
- 3) Reference eBooks Engineering Collection Elsevier
(www.elsevier.com/wps/product/cws_home/717022)
- 4) Εύδοξος-Ηλεκτρονική Υπηρεσία Ολοκληρωμένης Διαχείρισης Συγγραμμάτων και Λοιπών Βοηθημάτων (<https://service.eudoxus.gr>)
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- 17) Kobo Ebooks.com (<http://www.kobobooks.com/>)
- 18) 101 Free Tech Books (<http://www.101freetechbooks.com/>)
- 19) The freelibrary.com (<http://www.thefreelibrary.com>)
- 20) International Publishers Association IPA (<http://www.internationalpublishers.org>)
- 21) Ηλεκτρονικός Αναγνώστης: eBooks
(<http://elektronikosanagnostis.blogspot.com/p/ebooks.html>)
- 22) National Geographic English Language Teaching
(http://elt.heinle.com/ng/emea/en_uk/index.html)
- 23) Σύγχρονη Ελληνική Ποίηση (<http://genesis.ee.auth.gr/dimakis/poetry.html>)
- 24) EuroMonitor Passport (<http://www.portal.euromonitor.com/Portal/Default.aspx>)
- 25) Οργανισμός Εκδόσεως Διδακτικών Βιβλίων/ Ηλεκτρονική Βιβλιοθήκη
(<http://www.oedb.gr:8080/oedvLibrary/user/results.zul?type=1&category=7>)
- 26) Planet Books: Free eBooks (<http://www.planetebook.com/>)
- 27) 446 Places for Free Books Online (<http://www.techsupportalert.com>)

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- 1) Infotrac-Cengage Learning (<http://infotrack.galegroup.com/itweb/cdacollege>)
- 2) Computer database-Infotrac (<http://find.galegroup.com>)
- 3) Expanded Academic ASAP-Infotrac (<http://find.galegroup.com>)
- 4) Academic OneFile-Infotrac (<http://find.galegroup.com>)
- 5) Hospitality, Tourism and Leisure Collection-Infotrac (<http://find.galegroup.com>)

- 6) Business and Company Resource Center-Infotrac (<http://find.galegroup.com>)
- 7) Health and Wellness Resource Center and Alternative Health Module-Infotrac (<http://find.galegroup.com>)
- 8) General Business File International-Infotrac (<http://find.galegroup.com>)
- 9) Global Issues in Context-Infotrac (<http://find.galegroup.com>)
- 10) GREENR (Global Reference on the Environment, Energy and Natural Resources – Infotrac (<http://find.galegroup.com>)
- 11) Times Literary Supplement Historical Archive-Infotrac (<http://find.galegroup.com>)
- 12) The Economist Historical Archive 1843-2003-Infotrac (<http://find.galegroup.com>)

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- 1) Med-Mem (www.medmem.eu)
- 2) Wiley Interscience Collection 1832-2000 (www3.interscience.wiley.com)
- 3) Banking information source (<http://library.dialog.com/bluesheets/html>)
- 4) CBCA (www.tug-libraries.on.ca/indexes/descriptions/cbca.html)
- 5) Collection of computer sciences bibliographies (<http://linwww.ira.uka.de/bibliography>)
- 6) EBSCO host online research databases (www.ebscohost.com)
- 7) ERIC Education resources information center (www.eric.ed.gov)
- 8) Facts of International Relations and Security Trends (<http://first.sipri.org>)
- 9) Library, information science and technology abstracts (www.nwcentral.org)
- 10) Market line business information (www.marketlineinfo.com)
- 11) Wolfram Mathworld (www.mathworld.wolfram.com)
- 12) Source OECD Telecommunications database (<http://titania.sourceoecd.org>)
- 13) Scopus The largest abstract and citation database of peer-reviewed literature and quality web sources (<http://info.scopus.com>)
- 14) Literature.org (www.literature.org)
- 15) SearchEdu.com (www.searchedu.com)
- 16) Its-Teachers (www.its-teachers.com)
- 17) Science Direct (www.sciencedirect.com)
- 18) American Mathematical Society Mathscinet (www.ams.org/mathscinet)
- 19) ACM (Association for Computing Machinery) (www.acm.org)
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- 21) World Digital Library (<http://www.wdl.org/en/>)
- 22) Routledge Business & Management (<http://www.routledge.com/business/>)
- 23) Εθνικό Κέντρο Τεκμηρίωσης-Επιλογή Βάσεων Δεδομένων (http://argo.ekt.gr/Opac2_5/zConnectELL.html)
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- 6) Υπηρεσίες Βιβλιοθήκης Heal Link (<http://www.heal-link.gr/>)
- 7) Υπηρεσίες Βιβλιοθήκης Muse (<http://193.108.161.35:8000/muse/servlet/MusePeer>)

Γενικοί Πληροφοριακοί Ιστότοποι/ General Information Sites

- 1) UNESCO (www.computerworld.com)
- 2) Anglo info (www.angloinfo.com)
- 3) IoIC-The Institute of Internal Communication (www.ioic.org.uk)
- 4) China General Information (www.chinatoday.com)
- 5) Europa The official website of the European Union (<http://europa.eu>)
- 6) Techxtra: Engineering, mathematics & computing (www.techxtra.ac.uk)
- 7) European Distance and E-learning Network (www.eden-online.org)
- 8) CyLaw (www.cylaw.org)

- 9) Εθνικό Κέντρο Βιβλίου-Τα νέα μας
(<http://www.ekebi.gr/frontoffice/portal.asp?cpage=RESOURCE&cnode=351&cresrc=9396>)
- 10) Lingu@net Worldwide (<http://www.linguanet-worldwide.org/>)
- 11) Librarian.gr (<http://www.librarian.gr/>)
- 12) OpenAIRE : Open Access Infrastructure for Research in Europe
(<http://www.openaire.eu/>)
- 13) FBI (Federation Bureau of Investigation www.fbi.gov)
- 14) Αστυνομία Κύπρου (www.police.gov.cy)
- 15) National Institute on Drug Abuse (www.drugabuse.gov)

Συλλογικοί Κατάλογοι Ακαδημαϊκών Βιβλιοθηκών/Union Catalogue Academic Libraries

- 1) ABEKT-ABEKT e-Opac (<http://abekt.ekt.gr/abekt/eopac/>)
- 2) Ελληνικός Θησαυρός Επιστημονικών Όρων
(<http://thesaurus.lib.ntua.gr:8081/WebTMS/>)
- 3) Europeana (www.europeana.eu/portal)
- 4) European Library 2.3 (<http://search.theeuropalibrary.org>)
- 5) Σύνδεσμος Ελληνικών Ακαδημαϊκών Βιβλιοθηκών (www.heal-link.gr)
- 6) Συλλογικός Κατάλογος Κυπριακών Βιβλιοθηκών (<http://147.102.210.252/cgi-bin-EL/egwcgi/egwrtcl/targetsUC.egw>)
- 7) Library of Congress Online Catalogs (<http://catalog.loc.gov>)
- 8) British Library Integrated Catalogue (<http://catalogue.bl.uk>)

ΕΓΚΥΚΛΟΠΑΙΔΕΙΕΣ/ ENCYCLOPEDIAS

- 1) Encyclopedia.com (www.encyclopedia.com)
- 2) Britannica.com (www.britannica.com)

JOURNALS IN LIBRARY:

1. The Economist
2. Bloomberg business week
3. National Geographic
4. Lonely planet
5. Conde Nast Traveller
6. The Sunday Times Travel
7. Pc Advisor
8. Ram
9. Esthete
10. Συνθέσεις
11. Interni
12. Icon
13. Wall Paper
14. Objekt International
15. Ιδέες & Λύσεις
16. Architectural Digest
17. Vogue (British edition)
18. Harper's Bazaar (British edition)

19. Collezioni Donna
20. Textile View Magazine
21. International Journal of Fashion Design, Technology & Education
22. Hair Fashion
23. Perfect Hair
24. Celebrity Hair Style
25. Hair Show
26. Εγκληματολογία (Νομική Βιβλιοθήκη Ελλάδος)
27. Executive Secretary

Total Journals: 27

Total E-Journals: 38

Total Ebooks: 26

Total Infotrac Databases: 12

Total Other Databases: 22

Total University Of Cyprus Library: 10

Total Τεπακ: 6

Total General Information Sites: 12

Total Libraries Catalogues: 8

Total Encyclopaedias: 2

Attachment 3 List of Online Databases

This is a list of [online databases](#) accessible via the Internet.

A

- [Abandoned & Little-Known Airfields](#)
- [Acronym Finder](#)
- [Aeiou Encyclopedia](#)
- [African American Registry](#)
- [Airdisaster.com](#)
- [Airiti Inc](#)
- [Airliners.net](#)
- [All Media Guide](#)
- [Allgame](#)
- [Allmovie](#)
- [Allmusic](#)
- [American National Corpus](#)
- [Amiga Games Database](#)
- [Animal Diversity Web](#)
- [Animal Genome Size Database](#)
- [Arachne \(archaeological database\)](#)
- [ArchINFORM](#)
- [Archive site](#)
- [ArtCyclopedia](#)

B

- [Bank of English](#)
- [Beilstein database](#)
- [BiblioPage.com](#)
- [Bibliotek.dk](#)
- [Big Cartoon DataBase](#)
- [Big Comic Book DataBase](#)
- [Bioinformatic Harvester](#)
- [BoardGameGeek](#)

C

- [CAMPUS \(database\)](#)
- [Catholic-Hierarchy.org](#)
- [CellarTracker](#)
- [ChEBI](#)
- [Chemical Abstracts Service](#)
- [Chessgames.com](#)
- [China Pollution Map Database](#)
- [CIDOB Foundation](#)
- [Cinema and Science](#)
- [CiteSeer](#)
- [Collection of Computer Science Bibliographies](#)
- [Comic book price guide](#)
- [Comics Buyer's Guide](#)
- [Credo Reference](#)
- [Croatian National Corpus](#)
- [Current Biography](#)

D

- [DBLP](#)
- [DIALOG](#)
- [Dictionary of Canadian Biography](#)

E

- [Earth Human STR Allele Frequencies Database](#)
- [EMBASE](#)
- [Encyclopedia Astronautica](#)
- [Encyclopedia Mythica](#)
- [English Short Title Catalogue](#)
- [Entrez](#)
- [Everyone's a Critic](#)

F

- [Factiva](#)
- [Facts on File](#)
- [Fashion Model Directory](#)
- [Filmarchives online](#)
- [Find a Grave](#)
- [FINDbase](#) (the Frequency of INherited Disorders database)
- [FishBase](#)
- [Flags of the World](#)
- [Flora Europaea](#)

G

- [Gallica](#)
- [GameRankings](#)
- [GeneNetwork](#)
- [GEO-LEO](#)
- [Gesamtkatalog der Wiegendrucke](#)
- [GetCITED](#)
- [Getty Thesaurus of Geographic Names](#)
- [Golm Metabolome Database](#)
- [Google](#)
- [Grand Comics Database](#)

H

- [Hoover's](#)
- [HotPads.com](#)

I

- [INDUCKS](#)
- [IBISWorld](#)
- [Incunabula Short Title Catalogue](#)
- [IndexMaster](#)
- [Indian Railways Fan Club](#)
- [Inorganic Crystal Structure Database](#)
- [Interment.net](#)
- [International Directory of Philosophy](#)
- [Internet Archive](#)
- [The Internet Book Database](#)
- [The Internet Book Database of Fiction](#)
- [Internet Broadway Database](#)
- [Internet Movie Database](#)

- [Internet Movie Firearms Database](#)
 - [Internet Off-Broadway Database](#)
 - [Internet Public Library](#)
 - [Internet Speculative Fiction Database](#)
 - [Internet Theatre Database](#)
 - [ISBNdb.com](#)
- J
- [JibJab](#)
 - [JamJar Story](#)
- K
- [Kdo byl kdo](#)
 - [Killer List of Videogames](#)
- L
- [Lesson Planet](#)
 - [LexisNexis](#)
 - [The Literary Encyclopedia](#)
- M
- [Maven Semantic Healthcare Database](#)
 - [MedlinePlus](#)
 - [Metacritic](#)
 - [Metropolitan Travel Survey Archive](#)
 - [MICAD](#)
 - [Mindat.org](#)
 - [MobyGames](#)
 - [Movie Review Query Engine](#)
 - [MovieTome](#)
 - [MSDSonline](#)
- N
- [Names Database](#)
 - [NEO CANDO](#)
 - [Newsknowledge](#)
 - [Nichigai WHO](#)
 - [NNDB](#)
 - [NoorderSoft Waterways Database](#)
- O
- [On-Line Encyclopedia of Integer Sequences](#)
 - [Open Source Vulnerability Database](#)
- P
- [Paradisec](#)
 - [PHI-base](#)
 - [Philosophy Research Index](#)
 - [Plant DNA C-values Database](#)
 - [Plants for a Future](#)
 - [Price guide](#)
 - [ProQuest](#)
 - [Proteomics Identifications Database](#)
 - [Psephos](#)
 - [PsycINFO](#)
 - [PubChem](#)
 - [Public Radio Fan](#)

- [PubMed Central](#)
- Q
- R
 - [RedLightGreen](#)
 - [Roud Folk Song Index](#)
- S
 - [Scots Law Times](#)
 - [SeatGuru](#)
 - [Sherdog](#)
 - [Sing365.com](#)
 - [SmealSearch](#)
 - [Svenskt Diplomatarium](#)
- T
 - [TCM Movie Database](#)
 - [Textfiles.com](#)
 - [Tocsearch](#)
 - [TOSEC](#)
 - [The Simpsons Archive](#)
 - [Transterm](#)
 - [TV.com](#)
- U
 - [Uchronia: The Alternate History List](#)
 - [Ultimate Guitar Archive](#)
- V
 - [VET-Bib](#)
 - [Virtuoso Universal Server](#)
 - [Vastari](#)
- W
 - [Web of Science](#)
 - [Who's Who \(UK\)](#)
 - [WinCustomize](#)
 - [Wind ENergy Data & Information \(WENDI\) Gateway](#)
 - [Wikipedia](#)
 - [World Biographical Information System Online](#)
 - [WorldCat](#)
 - [WorldWide Molecular Matrix](#)
- Z
 - [Zabasearch.com](#)
 - [Zillow](#)
 - [ZINC database](#)

Attachment 4 Student's Support and Welfare Services

The Student Welfare Services deals with the basic facilities for the installation and living of students. This service ensures the quality of life of students. Probably you will visit or communicate with it frequently to access or renew a right of access to benefits such as food, housing, care, textbooks, scholarships and counselling on various matters.

- Government Subsidy
- Student Affairs Office
- Help in finding accommodation
- Medical care
- Student Activities and Events
- Consulting Services
- Government Subsidy
- Free access / facilities for students with special abilities
- Students Union
- Participation of students in all the College Committees
- Alumni Association
- Provide assistance in finding a job
- Continuous counselling in their future carrier
- Participate in Research projects
- Financial Aid

Policy and Procedure

1. Aim

To keep learners safe and remove any potential barriers to learning to ensure learners achieve their full potential, by providing appropriate care, guidance and support interventions that are recorded and monitored for effectiveness.

2. Scope

- All areas of College provision (e.g. Further Education, Higher Education, Work Place Learning,
- All stages of the learner journey from initial interest and enquiry, through to application and enrolment, to their time on their course of study and their progression onwards.

3. Policy

All students of CDA College have an entitlement to a coherent, high quality Student Support and Welfare offer, that identifies concerns and puts in place appropriate support mechanisms in order to facilitate the achievement of their learning goals.

4. Procedure

- 4.1. Student Support and Welfare is offered within 'facility at the CDA College
- 4.2. Student Support and Welfare is promoted to all students at all stages of their engagement with the College e.g. student handbook, leaflets and website.
- 4.3. Strong liaison and working relationships are maintained through regular meetings between Student Support and Welfare and: a. Residential team b. Curriculum staff and

managers c. Attendance Officer d. Student Finance Advisers e. Health & Safety Advisor
f. Inclusive Learning

4.5. Identification of support concerns is the responsibility of all staff

4.6. All records on the SSW are categorised by type, level of concern and the degree of confidentiality required.

4.8. SSW reports are produced regularly for the Curriculum Quality Group and Academic Boards to identify potential issues, plan resources and support the wellbeing of students.

4.9. Regular meetings between academic, support staff and the staff occur to review the SSW and ensure students' progress and effectiveness of interventions.

4.10. Students have access to Support Officers, available, who will directly support concerns on health and well-being

4.11. Referrals to alternative internal or external support occurs as necessary to enhance support mechanisms e.g. Counsellors

4.12. Strong partnership links are developed and maintained with external agencies and Service Level Agreements established to improve student support e.g. with Landscape Surgery for health care support.

4.13. Peer support mechanisms such as mentors are encouraged and a student mentoring scheme is co-ordinated through the College.

4.14. Safeguarding is a high priority promoted through the Safeguarding Group and the Admissions and Advisory Panel.

4.15. Health, well-being, anti-bullying, harassment and safeguarding are actively promoted through a variety of mechanisms, including course tutorials.

Other Student Welfare Services:

- encompasses everything the school community does to meet the personal, social and learning needs of students
- creates a safe, caring school environment in which students are nurtured as they learn
- is achieved through the total school curriculum and the way it is delivered
- incorporates effective discipline
- incorporates preventive health and social skills programs
- stresses the value of collaborative early intervention when problems are identified
- provides ongoing educational services to support students
- recognises the diversity within the school community and provides programs and support which acknowledge difference and promote harmony
- recognises the role that the school plays as a resource to link families with community support services

Orientation Services

Orientation is an important service administered to all new students upon their arrival at the College. New students are required to attend a series of orientation seminars which, among other objectives, aim at:

- a) Easing students' way to college life by eliminating all obstacles that might interrupt their educational progress; and
- b) Making students aware of and experience all on and off-campus opportunities for personal, social, cultural and intellectual development.

During the orientation seminars, students are exposed to a variety of information relating to their studies and the College in general. They learn about the College structure and its operations and become acquainted with its officers and staff. Moreover, students are exposed to and thoroughly briefed on issues such as their rights and responsibilities and on matters such as academic regulations, assessment and grading. A very important part of the orientation for a student is getting to know their advisor. Student advisors help students prepare for their academic year, review all necessary issues needed to fulfill graduation requirements and assist them in setting educational and career goals. Orientation concludes with a tour of all College facilities. Particular attention is given to the College library, where students are introduced to the variety of services it has to offer.

CDA College strives every semester to improve the services it provides to all its students. A significant step forward was the introduction of the Orientation Handbook that was issued for the first time in September 2001 and given to all registered students. The handbook contains information on all aspects of the College, Nicosia and Cyprus in general and also everything a student needs to know to help him/her adapt and feel comfortable in their new environment.

International Student Services

The Office of Student Affairs maintains and provides to all international students up-to-date information on Immigration regulations and procedures.

Accommodation Services

The Office of Student Affairs maintains information on available accommodation and estate agencies. It can, therefore, assist students in finding suitable accommodation.

Employment and Career Services

One of the primary concerns of the Office of Student Affairs is to assist students in clarifying career objectives and identifying employment opportunities. The office maintains a list of job vacancies and organizes seminars on writing a CV, identifying vacancies and attending job interviews. The office arranges interviews in order to help CDA College students in obtaining aid.

Academic and Personal Counseling

The College places importance on student-staff contact outside the classroom. Because of this the College assigns an advisor to each student. A student can contact his/her advisor for assistance on academic and personal matters. Student advisors assist students to identify their career interests and skills. Students who are unaware of their educational goals, or who are in need of general academic advice, can turn to their advisor for constructive help. Every semester/session student advisors help students select appropriate courses and plan their class schedules.

The College experience creates many opportunities for challenges and growth. At times, students may have some difficulty coping with these changes and feel stressed, lonely, depressed or overwhelmed. Such difficulties may vary, both in nature and degree, but whatever their source it is likely that they will undermine a student's ability to study or manage life effectively. Student advisors provide sympathetic support and informed advice,

helping students to develop independence, discover their own resources and find their way through their difficulties.

International Student Associations

There are numerous student associations representing the different ethnic groups of the College. Presently we have the Indian Students' Association, the Pakistani Students' Association, the Bangladeshi Students' Association and the Chinese Student Association. Through these Associations, International Students have the opportunity to promote their history, customs and culture through the various activities they organize.

Student's Rights and Responsibilities

Student's rights and responsibilities are published in the College prospectus and are brought to the attention of students prior to their registration. These are as follows:

Student's Rights:

Students at CDA College have the right to:

- a) Be treated with respect regardless of race, gender, age, religion, national origin, disability or sexual orientation.
- b) Set up their own union which the College is obliged to recognize.
- c) Be represented on several College Committees such as the College Council, the Academic Committee, the Administration Committee and the Disciplinary Committee.
- d) Speak and act freely, provided they do so within College regulations.
- e) Appeal against grades.
- f) Evaluate College faculty.
- g) Expect assistance from College

Student's Responsibilities:

Students at CDA College have the responsibility to:

Behave with academic and personal integrity.

- a) Know College rules and regulations and fulfill all their required obligations to the College.
- b) Know the particular requirements of their program of study.
- c) Meet periodically with their advisor.
- d) Maintain high standards of academic honesty

Confidentiality of Student's Records

The contents of student records are not revealed unless a student gives his/her written consent. Exceptions to this rule are made when a student's record is requested by:

- a) Appropriate faculty and administrative officers of CDA College.
- b) Potential employers or academic institutions to which the student intends to transfer.
- c) Authorized representatives of the legitimate government agencies in Cyprus.
- d) A student's parent, legal guardian or financial sponsor.

Financial Aid

All types of financial aid offered by CDA College are explained below

Academic Merit Scholarships

Academic Performance at CDA College

Scholarships are offered to students who demonstrate exceptional academic achievement while at CDA College. The scholarships are in the form of a tuition fee discount for one academic semester, the amount of which varies according to the schedule below:

Cumulative GPA	Tuition Reduction
4.00	50%
3.75 - 3.99	20%
3.50 - 3.74	10%

Eligible for this type of financial aid are students who:

- a) Have already completed two regular semesters at CDA College.
- b) Have completed a minimum of 60 ECTS credit hours at CDA College.

On Campus Work Programs

A limited number of part-time, on campus jobs are available to students. Students are compensated in the form of tuition reduction or wages.

"College Views" The Students' Newspaper

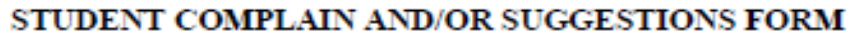
"College Views" is the CDA College newspaper. The newspaper contains information on recent events that happened in the college, information on future events, new facilities available to students and articles on various issues. The articles are written by students, College administration and faculty staff.

Students use the "College Views" as a means of expressing their ideas and opinions on a variety of issues. The newspaper also offers a unique opportunity to students from all nationalities to work together in an atmosphere of fellowship. Copies of the newspaper are distributed through the Office of Student Affairs, the Students' Union and Library.

ALUMNI ASSOCIATION

All CDA College graduates automatically become members of the CDA College Alumni Association (C.D.A.AL.A.). The aim of the Alumni Association is to maintain contact with the College graduates by inviting them to attend College activities and by communicating to them the College's news. The association is designed so that it may receive information from graduates concerning their employment and career development.

Student's Complaint and/or Suggestions Form



Date: _____

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface.

Action Taken:



Student Complaint Management Procedure

1. Purpose

To establish the process for the management of Complaints made by Students.

2. Scope

This procedure applies to all Complaints, including Complaints which may be also classified as allegations, made by Students or their Authorised Representative.

Exclusions:

This procedure does not apply to:

- Complaints made by Employees or members of the public in relation to Student conduct. For these Complaints please refer to the Student Code of Conduct Policy.
- Appeals.

3. Procedure Overview

The Student Complaint Management Procedure establishes the process for managing Complaints made by Students, in line with the College's commitment to natural justice and procedural fairness. The College will uphold appropriate standards throughout the Complaint Management process.

4. Procedures

4.1 Seeking help and support services

For information on where to seek help in the first instance, refer to the College's Student Complaints and Appeals Management System.

Students who are considering making a Complaint may seek assistance and support from College support services, Student representative organisations or Mediation services. These may include:

1. a Psychologist, Counsellor or Disability Support Officer from Student Services
2. an Advocacy Officer from the Student Guild
3. a language interpreter
4. a Student Relationship Officer
5. Mediation support. Independent Mediation is available through the Dispute Resolution Branch, Queensland Department of Justice and Attorney-General.

4.2 Authority to Act

Students who would like an Authorised Representative to act on their behalf in relation to making a Formal Complaint must arrange official permission with the College in accordance with the Student Authority to Act Procedure.

4.3 Making an Informal Complaint

The College encourages Students to try to resolve their problem or concern informally in the first instance.

Any Student may raise an issue informally or provide constructive feedback at any time via the Student Complaints and Appeals website, face to face, by telephone or email, or in writing.

Many problems or concerns tend to arise through misunderstandings and in most cases, they are best dealt with quickly and informally with the person concerned. It is important that the Student provide as much detail as possible about the issue when they first raise it to facilitate an informal resolution.

When raising a problem or concern, it is important to give full details and advise a preferred outcome or desired resolution. This will help the investigating officer make sure the problem or concern is dealt with under the correct process. Students are also encouraged to disclose any underlying personal or other issues that may have contributed to, or exacerbated, the problem or concern. This will help the investigating officer to try to approach the Student's problem or concern in a more holistic way, including referral of the Student to other forms of support and assistance.

If an attempt at informal resolution of the issue is not successful, or a Student does not feel comfortable seeking informal resolution, the Student can make a Formal Complaint.

4.4 Making a Formal Complaint

If a Student feels uncomfortable about having their Complaint dealt with informally, or has not been able to resolve it informally, they can choose to have their Complaint dealt with formally.

All Formal Complaints must be made by the Student, or their Authorised Representative, with the exception of an investigating officer who is required to escalate an Informal Complaint to a Formal Complaint on the Student's behalf.

Students can make a Formal Complaint, including anonymous Complaints, at any time by using the College's Student Complaints and Appeals Management System.

Students who request a copy of the Student Complaint and Appeal Policy and this Procedure will be referred to the College's Policy Library to access the current version of these documents.

All Formal Complaints submitted to the should include:

1. a description of the Complaint and when or where it happened. This should be brief and to the point; and
2. whether the Student has already spoken with someone (such as an Employee) about the Complaint or taken any other action to resolve their Complaint informally; and
3. copies of any relevant documentation or correspondence; and
4. what outcome is being sought by the Student.

All Formal Complaints should be made within 12 months of the incident or issue occurring. Students normally will not suffer any form of disadvantage as a result of making a Complaint. However, the making of vexatious or frivolous Complaints may result in the Student's conduct being investigated, and may also result in disciplinary action, under the Student Code of Conduct Policy.

4.5 Receipt of a Formal Complaint

Formal Complaints received will be recorded within the College's Student Complaints and Appeals Management System.

Investigating officers who receive a Formal Complaint that has not been made via the Online Formal Complaint Form must arrange for the Formal Complaint to be uploaded in the College's Student Complaints and Appeals Management System. A member of the College's Complaint handling team will undertake an assessment using the criteria set out in these procedures to assign the Complaint Type and progress accordingly.

4.6 Acknowledgement of a Formal Complaint

A Student who makes a Formal Complaint will receive a Notice of receipt, usually within three College Business Days.

The College will aim to resolve all Complaints in a fair, impartial, consistent, respectful and timely manner.

4.7 Tracking of Formal Complaint

The progress of all Formal Complaints is recorded and tracked within the College's Student Complaints and Appeals Management System.

Should the investigation take longer than the recommended 10 College Business Days, Students who enquire will be kept informed as to the progress of their Formal Complaint and the steps being taken to resolve it.

Wherever possible, steps will be taken to safeguard the confidentiality of any information provided as part of the Complaints management process.

4.8 Initial assessment of the Formal Complaint

Initial assessment of a Formal Complaint will be made using the College's Student Complaints and Appeals Management System and will usually commence within three College Business Days of receipt of the Formal Complaint.

If an initial assessment determines that a matter does not meet the College's definition of Complaint, the relevant investigating officer will send a Notice to the Student:

- referring them to an alternative or more appropriate pathway for resolution; and/or
- advising the Student that the issue they have raised does not constitute a Complaint.

This Formal Complaint status will be updated in the Student Complaints and Appeals Management System.

If an initial assessment determines that the matter is a Complaint, it will be referred to an appropriate investigating officer for investigation in accordance with the Student Complaints Type and Responsibilities Schedule.

4.9 Referral of Formal Complaint to the appropriate pathway for resolution

Formal Complaints will be assigned to an appropriate investigating officer for the relevant Complaint Type as per the Student Complaint Type and Responsibilities Schedule.

Each investigating officer will be responsible for recording the progress of the Formal Complaint within the Student Complaints and Appeals Management System.

Investigating officers also reserve the right to refer complex matters to external agencies, as appropriate, for review.

4.10 Investigation of Formal Complaint

Investigation of the Formal Complaint will be undertaken in accordance with the processes set out in the relevant policy/ies and/or procedure/s for the relevant Complaint Type as set out in the Student Complaint Type and Responsibilities Schedule.

Where a Formal Complaint is classified as more than one Complaint Type and is referred to more than one process for resolution, it is the responsibility of the investigating officers involved in those processes to maintain communication throughout the investigation process and to provide coordinated communication with the Student in relation to the matter from a single point of contact.

All parties involved in the Formal Complaint management process will be kept informed, where appropriate, in writing, of progress or Decisions, including reasons for the Decision.

Where it is recommended that Mediation occur between parties or a meeting or hearing be held, the Student will be given Notice of a date, time and location. Students may choose to bring with them to meetings or hearings a support person or advocate of their choice who neither holds a law degree nor is permitted to practice law.

The College adopts strategies for dealing with unreasonable complainant conduct in accordance with the Queensland Ombudsman's Managing Unreasonable Complainant Conduct Practice Manual.

4.11 Decision

At the conclusion of the investigation process, a Decision will be reached by the Accountable Officer in relation to the Formal Complaint in accordance with the processes set out in the relevant policy/ies and/or procedure/s for the relevant Complaint Type.

All Formal Complaints will be resolved as soon as reasonably possible and usually within 10 working days from the date of receipt of the Complaint.

The College recognises that complex issues involving multiple parties normally take longer to resolve in order to ensure a fair and equitable outcome is achieved. Should the investigation take longer than the recommended 10 College Business Days, Students who enquire will be kept informed as to the progress of their Formal Complaint and the steps being taken to resolve it.

4.12 Communication of Decision

Students and other parties involved in an investigation, such as Employees or other Students, will receive a Notice of the Decision of the Formal Complaint and the rationale underpinning the Decision.

The Accountable Officer will communicate the Decision by Notice to the Student.

4.13 Closure of Formal Complaints

Upon resolution, the status of the Formal Complaint will be updated as 'resolved' by the relevant investigating officer in the Student Complaints and Appeals Management System.

4.14 Record keeping

Officers handling/investigating a Complaint are responsible for ensuring complete and accurate recording of all material in accordance with College Policy and

regulatory obligations. Records will be kept of the Complaint resolution process and outcome.

4.15 Implementation of Decision

Unless otherwise determined and recorded, all Decisions in relation to Formal Complaints will be implemented with immediate effect.

Where a Decision has been made to restrict, suspend, cancel or terminate the Enrolment of a Student, the College will maintain the Student's Enrolment during any Appeals process. Students who have been Excluded in accordance with Section 6.1 Emergency Power to Exclude, in the Student Code of Conduct Policy, will not have their the Enrolment maintained during the Appeal process.

Where a Decision has been made by the College that supports the Student, the College will, as soon as reasonably practicable, implement the Decision and/or corrective/preventative action required and advise the Student by Notice of the Decision.

All Formal Complaints will be used as part of the College's process of continuous improvement and where an outcome identifies an error in process, this will be addressed as part of the resolution phase in order to prevent the issue re-occurring in future.

4.16 Reporting

The Accountable Officer will be responsible for including a statement within the College's Annual Report of Formal Complaints received and Decisions reached.

The Accountable Officer, at their discretion, may provide a copy of the College's Complaint Management Report to appropriate stakeholders.

Reports may include:

- number and type of Complaints received
- timeframes for assessment and action
- the Faculty or School in which the Student is Enrolled
- Whether the Student is registered with the College's disability support program
- Complaint Decisions and outcomes, and
- recommendations for continuous improvement to College process.

4.17 Maintenance and improvement

The Deputy Vice-Chancellor (Students and Communities) is responsible for the maintenance and improvement of the College's Student Complaints management process. The Deputy Vice-Chancellor (Students and Communities) will ensure that the Student Complaints management process is used to promote the College's continuous improvement and ensure that all Formal Complaints made by Students are taken seriously. Where it is in the control of the College, every reasonable effort will be made to resolve it to the Student's satisfaction.

4.18 Referral of Formal Complaints to external agencies

If a Student is dissatisfied with the Decision of their Formal Complaint, the Student has the right to refer their Formal Complaint to an external agency. External agencies may include:

1. the Commonwealth Human Rights and Equal Opportunity Commission, and the Anti-Discrimination Commission Queensland (in relation to discrimination and sexual harassment); or

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2. the Office of the Information Commissioner; or
3. the Student's State or Territory Ombudsman Office for Student's studying within Australia or the Commonwealth Ombudsman or the Commonwealth Ombudsman's Office for Students studying internationally (in relation to the application of policies and procedures and administrative processes).

Attachment 7 Monitoring Plagiarism at CDA College

Monitoring and Managing Plagiarism at CDA College

Definition of Plagiarism

Plagiarism is defined as submitting as one's own work, irrespective of intent to deceive, that which derives in part or in its entirety from the work of others without due acknowledgement.

Candidates/ students are expected to have read the CDA College statement on plagiarism from the Project Guide Lines OR Assignment guidelines and to follow the discipline-specific guidance about referencing techniques and other academic conventions issued by their faculty or department in all work submitted for assessment.

If plagiarism is detected or suspected in a student's coursework, faculty must follow key procedures to ensure that the incident is handled appropriately and consistently and that the university is kept informed. Use the following definitions and steps to ensure that all incidents are handled appropriately.

Minimal plagiarism, Substantial plagiarism or Complete plagiarism (Definitions of the steps are defined in the Project and Assignment Guidelines to students).

It must be stressed that the project and assignment deliverables must be the student's own work. Any attempt to copy another's work (including downloading information from the Internet) and to represent such work as being the student's own will be dealt with rigorously under the College's regulations regarding plagiarism. It is often appropriate to quote another's work or to include some material that someone else has produced (e.g. wording, diagrams, and software from the Internet, textbooks or elsewhere) but, if this occurs, you must always acknowledge this fact by giving an appropriate reference. Failure to acknowledge any inclusion of this nature will be treated as plagiarism.

What is the policy of CDA College on cheating or plagiarism?

Cheating and Plagiarism. CDA College plagiarism policy is that will not tolerate academic **cheating** or **plagiarism** in any form. Learning to think and work independently is part of the educational process. **Cheating** or **plagiarism** in any form is considered a serious violation of expected student behavior and may result in disciplinary action.

Defining plagiarism:

Find out what plagiarism is and how to avoid it. The Merriam Webster dictionary defines the act of plagiarism as:

"to steal and pass off the ideas or words of another as one's own"

Plagiarism is simply taking other people's words and/or ideas, using them, and then - rather than giving credit to the person who thought of them, pretending that those words/ideas belong to you.

Disciplinary Actions

- In most cases, the instructor will address issues of academic dishonesty within the confines of the student's course. The instructor may decide an appropriate consequence, including the following options: a written warning; the assignment of a

written research project about the nature of plagiarism and academic honesty; a reduced grade or partial credit on the assignment; requiring the student to repeat the assignment; or issuing a failing grade to the student of the course.

- If a student receives an unsatisfactory grade (C, F) in a course as a result of academic dishonesty, existing academic policies may lead to probation or dismissal.

In extreme cases, a dishonesty violation may warrant consideration for dismissal, suspension, or other disciplinary action. These disciplinary actions require a formal judicial process as outlined in the Student Handbook.

CDA College is using the: **Turnitin – The College's Plagiarism Software Platform**
In the Dissertation and Assignment given to students to prepare their thesis, it is explained that plagiarism is considered as Academic Misconduct.

Let's look at the ways students frequently fall into the plagiarism trap:

Handing in an essay that you didn't write

Some students hand in essays that they find on the Internet; others get someone else to write their essay for them. This is plagiarism because the words and ideas in those essays don't belong to the person submitting it.

Copying words or ideas from someone else's work, without giving credit

Students often find relevant material in books and journals which might even exactly answer the essay question they are dealing with. They often plagiarise by copying words and/or ideas from those sources without giving credit to the author.

Failing to put a quote in quotation marks

Some students forget that when you take material from books or journals and use it word-for-word, you must put it in quotation marks. It is not enough to copy a chunk of text and give a reference - you also need to use quotation marks to show that it is a direct quote.

Giving incorrect information about the source of a quotation

It's tempting to quote the sources that a book or journal cites as their sources - that way, it looks like you've done a lot more reading than you really have. However, unless you've actually read the cited source yourself, this can be considered plagiarism.

Copying sentence structure, but changing words around, without giving credit

It's easy enough to reword books and journals so that most of the words are different: however, if doing this, the student is still copying the structure of the original author's arguments, as well as their ideas, so are committing plagiarism.

Copying so many words or ideas from a source that it makes up the majority of your work, whether you give credit or not

Some students copy chunks of material from books, journals and other sources. Although they give proper credit through references, most of their work is made up from other people's ideas, and the student's own ideas on the topic never emerge. Work like this is certainly not original - this is a form of plagiarism.

Self-plagiarizing

Believe it or not, you can also be accused of plagiarising your own work. This is because you cannot be awarded two grades/degrees for the same piece of work and using substantial sections of your previous work, however original, is still plagiarism.

There are two fundamental reasons why you should not plagiarise:

1. **Plagiarism is stealing:** stealing other people's work, words and ideas. It is, morally, no better than stealing a car or anything else. If someone else stole your ideas, how would you feel?
2. **Plagiarism represents information illiteracy.** If you plagiarise somebody else's work, you are implying that you are incapable of explaining your own thoughts and ideas, even if this is not really the case. If you're caught plagiarising, this will make it appear that you are effectively illiterate when it comes to handling information – not an impression that you want to create!

What you should be aiming for instead is **information literacy**, which is defined as:

"knowing when and why you need information, where to find it, and how to evaluate, use and communicate it in an ethical manner". Chartered Institute of Library and Information Professionals

Turnitin accepts files in the following formats: Microsoft Word, WordPerfect, PostScript, PDF, HTML, RTF, plain text. Turnitin doesn't accept Microsoft **PowerPoint** or Publisher so if you need to **submit** work in these formats, e.g. a presentation or a poster, you must convert your files to PDF first.

Explanation of the Reports

Originality Reports should usually be ready within 15 minutes. However it may take up to 24 hours during peak times such as the middle or the end of semesters when many papers are being submitted to Turnitin.

As a guide a returned percentage of below 15% would probably indicate that plagiarism has not occurred. However, if the 15% of matching text is one continuous block this could still be considered plagiarism. A high percentage would probably be anything over **25%** (Yellow, orange or red).

It should be emphasised that the **purpose of TurnItIn** is not to single out students and penalise them for plagiarism, but for students to identify their mistakes or weaknesses in citations so as to improve their academic writing skills. Enter the course which your Instructor had placed the **TurnItIn** assignment.

A Green colored square **means** that 0% - 24% of your paper or assignment matches something already in the **Turnitin** database.

And a **Blue** colored square **means** that less than 20 words in your paper or assignment matches something already in the **Turnitin** database.

Plagiarized ideas or concepts, or paraphrasing. Turnitin does not flag essays that include plagiarized ideas or concepts, nor can it detect paraphrasing that dramatically changes the wording of an original source while maintaining that source's organization.

4% plagiarism is good right?," or "my Turnitin plagiarism percentage is only 18%." There is a very distinct difference between what Turnitin flags as matching text (aka: similarity index) and plagiarism. Turnitin will highlight ANY matching material in a paper—even if it is properly quoted and cited.

Academic Honesty Policies

Statement of Ethics (from both graduate and undergraduate catalogs)

CDA College strives to be a center of academic excellence. The CDA College makes every effort to ensure:

1. The opportunity for students to learn and inquire freely.
2. The protection of intellectual freedom and the rights of professors to teach.
3. The advancement of knowledge through scholarly pursuits and relevant dialogue.

The CDA College community is by nature pluralistic and diverse. Those who elect to participate in the CDA College community accept the responsibility of sharing in the effort to achieve the CDA College's mission as an institution of higher learning. Each person is expected to respect the objectives of the CDA College and the views expressed within the community. Participants in this shared enterprise strive to be governed by what ought to be rather than by what is. To accomplish its goals, members of the CDA College community aspire to a standard that is higher than mere compliance with formalized CDA College requirements and local, state, and federal law. All members endeavor to fulfill the following expectations:

1. Preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty.
2. Treat others with respect and dignity.
3. Respect the rights and property of others.
4. Act with concern for the safety and well-being of all associates.

Inquiry, discourse and dissent, within the framework of an orderly academic environment, are essential elements of a CDA College community. Members of the CDA College community recognize this and are consequently supportive of democratic and lawful procedure, and dedicated to rational approaches to solving problems. This assumes openness to change as well as commitment to historical values.

Academic dishonesty policy for undergraduate students

<http://www.cdacollege.ac.cy/current/undergraduate-catalog/academic-policies.html#honesty>

Academic dishonesty includes the following and any other forms of academic dishonesty:

- Cheating—Using or attempting to use crib sheets, electronic sources, stolen exams, unauthorized study aids in an academic assignment, or copying or colluding with a fellow student in an effort to improve one's grade.
- Fabrication—Falsifying, inventing, or misstating any data, information, or citation in an academic assignment, field experience, academic credentials, job application or placement file.

- **Plagiarism**—Using the works (i.e. words, images, other materials) of another person as one's own words without proper citation in any academic assignment. This includes submission (in whole or in part) of any work purchased or downloaded from a Web site or an Internet paper clearinghouse. Self-plagiarism—submitting work to a course that was previously submitted to the same or a different course—is also considered a form of plagiarism.
- **Facilitating Academic Dishonesty**—Assisting or attempting to assist any person to commit any act of academic misconduct, such as allowing someone to copy a paper or test answers.

Misconduct

CDA College students assume the obligation of conducting themselves in a manner compatible with the CDA College's function as an educational institution. Student misconduct may be subject to disciplinary action, up to and including dismissal from the CDA College. To the extent that penalties for any misconduct are prescribed by law, the CDA College will consider appropriate action under such laws.

Complete descriptions of student rights and responsibilities and the CDA College disciplinary procedure are printed in the Student Handbook and Calendar , available in the Office of Student Affairs or the CDA College Center information desk or online.

Academic dishonest policy for graduate students

<http://www.cdacollege.ac.cy/current/graduate-catalog/academic-policies.html#honesty>

The CDA College is committed to high standards of academic conduct and integrity. Students will be held responsible for violations of academic honesty.

Definitions of Academic Dishonesty

Academic dishonesty includes the following and any other forms of academic dishonesty:

- **Cheating**—Using or attempting to use crib sheets, electronic sources, stolen exams, unauthorized study aids in an academic assignment, or copying or colluding with a fellow student in an effort to improve one's grade.
- **Fabrication**—Falsifying, inventing, or misstating any data, information, or citation in an academic assignment, field experience, academic credentials, job application or placement file.
- **Plagiarism**—Using the works (i.e. words, images, other materials) of another person as one's own words without proper citation in any academic assignment. This includes submission (in whole or in part) of any work purchased or downloaded from a Web site or an Internet paper clearinghouse. Self-plagiarism—submitting work to a course that was previously submitted to the same or a different course—is also considered a form of plagiarism.

- Facilitating Academic Dishonesty—Assisting or attempting to assist any person to commit any act of academic misconduct, such as allowing someone to copy a paper or test answers.

Disciplinary Actions

- In most cases, the instructor will address issues of academic dishonesty within the confines of the student's course. The instructor may decide an appropriate consequence, including the following options: a written warning; the assignment of a written research project about the nature of plagiarism and academic honesty; a reduced grade or partial credit on the assignment; requiring the student to repeat the assignment; or issuing a failing grade to the student of the course.
- If a student receives an unsatisfactory grade (C, F) in a course as a result of academic dishonesty, existing academic policies may lead to probation or dismissal.
- In extreme cases, a dishonesty violation may warrant consideration for dismissal, suspension, or other disciplinary action. These disciplinary actions require a formal judicial process as outlined in the Student Handbook.

Attachment 8 CAS101 Introduction to Casino Industry

Course Title	Introduction to Casino Industry				
Course Code	CAS 101				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	A Semester				
Lecturer's Name	Eleni Asprogenous				
ECTS	5	Lectures / week	3	Labs / week	-
Course's Aim and Objective	This course provides students with an introduction to Casino Operations focuses primarily on the casino industry itself as well as on the operation and ownership of commercial casinos. Students need a thorough understanding of the business side of the casino industry to ensure profits and to avoid losses. Students will look at the historical development of gaming in the world and to understand how the industry has evolved to its present form with the implication to the cultural of the people. Further, students will understand the organizational structure of the world casino industry and examine any future development trends that may exist affecting the local area and culture.				
Learning Outcomes	<p>By the end of the course, students are expected to:</p> <ul style="list-style-type: none">• determine the current status of the casino operations in the world.• explain the historical development of the casino industry.• discuss the influence of the evolutions of casino oriented operations• explain the programming process behind a commercial casino operation and the impact that could have of a country's GDP.• analyze and describe the casino industry components.• determine the procedure of legalizing casino operations for a give country, the cultural implication of gambling• establish the understanding of the casino industry terminology• understand the importance of the casino industry as a leisure and recreational activity as well as an economic activity.• determine a casino establishment main operational functions and summarize the main points of concern.• Cultural aspects in the gambling, affected areas and socio-cultural aspects, the profile of gamblers, ethics of gambling• speculate on future casino industry trends.				
Prerequisites	None or Consent of Instructor				
Course Syllabus	Weeks	Content of the Course			
	1	The beginning of the casino Industry Historic development of Casino Industry: <ul style="list-style-type: none">▪ Tracing the history of the gaming industry cultural aspects			

		<ul style="list-style-type: none"> Looking ahead to future areas of expansion <p>Moves from principles to practices, from overviews to detailed descriptions, all in a chronological context.</p>
	2	<p>Gaming Control. How everything started</p> <ul style="list-style-type: none"> History Of Gaming Control In Nevada Atlantic City Gaming Indian Gaming China Gaming Holland Gaming New World Gaming Countries
	3	<p>Gaming Taxes and the Governments involvement in the casinos Industry</p> <ul style="list-style-type: none"> Gaming Taxes Internal Control Systems
	4	Revision For The Mid-Term Examination
	5	<p>Mid-Term Examination (Written Test)</p> <p>Case Studies: Casino Industry Evolution and Current position</p>
	6	<p>Casino Industry Organisation – Part A:</p> <ul style="list-style-type: none"> The Casino Management Pyramid Casino Organizational Structure
	7	<p>Casino Industry Organisation – Part A:</p> <ul style="list-style-type: none"> Casino Hotel operational Systems Freelance casino operational systems Socio-Cultural effects Community and Ethical Moral
	8	<p>The Social and Economic impacts of Gambling:</p> <ul style="list-style-type: none"> General characteristics Economic Impacts Social Impacts Impacts of type of gambling
	9	<p>Ethics and Casino</p> <ul style="list-style-type: none"> Casino Ethics Casino right, pleasure, happiness Casino morally wrong, society influence Responsible gambling
	10	<p>Casino Industry and costs to Individuals:</p> <ul style="list-style-type: none"> Analysis of pathological gambling Families of pathological gamblers Financial problems and crime Transfer Effects, local residents within the community Direct and Indirect Effects Tangible and Intangible Effects
	11	Presentations: Student Project Oral Presentations
	12	<p>Sports Book Operations start, evolution and current position</p> <ul style="list-style-type: none"> History Sports Betting Sporting Terms Regulatory Requirements
	13	<p>Identifying and Measuring costs of casinos</p> <ul style="list-style-type: none"> Unpaid Debt Lenders/Borrowers Pathological gambling <p>Benefits of Gambling – gross impact, positive economic effects</p>

	14	Revision for the Final examinations
Methodology	Lectures, in class exercises, group work, mid-term examination, presentations, final examination	
Bibliography	<p>Required Textbooks</p> <p>Title: An Introduction to Casino Operations Management Author: Gelitha J. Ferguson Edition: 2014</p> <p>Title: Casino Operations Management, 2nd Edition Author: Jim Kilby, Jim Fox, Anthony F. Lucas Edition: 2005</p> <p>Additional Reading</p> <p>Title: The Law for Gamblers Author: Robert A. Nersesian Edition: 2016</p> <p>Title: Casino management – A Strategic Approach Author: Kathryn Hashimoto Edition: 2008</p> <p>Academic Journals</p> <p>Annals of Tourism Research, Tourism Management, Current Issues in Tourism, Tourism Analysis, Tourism Recreations Research, Tourism Geographies, Journal of Sustainable Tourism, International Journal of Contemporary Hospitality Management, Casino Watch, Inc., Gaming Management Portal.</p>	
Evaluation	40% coursework and 60% final examination.	
Language	English	

Attachment 9 MGT101 Introduction to Management

Course Title	Introduction to Management				
Course Code	MGT 101				
Course Type	Elective				
Level	Certificate				
Year / Semester of Study	1 st Semester				
Lecturer's Name	Dr. Eleni Asprogenous				
ECTS	2	Lectures / week	1	Labs / week	
Course's Aim and Objective	The course aims to examine the basis of Global Management theory and practice, its evolution and underlying nature. It introduces the student to the basic managerial functions of planning, organizing, and staffing, leading and controlling of the contemporary, global environment.				
Learning Outcomes	<ul style="list-style-type: none"> • Acquire a general understanding of the managerial functions of planning, organizing, staffing, leading and controlling; • Be able to relate the science, theory and principles of management to the practice of management; and • Be able to demonstrate an ability to exercise and evaluate the managerial functions in the light of a contemporary, global, competitive environment. 				
Prerequisites	None				
Course Syllabus	Weeks	Content of the Course			
	1	Define the nature of Management. State its importance, history, environment and the Challenge. Underline the management functions.			
	2	Discuss the Systems Approach to Management and the Contingency Approach; Compare the External and Internal Environment; Explain organizational and Social Responsibility and Business Ethics in Management.			
	3	Demonstrate the planning process; Explain planning through Management by Objectives and the Concept and Process of Strategic Management.			
	4	Explain the importance of SWOT Analysis and demonstrate the Formulation of Corporate, Business, and Functional-Level Strategies; Exemplify the Decision-Making Process.			
	5	Define organizing and compare between formal and informal structures.			
	6	Point the importance of responsibility, authority, delegation and accountability. Compare Centralization versus Decentralization. Revise for Mid-term Examination			
	7	Midterm Examination			
	8	Identify Human Resource Management Functions.			
	9	Define leading, and distinguish between Motivation Theories, Philosophies of Human Nature, Need Theories, Cognitive Theories			

		and Reinforcement Theory.	
	10	Explain leadership traits, Behaviors and the Communication Process.	
	11	Discuss the importance of Controls and explain the Controlling Process.	
	12	Demonstrate the importance of International Management and discuss its Nature.	
	13	Explain the ways of adapting to Cultural Differences and identify Global implications and perspectives.	
	14	Revise for Final examination	
Methodology	Lectures, presentations, articles discussion, independent and private study, preparation of projects, fieldwork and group work. Preparation for mid-term and final examinations		
Bibliography	<p><u>REQUIRED TEXTBOOKS:</u></p> <p>1. Gareth R. Jones & Jennifer M. George. Contemporary management. McGraw-Hill 10th ed. 2017, ISBN: 9781259921988.</p> <p><u>RECOMMENDED TEXTBOOKS:</u></p> <p>1. Richard Pettinger. Introduction to management. Prentice Hall, 4th ed. 2008, ISBN: 9780230000384.</p> <p>2. Edgar Myers. Contemporary management. McGraw-Hill European edition 2008, ISBN: 007711115X.</p>		
Evaluation	40% coursework and 60% final examination.		
Language	English		

Attachment 10 CAS102 Introduction to Hotel and Casino Management

Course Title	INTRODUCTION TO HOTEL AND CASINO MANAGEMENT				
Course Code	CAS 102				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	A Semester				
Lecturer's Name	Eleni Asprogenous				
ECTS	6	Lectures / week	3	Labs / week	-
Course's Aim and Objective	This course explores the function of casinos and their relationships to hotels, restaurants, resorts, and entertainment facilities. It traces the history of the gaming and hotel industry. The course provides students with an introduction to Casinos and Casino Hotel Operations. Students will learn an understanding of the hotel industry that carries the casino operation within its structure as an inseparable part. Students learning will focus upon casinos operating within a hotel environment which includes accommodation, restaurants, bars and other food and beverage facilities, a variety of spa and entertainment amenities, retail shops and the cultural implication of gambling with the socio-cultural profile of gamblers.				
Learning Outcomes	<p>By the end of the course, students are expected to:</p> <ul style="list-style-type: none">• determine the relationship of a casino operation and a hotel establishment• explain the historical development of the hotel/casino industry• referencing and acknowledging the historical development of gaming industry with the cultural implication of gambling with analyzing the socio-cultural profile of gamblers• discuss the influence of the evolutions of the hotel and motel industry• analyze and describe the casino operating facilities as part of the hotel establishment and the casino socio environment and cultural implication• determine the procedure of operating a hotel casino, ethics and profit• establish the understanding of the hotel casino staff positions, discriminations• understand the importance of the hospitality in order to cater to casino client's ethical issues• determine the level of work involved for each casino hotel position and be able to explain in detail.				
Prerequisites	None or Consent of Instructor				
Course Syllabus	Weeks	Content of the Course			
	1	The Modern Hotel Industry Hotel Evolution: <ul style="list-style-type: none">▪ Infrastructures▪ Hotels of the world▪ European Hotel Evolution▪ American Hotel and Motel Evolution			

	2	American, European and Asia Casino Hotels Evolution: <ul style="list-style-type: none"> ▪ Infrastructure ▪ Casino Hotels of the World ▪ Types of Casino Hotels ▪ Casino Departments ▪ Casino Hotel Operational Activities 	
	3	Relationship of Hotels and Casino <ul style="list-style-type: none"> ▪ Exploring the function of casinos and their relationships to hotels, restaurants, resorts, and entertainment facilities. 	
	4	Revision for The Mid-Term Examination	
	5	Mid-Term Examination (Written Test) Case Studies: Related to hotel Casinos	
	6	Historic development of Hotel Casino: <ul style="list-style-type: none"> ▪ Nevada, Las Vegas & Atlantic City ▪ Europe, Holland ▪ Asia, Macau 	
	7	Hotel Casino Design <ul style="list-style-type: none"> ▪ The casino pit ▪ The hotel infrastructural multipart 	
	8	Interrelationships and co-operation: <ul style="list-style-type: none"> ▪ Relationship of the two inseparable parts ▪ Casino Hotel Positions ▪ Personnel Co-operations ▪ Ethics and profit 	
	9	Inter-Relationships and departments Analysis of the inter-departmental co-operate with the casino part of the hotel. The inter-departments are: <ul style="list-style-type: none"> ▪ Front office ▪ Concierge ▪ Food and Beverage ▪ Housekeeping ▪ Spa and Sports Recreations ▪ Exhibitions and Meetings 	
	10	Casino Fostering Diversity: <ul style="list-style-type: none"> ▪ Teamwork ▪ Innovation ▪ Vision ▪ Leadership ▪ Inspiration ▪ Motivation ▪ Training 	
	11	Presentations: Student Oral Presentations of Students	
	12	Changing the Work force and Benefits of Diversity: <ul style="list-style-type: none"> ▪ Better service to customers ▪ Reduced costs ▪ Increased productivity ▪ Improved quality of management, creativity and innovation ▪ Enhanced organizational flexibility, increased resource acquisition abilities ▪ Enhanced social responsibility 	

	13	Casino high-performance teams <ul style="list-style-type: none">▪ team-building a high priority for casino organization▪ using ways in which teams can solve specific related problems, increasing effectiveness▪ Stages of team development▪ Groupthink, positive and negative group roles▪ Cultural implication of gambling▪ Profile of gamblers, ethical issues	
	14	Revision for the Final examinations	
Methodology	Lectures, in class exercises, group work, mid-term examination, presentations, final examination		
Bibliography	Required Textbooks Title: Introduction to Casino and Gaming Operations Author: Upper Saddle River, NJ : Prentice Hall Edition: 2000 Additional Reading Title: An Introduction to Casino Operations Management Author: Gelitha J. Ferguson Edition: 2014 Title: Casino Operations Management, 2nd Edition Author: Jim Kilby, Jim Fox, Anthony F. Lucas Edition: 2005 Title: The Law for Gamblers Author: Robert A. Nersesian Edition: 2016 Title: Casino management – A Strategic Approach Author: Kathryn Hashimoto Edition: 2008 Title: Casino Game in the United States Author: Thomas A. Mirkovich & Allison A. Cowgill Edition: 2010 Title: Casino Industry in Asia Pacific: development, operation, impact Author: Cathy H C Hsu Edition: 2006 Academic Journals Annals of Tourism Research, Tourism Management, Current Issues in Tourism, Tourism Analysis, Tourism Recreations Research, Tourism Geographies, Journal of Sustainable Tourism, International Journal of Contemporary Hospitality Management, Casino Watch, Inc., Gaming Management Portal.		
Evaluation	40% coursework and 60% final examination.		
Language	English		

Attachment 11 CAS103 Public Relations

Course Title	Public Relations				
Course Code	CAS 103				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	B Semester				
Lecturer's Name	Stella Michaelidou				
ECTS	5	Lectures / week	3	Labs / week	
Course's Aim and Objective	The course is dealing with the theory of communication. The concepts of public, public opinion, research, and the place of public relations in the organization are examined. Emphasis is given on designing public relations strategies and application of public relations methods, tools and techniques in maintaining effective relations with the different publics.				
Learning Outcomes	<ul style="list-style-type: none"> • Be able to examine the role of public relations and its fundamental principles including the importance of management, planning, ethics, research, communication and public opinion; • Be able to demonstrate an ability to deal with the practical communications applications of the field, including the emergence of the electronic communications and the discipline of integrated marketing communication; • Be able to examine the primary constituents, with which the field deals, including the media, employees, and government; • Improve critical thinking skills and be able to handle communication with employees and the media; • Be able to create a message planner; and to write an effective press release; and • Be able to develop and demonstrate an ability to implement dynamic public relations communications plan in order to create and maintain corporation's identity and reputation. 				
Prerequisites					
Course Syllabus	Weeks	Content of the Course			
	1	Define Public Relations and PR concepts State the importance of Public Relations			
	2	Discuss Public Opinion attitudes and the power of motivation Point and compare Ethics with Public Relations Discuss Ethics of Gambling and Public Relations Code of Ethics in Gambling – Gambling Code of Conduct			
	3	Explain Research, concepts and application. Define Communication State Communication theories			
	4	State Management and relation with Public Relations Underline Crisis Management and implementation			
	5	Compare Marketing Communications such as publicity, third-			

		party endorsement, building a brand on the Web,	
	6	State Public Relations Writing and public relations techniques, for an effective presentation.	
	7	Identify the importance of Public Relations and the Internet	
	8	Point Print Media and power of publicity and Electronic Media	
	9	Draw the importance of communication with the employees The importance of communication with the customer	
	10	Explain Community Diversity, the importance of minorities	
	11	State public relations and in the government, lobbying the government, government objectives.	
	12	Distinguish PR with Consumers and Investors	
	13	State future public relations issues and 21 st century public relations challenges	
	14	Project presentations and Revision for the final exams	
Methodology	Lectures, presentations, articles discussion, independent and private study, preparation of projects, fieldwork and group work. Preparation for mid-term and final examinations		
Bibliography	<p>Required Textbooks Title: The Practice of Public Relations Author(s): Fraser P. Seitel Publisher: Prentice-Hall Inc. Edition: 10th Year: 2007 ISBN: 0-13-123025-5</p> <p>Textbooks, References, Other Bibliography Effective Public Relations Scott M. Cutlip, Allen H. Center, Glen M. Broom 2nd Prentice Hall, ISBN 0135412110</p> <p>Public Relations: An Introduction Shirley Harrison Thomson Learning 2004, 2nd</p>		
Evaluation	40% coursework and 60% final examination.		
Language	English		

Attachment 12 CAS105 Business Ethics in Gambling

Course Title	Business Ethics in Gambling				
Course Code	CAS 105				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	A Semester				
Lecturer's Name	Eleni Asprogenous				
ECTS	5	Lectures / week	3	Labs / week	-
Course's Aim and Objective	<p>This course provides students with an introduction to Casino Operations focuses primarily on the casino industry familiarizing students to the various ethical issues thought casino and gambling and their relevance to public and social policy impacts. The integration of economic theory along with ethical concerns over a wide range of casino business. A thorough understanding of the business side of the casino industry to ensure profits and to avoid losses with ethical consideration. Students will look at the right and wrong side of gaming in the social environment and to understand how the industry has evolved to its present form according to ethics side.</p>				
Learning Outcomes	<p>By the end of the course, students are expected to:</p> <ul style="list-style-type: none"> • determine the Ethics vs Morality of the casino operations in the social environment. Ethical values, regulations, mission, vision • explain the public policy processes of the casino industry • discuss the influence of gambling, internet, sports and casino oriented operations • analyze and describe the CSR programme of casino industry • establish the understanding of the casino protecting assets tangible and intangible. Personal Data protection, Discrimination, Respect of the sensitive information and fight against corruption and influence betting • understand the factors that contribute to the addiction to gambling, impulse control, genetic factors, daily escape and past trauma • determine a casino establishment main operational functions and summarize the main points of concern • cultural aspects in the gambling, affected areas and socio-cultural aspects • substance abuse, gaming compliance committee, ethical responsibility 				
Prerequisites	None or Consent of Instructor				
Course Syllabus	Weeks	Content of the Course			
	1	<p>The Ethical Values of the casino Industry The vision, mission of Casino Industry:</p> <ul style="list-style-type: none"> ▪ Ethics vs morality and cultural aspects ▪ Future areas of expansion regulations of code of ethics ▪ Rules and regulations for staff members, training and coaching 			

		<ul style="list-style-type: none"> ▪ Training method 4 steps: code of Ethics and Conduct
	2	Gaming Control. Fight against corruption and influence peddling <ul style="list-style-type: none"> ▪ Committee of Ethics ▪ Chief compliance officer ▪ Respect of the customers ▪ Information confidentiality ▪ Personal Data protection
	3	CSR priorities and employment motivation in the casino Industry <ul style="list-style-type: none"> ▪ Employer commitment ▪ Health and Safety, working conditions ▪ Responsibility protect consumers/customers ▪ Trusted partner and Local corporate citizen ▪ Environmentally sensitive
	4	Revision For The Mid-Term Examination
	5	Mid-Term Examination (Written Test) Case Studies: Casino Industry and the core value of diversity
	6	Casino Industry combating discrimination and stereotypes <ul style="list-style-type: none"> ▪ The fight of stereotypes ▪ Eliminate discrimination
	7	Casino Industry and gambling addiction theoretical causes <ul style="list-style-type: none"> ▪ Pathological gambling addiction ▪ Problem gamblers ▪ Impulse control ▪ Escape and Past Trauma ▪ Socio-Cultural effects
	8	Gambling is Morally wrong or right Case study, research, <ul style="list-style-type: none"> ▪ Is Gambling wrong, ▪ Economics and morals of gambling ▪ Gambling addiction ▪ Public morality and social control of gambling
	9	Ethical issues in the casino industry <ul style="list-style-type: none"> ▪ Casino Ethics ▪ What are the risks ▪ Culture, family, Community influence ▪ Ethical social approach
	10	Casino Code of Conduct Policy: <ul style="list-style-type: none"> ▪ The Code (License, safe transactions, support) ▪ Social Responsibly ▪ Complains and violations reports
	11	Presentations: Student Project Oral Presentations
	12	Organizational justice, employees ethical behavior and job satisfaction in the casino industry <ul style="list-style-type: none"> ▪ Employee behaviour ▪ Job satisfaction ▪ Ethical behaviour ▪ Viable, safe and healthy operation
	13	Social impacts of gambling <ul style="list-style-type: none"> ▪ Social problems and impacts of Casinos ▪ Financial problems and the costs of problem gambling ▪ Responsible gambling policies
	14	Revision for the Final examinations

Methodology	Lectures, in class exercises, group work, mid-term examination, presentations, final examination
Bibliography	<p>Required Textbooks</p> <p>Title: Challenging Corporate Social responsibility</p> <p>Author: Jessalynn R. Strauss</p> <p>Edition: 2015</p> <p>Title: SAGE Brief Guide to Business Ethics</p> <p>Author: SAGE Publications http://dx.doi.org/10.4135/9781452243979</p> <p>Edition: 2012</p> <p>Additional Reading</p> <p>Title: Business Ethics and Society</p> <p>Author: Robert W. Kolb</p> <p>Edition: 2008</p> <p>Title: Organizational justice, employees ethical behavior in Casinos</p> <p>Author: Shiang-Lin Chen McCain, Henry Tsai, Nicholas Bellino</p> <p>Edition: 2010</p> <p>Academic Journals</p> <p>Annals of Tourism Research, International Gambling Studies, The ethical case for gambling, The business of addiction, Journal of Sustainable Tourism, International Journal of Contemporary Hospitality Management, Casino Watch, Inc., Gaming Management Portal.</p>
Evaluation	40% coursework and 60% final examination
Language	English

Attachment 13 CAS107 Casino Surveillance and Security

Course Title	Casino Surveillance and Security				
Course Code	CAS 107				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	B Semester				
Lecturer's Name	Christina Agathangelou				
ECTS	5	Lectures / week	3	Labs / week	-
Course's Aim and Objective	This course introduces the concepts and training in the field of casino security, safety and surveillance. It examines the core skills, essential knowledge and vital techniques necessary for surveillance room to be successful for the protection of casino assets, guests and employees. It covers fundamental security principles and valuable investigation techniques, tactics and tools, including interview techniques and evidence gathering, loss prevention, risk management and threat analysis.				
Learning Outcomes	<p>By the end of the course, students are expected to:</p> <p>Examine camera operational techniques</p> <p>Develop game protection skills</p> <p>Critically analyze internal theft and fraud</p> <p>Develop security surveillance skills</p> <p>Develop investigation skills</p> <p>Appreciate the role of security officers and security patrols</p> <p>Examine the relationship between alcohol and the gaming environment</p> <p>Manage and control incidents</p> <p>Identify the key components of security and surveillance equipment.</p>				
Prerequisites	None or Consent of Instructor				
Course Syllabus	Weeks	Content of the Course			
	1	<p>Camera Operational Techniques: Surveillance Patrol, IOU Patrol, Tri-shot Coverage, Surveillance Audits, Surveillance Close Watches, Covert Cameras, Security Management Systems, Access Control Systems, Alarm Monitoring and Mapping Systems, Badging, Automated Key Control Systems</p> <p>Game Protection: Surveillance Skills, Game Protection, Tells, Basic Strategy, Card Counting, Money Management, Critical Index, Evaluating Players, Suspicious Activity, Advantage Play, and Cheating at Gaming</p>			
	2	Investigations: Fundamental Investigative Techniques, Interviewing Suspects and Witnesses, Evidence Gathering and Handling			
	3	<p>Legal and Ethical Considerations</p> <p>Developing and Organizing Ethics</p> <p>Code of Ethics for Casino Security/Surveillance Employees</p> <p>Ethics and Decision Making</p> <p>Investigator Code of Ethics</p>			
	4	<p>Internal Theft and Fraud: What is Internal Theft and Fraud? Why is Internal Theft and Fraud so Costly? Why do Employees Steal? Detecting Internal Theft and Fraud. Loss Prevention Programs, Threat and Risk Assessment, Key Departments to Monitor for Internal Theft and Fraud, Protection Strategies and Best Practices for Promotions, Loss Prevention at the Point of</p>			

		Sale.	
	5	Mid-term examination Case studies	
	6	Security Surveillance: The Evolution of Security Surveillance. Tips for Successful Security Surveillance Operation. Standard Operating Procedures: Surveillance Department Operational Policies and Procedures, Key Surveillance Policies and Procedures, Key Surveillance Functions. Investigations. Surveillance Training and Education. Surveillance in the Future	
	7	The Gaming Security Officer's Role: Operational Separation From Surveillance and Reasons, Proactive Presence, Public Relations and Security, Uniforms and Appearance. Security Patrols and Assignments in the Gaming Environment: The Function of Patrol and Assignments, Identification Checks as a Constant, Stationary Assignments, Dispatchers, Lost and Found, Ingress Egress Positions, Employee Entrances and Loading Docks, Patrol of Hotel and Guest Rooms, Patrolling the Casino Floor, Securing Parking Lots and Garages, Plain-Clothes Security, Target Area Security. Threat Analysis and Statistical Review.	
	8	Alcohol and Gaming: Responsible Alcohol Service, Managing Intoxication, Night Clubs, Ultra Lounges and Large Bars. Table Game Fills, Credits, Drops and the Money: Protection of Currency and Negotiable Chips, Understanding the Flow of Chips, Escorting Employees with Cash Drawers, The Slot Machine Drop, Table Games and Validator Box Drops.	
	9	Managing and Controlling Incidents: Calls for Service-Responding to Incidents, Intoxication and Incident Control, Closed-Circuit Television and Documenting Incidents, Verbal and Physical Altercations, Public Domestic Flights. Removing Undesirables: Eject, Evict, Trespass, and Eighty-Sixing, Under aged People, The Function of Eighty Sixing, The Formal Eighty-Sixing Process, Converting Incidents into Trespass Warning , "Three Fingers" Escorts to the Nearest Door, Making the Decision to Effect a Citizen's Arrest, Prosecuting the Trespasser, Employee Misconduct, Incidents in Hotel Areas, Conducting the Guest Welfare Check, Domestic Hotel Incidents and Evicting a Guest.	
	10	Presentations	
	11	Arrests and Detainments: An Arrest as a last Resort, Restroom Use, Notifying Local Law Enforcement, Checking Restraints, Dealing with Medical Issues, Conducting Searches. Theft, Larceny and other Property Crimes: Theft and Fraud: The Security Response, Valet Parking, Theft From Guest Rooms, Inventory Theft by Employees, Bartenders and Servers, Food Cashiers and Servers, The Friends and Family Discount, Maintenance Staff and Engineers.	
	12	The Major Security Incident: Guns and Gaming, Casino Robbery, Active Shooter. Training Gaming Security Officers: Training as a Constant, New Hire Orientation, Training of the New Security Officer, Field Training, Specialized Training, Refresher Training. Common Casino Scams and Crimes: Where There Are People with Money, Scams are Present, The Short Change Artist, Check Cashing and the Cashier's Cage, Distraction Crimes, Abusing Marketing Programs, The Slip-and-Fall Artist, Prostitution and Related Crimes.	
	13	Managing Casino Security: The Security Industry in General and Gaming Security, Know Your Facility, Monitoring Police Calls to Your Facility, Communicating with Local Law Enforcement, Professional Groups and Associations, Tracking, Analyzing and Managing Incidents, Internal Staff Communication, Policies and Procedures, Written Reports, Standards and Guidelines.	

	14	Revision for the Final examinations	
Methodology	Lectures, in class exercises, group work, mid-term examination, presentations, final examination		
Bibliography	<p>Required Textbook</p> <p>Title: Casino Security and Gaming Surveillance Authors: Boss Dereck – Zajic Alan Edition: 2011</p> <p>Additional Reading</p> <p>Title: Adventure in Casino security. Welcome to fabulous Las Vegas Nevada. Author: Webcaster Robert and DeGeorge Paul Edition: 2008</p> <p>Title: Casino-ology: the art of managing casino games Author(s): Kathryn Hashimoto Publisher: Huntington Press Edition: Kindle Edition Year: 2013 ISBN:</p> <p>Title: Casino Management – A Strategic Approach Author(s): Kathryn Hashimoto Publisher: Pearson Edition: Year: 2008 ISBN:</p> <p>Title: Introduction to Casino Management Author(s): Anthony Lucas, Jim Kilby Publisher: Okie International Edition: 1st Year: 2011 ISBN:</p>		
Evaluation	40% coursework and 60% final examination.		
Language	English		

Attachment 14 HRM101 HRM in Tourism and Hospitality

Course Title	Human Resource Management for Hospitality & Tourism				
Course Code	HRM101				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	B Semester				
Lecturer's Name	Dr. Eleni Asprogenous				
ECTS	4	Lectures / week	2	Labs / week	
Course's Aim and Objective	The course emphasizes personnel and human resource management activities as an integrated relationship of people, jobs and organization. It enables the students to realize the importance of effective personnel management for peak performance in travel and tourism organizations				
Learning Outcomes	<ul style="list-style-type: none"> • Establish a strong background of the Human Resource Management theory, related to human resources in practice. • Develop effectiveness and efficiency in Human Resource Management by creating productive work environment • Demonstrate an ability to plan, recruit, select and train personnel based upon an understanding of Human Resource Management theories. • Explain the importance of job analysis and job design • Internal and External Recruitment advantages and disadvantages • The importance of orientation program, general property and specific job orientation, the purpose of disciplinary action, minor corrections, positive reinforcement. • Training cycle and methods, performance appraisals, effective incentive programs. • Managing change: external and internal forces of change, work toward desired change, overcome resistance to change, change agent. 				
Prerequisites	None				

Course Syllabus	Weeks	Content of the Course
	1	Human Resources management and the tourism and hospitality industry – an introduction
	2	Create organizational alignment: strategic importance of the organizational environment; company leadership (vision, mission and values); strategy; organizational structure; organizational culture.
	3	Examine Labour Markets: nature of labour markets in the tourism and hospitality industry, developments in the labour market, internal and migrant labour markets, labour turnover
	4	Review equal opportunity and legal compliance for a diverse workforce: The legal and institutional framework of employment, the principles of the employment relationship, pay, discrimination, health and safety
	5	Review equal opportunity and legal compliance for a diverse workforce: unfair dismissal, redundancy, parental rights, transfers of undertakings, working time, whistle blowing, the legal and institutional framework of collective bargaining,
	6	Identify the elements of the recruitment cycle: carrying out a job analysis, drawing a job description and specifications, methods of recruiting candidates, the selection process, shortlisting and interviewing candidates, induction-retention-departure
	7	Identify the elements of the Recruitment cycle: the selection process, shortlisting and interviewing candidates, induction-retention-departure Discuss Ethical Issues in Recruitment and especially for Gambling Industry
	8	Mid-Term Final Exam
	9	Value Learning and development: using learning and development to improve performance, knowledge management, encouraging continuous learning, coaching and mentoring, identifying and addressing learning and development needs, employee's role in developing skills, competency based approaches to learning and development, evaluating learning, training and development.
	10	Analyze performance management: the principle of performance management, the plan, development, performance and its measurement, review.
	11	Analyze performance management: Appraisal systems, managing rewards, problems and successes of performance management
	12	Managing challenging situations: bullying and harassment,
	13	Operating in a world of change: pressure for change, levels of changes, initiating and planning for change, stages of change, communicating change, responses to change, coping with reactions to change, a philosophy of change
	14	Revision-Preparation for the Final Exam
Methodology	Lectures, presentations, articles discussion, independent and private study, preparation of projects, fieldwork and group work. Preparation for mid-term and final examinations	
Bibliography	Required Textbooks Title: Human Resource Management for the Hospitality, and	

	<p>Tourism industry</p> <p>Author(s): Dennis Nickson</p> <p>Publisher: Routledge</p> <p>Edition: 2nd</p> <p>Year: 2013</p> <p>ISBN: 978-0415642118</p> <p>Textbooks, References, Other Bibliography</p> <p>Title: Managing People: a practical guide for front line managers</p> <p>Author(s): R. Thomson, E. Arney, A. Thomson</p> <p>Publisher: Routledge</p> <p>Edition: 4th edition</p> <p>Year: 2015</p> <p>ISBN: 978-0415713542</p> <p>Academic Journals</p> <p>Annals of Tourism Research, Tourism Management, Current Issues in Tourism, Tourism Analysis, Tourism Recreations Research, Tourism Geographies, Journal of Sustainable Tourism, Journal of Human Resources in Hospitality and Tourism</p>
Evaluation	40% coursework and 60% final examination.
Language	English

Attachment 15 ACC101 Accounting in Tourism and Hospitality

Course Title	Accounting in Tourism & Hospitality				
Course Code	ACC101				
Course Type	Compulsory				
Level	Certificate				
Year / Semester of Study	B Semester				
Lecturer's Name	Theodoros Christodoulides				
ECTS	4	Lectures / week	2	Labs / week	
Course's Aim and Objective	This course offers an introduction to the field of accounting and to the employment of accounting information as a foundation for tourism business decision. It gives students a better understanding of the setting in which accounting information is developed and used in the travel and tourism & Hospitality industry. This course focuses on a user-oriented approach, therefore facilitating students to become lifelong information users.				
Learning Outcomes	<ul style="list-style-type: none"> • Relate accounting theory and its practical relationships with the needs of external and internal users • Relate accounting theory to basic financial accounting practices • Interpret financial statements and communicate this understanding • Prepare accounting statements such as profit and loss accounts, balance sheet. 				
Prerequisites	None				
Course Syllabus	Weeks	Content of the Course			
	1	Recognize the importance of accounting cycle: understand the flow of the accounting cycle in relation to every step in tourism activity; draw and read simple flow charts for better understanding; follow transactions through the accounting cycle and associate them with other departments such as purchase, sales and credit; understand their activities and when such activities affect the accounting department. ordering forms, receiving documents, invoices, credit and debit notes are referred here to give students a complete picture of tourism activities.			
	2	Record changes in financial position: the double entry basis of recording economic transaction and events, and the concepts, conventions and principles associated with this technique.			
	3	Explain liabilities: recognition of liabilities; distinguish between current liabilities and long term liabilities; how current liabilities can affect business liquidity compared to long term liabilities; issue of bonds, bond interest and payments, retirement of bonds payable; long term loan issue, calculate interest and capital portion of a fixed payment; balance sheet preparation and use of liquidity ratios such as current ratio, quick ratio, debt ratio, interest coverage ratio and their			

		significance.
	4	Examine the plant assets and depreciation: determine the cost of plant assets; distinguish between capital expenditure and revenue expenditures; calculate depreciation using various methods such as straight line method, declining balance, sum of the year's digits.
	5	<p>Prepare financial statements: Balance Sheet, income statement, statement of owner's equity, and the relationship amongst them; closing the temporary accounts. Accounting periods and financial statements transaction affecting more than one accounting period.</p> <p>Explain Accounting Framework and Concepts: Definition of concepts: Going concern, Matching, Prudence, Consistency, Entity, Materiality, Historical Cost, Objectivity of accountants, Duality and Substance over form. Financial Statements should be prepared in accordance with these concepts. Explain International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs).</p>
	6	<p>Explain stockholder's equity: Paid in Capital: characteristics of corporation compared to other forms of business; distinction between authorized and issued capital; issue of shares additional paid in capital; ordinary shares and preferred shares.</p> <p>Explain the Ethical Organization Environment and Effective Corporate Governance Systems / Board of Directors (B.O.D).</p>
	7	Identify the characteristics of adjusting entries, apportioning recorded costs, unearned revenue; unrecorded expenses and unrecorded revenue; preparation and use of the work sheet.
	8	Mid-Term Exam
	9	<p>Explain financial statement analysis: general approaches for analyzing financial statements such as ratios and other procedures for analyzing various aspects of a company's activities. These activities include liquidity and credit risk, profitability, quality or earnings, and capital structure.</p> <p>Code of Ethics and Professional Accountants - issued by the International Ethics Standards Board for Accountants (IESBA). The Fundamental Principles: Integrity Objectivity Professional competence and due care Confidentiality Professional behaviour Threats to Fundamental Principles Vs. Safeguards</p>

	10	Explain stockholder's equity: treasury stock, stock splits book value and market value; calculate Earnings Per Share (EPS) and Price to Earnings Ratio (P/E), reference to real examples of Public corporation shares, use of EPS and P/E ratios as tools in decision making.
	11	Control the cash transactions: Management responsibilities relating to cash, cash balances and corporate dividends, internal control over cash, cash management: the need and preparation of bank reconciliation statements.
	12	Examine Inventory: an examination of the different methods and the underlying rationale of accounting for inventory valuation; determine the cost of inventory by using F.I.F.O, L.I.F.O, and weighted average;
	13	Examine global business accounting: International differences in financial and management accounting procedures are discussed and related to variations in cultures, laws, economies and technological infrastructures across countries.
	14	Revision-Preparation for Final Exam
Methodology	Lectures, presentations, articles discussion, independent and private study, preparation of projects, fieldwork and group work. Preparation for mid-term and final examinations	
Bibliography	<p>Required Textbooks</p> <p>Title Accounting Essentials for Hospitality Managers Author(s) C. Guiding Publisher Routledge Edition 3rd Publ. Year 2014 ISBN 9780415841092</p> <p>Textbooks, References, Other Bibliography</p> <p>Title Foundations of Airline Finance: Methodology and Practice Author(s) B. Vasigh, K. Fleming, B. Humphreys Publisher Routledge Edition 2nd Publ. Year 2014 ISBN</p> <p>Title Business Accounting, Vol. 1 Author(s) F. Wood Publisher Prentice Hall Edition 11th Publ. Year 2008 ISBN 9780273712121</p> <p>Academic Journals Annals of Tourism Research, Tourism Management, Tourism Economics</p>	
Evaluation	40% coursework and 60% final examination.	
Language	English	

Attachment 16 MTH101 Basic Mathematics and Probabilities

Course Title	Basic Mathematics and Probabilities				
Course Code	MTH 101				
Course Type	Compulsory				
Level	Certificate				
Year / Sem. of Study	A Semester				
Lecturer's Name	Dr. Tryphon Pneumáticos				
ECTS	3	Lectures / week	1	Labs / week	-
Course's Aim and Objective	<p>This course provides students with an introduction to Basic Probabilities for Casino Gaming. As a start, there should be a review on fraction and decimal operations. Understanding the Maths behind Odds & Gambling is important. Axioms and Basic Theorems. Independent events and Conditional Probability. Arrangements, Permutations and Combinations. Simple Distributions (Uniform, Geometric and the importance of the Normal Distribution due to Central Limit Theorem. Student T-Distribution and Chi Square).</p> <p>Converting Odds to Implied Probabilities is essential for the student to realize and explaining why the House always wins.</p> <p>Differentiate between Objective and Subjective Probability.</p> <p>Introducing the Idea of the Expected Value and the Explanation as the objective value of the game. Variance and Standard Deviation. Fair and Biased Game!</p> <p>Confidence Intervals and Tests for Proportions.</p> <p><u>Gambler's Fallacy</u>: This refers to the erroneous belief that the probability of a certain combination being drawn increases for each time that it is not drawn. This is not the case, since lottery draws are independent events</p>				
Learning Outcomes	<p>By the end of the course, students are expected to:</p> <ul style="list-style-type: none"> determine the probabilities for the games played at the Casino appreciate the importance of the theory of probability in fair games discuss the usefulness of the expected value. explain and apply the use of combinatorics in probability. understand and explain the Gambler's fallacy establish the understanding of the gambling mathematics The use of T-Distribution and Chi-Square understand the importance of statistical analysis for the casino procedures 				
Prerequisites	None or Consent of Instructor				
Course Syllabus	Week	Content of the Course			
	1	<p>General issues on Casino industry and why multiplications and probabilities are essential in the Casino gaming industry</p> <p>Review from Arithmetic: Fractions and Decimals – Operations. Short history of the Theory of Probability (Pascal and Kolmogorov)</p>			
	2	Random Experiment, Events, Outcomes and the Sample Space. Special Events:			

		Simple, Composite, Certain, Impossible. Union, Intersection. Exclusive, Exhaustive Events. Venn Diagram The Complement. Definition of Probability. Axioms, Theorems. Independence and Morgan Laws. Practical ways of calculating probabilities (Counting, Complement, Theorems, Diagrams)	
	3	Converting Odds to Implied Probabilities is essential for the student to realize and explaining why the Casino always wins. Differentiate between Objective and Subjective Probability. Classical and Bayesian Statistics. Fair and Biased Game! - <u>Gambler's Fallacy</u> : "increase of P for each failure!"	
	4	Random Variables - Discrete and Continuous – Expected Value, Variance and Standard Deviation. Median and Mode. Special Distributions: Uniform (Discrete and Continuous)	
	5	Bernoulli, Binomial, Geometric, Poisson Distributions	
	6	Normal, Chi Square, Students T- distribution. The use of tables	
	7	Review and Practice for Midterm	
	8	Mid-Term Examination (Written Test)	
	9	Samples. Average and Standard Deviation.	
	10	Central Limit Theorem	
	11	Point and Interval Estimation - Confidence Intervals	
	12	Hypothesis testing- Ingredients.	
	13	Tests for the Mean, Variance and for Proportions	
	14	Review and preparation for Final exam	
Methodology	Lectures, in class exercises, group work, mid-term examination, presentations, final examination		
Bibliography	<u>Required Textbooks</u> <ul style="list-style-type: none"> • Probability and Statistical Inference - NINTH EDITION Robert Hogg- Elliot Tanis- Dale L. Zimmerman Pearson 2015 Global Edition • Gambling 102: The Best Strategies for All Casino Games (Gambling Theories Methods) (Paperback) • Optimal Play: Mathematical Studies of Games and Gambling edited by Stewart N. Ethier and William R. Eadington (2007) 		
Evaluation	40% coursework and 60% final examination.		
Language	English		

Attachment 17 CAS201 Socio-Cultural Practices in Cyprus

Course Title	Socio-cultural Practices in Cyprus				
Course Code	CAS203				
Course Type	Elective				
Level	Certificate				
Year / Semester of Study					
Lecturer's Name	Dorita Chrysanthou				
ECTS		Lectures / week		Labs / week	-
Course's Aim and Objective	This introductory course emphasizes on the importance of multi-cultural sociological context for conducting business and business development. The course aims at providing students with the necessary knowledge on how the socio-cultural environment in Cyprus shapes the Casino Industry.				
Learning Outcomes	By the end of the course, students are expected to: <ul style="list-style-type: none">• Identify and describe the role of society in business development.• List the components of social structure and how these affect business.• Develop critical thinking for creating a culturally component business.• Describe and discuss the interaction of Casino Industry with the historical, social and cultural environment in Cyprus.				
Prerequisites	None or Consent of Instructor				
Course Syllabus	Weeks	Content of the Course			
	1	What is sociology? Understanding the term sociology Understanding Social changes The Development of Sociology Understanding the modern world Modern Theoretical Approaches			
	2	Culture Define culture with a focus on organizational culture The sociological study of culture. Discuss the Components of culture, Norms, Values and Symbols and language			
	3	Culture and Social Structure Underline the importance of Social Structure and draw a parallelism to Organizational Structure. Discuss key concepts such as Statues, Roles, Groups, Institutions and Societies Culture and Society.			
	4	Socialization and the life cycle Define the importance of Socialization processes in relation to Self and the Organization. Discuss theories of socialization Explain the connection among Culture, society and socialization			

		Discuss theories on child development, define agents of socialization Discuss the concepts of Identity and Gender Socialization
	5	Mid-term examination
	6	Social Institutions Describe Social Institutions Discuss the key role of social institutions to society, economy, business and the casino industry
	7	Globalization in a changing world Discussing social changes in relation to globalization Analyze factors contributing to globalization. Explain the globalization debate Discuss a custom selection of topics of Global Social Concern that the students have previously selected.
	8	Social Mobility Define a theoretical framework of Social Mobility and Social Stratification in relation to concerns of Economy and Business Development Migration-Inequality Analyzing Global Migration Discussion on racial and ethnic inequality Aspects of education, employment, health, gender and race.
	9	Cyprus Culture and Gambling
	10	Presentations
	11	Sociological Approaches to Gambling in Cyprus
	12	Socio-cultural attitudes towards Gambling in Cyprus
	13	How the social, cultural, historical and environmental aspects are influenced by the development of the Casino Industry in Cyprus.
	14	Revision for the Final examinations
Methodology	Lectures, in class exercises, group work, mid-term examination, presentations, final examination	
Bibliography	<p>Required Textbook</p> <p>Title: Sociology: The Core Authors: Hughes, Kroehler, Zanden Publisher: McGraw-Hill Edition: 2005</p> <p>Additional Reading</p> <p>Title: Introduction to Sociology Author: Giddens & Dubeier Publisher: W.W. Norton Edition: 2008</p> <p>Title: Introduction to Sociology Author(s): Coser Publisher: International Thompson Publishing Edition: Kindle Edition Year: 2004</p>	
Evaluation	40% coursework and 60% final examination.	
Language	English	

Attachment 18 Revised Faculty Staff List

Casino Management (1 Year, Certificate/60 ECTS)

	Lecturers Names & Qualifications	Modules to Teach	Semester	Teaching Periods per Week
1.	Michael Peleties <i>Head of the Program</i> <i>Senior Lecturer</i> MBA Business Adm. MSc. International Tourism Sheffield Hallam Uni. B.A. Hospitality Management - College of Tourism and Hotel Management Diploma Travel and Tourism Administration - College of Tourism and Hotel Management IATA/UFTAA Consultant Course Diploma IATA/UFTAA Standard Course Diploma	CAS101 Introduction to Casino Industry HOT101 Introduction to Tourism & Hospitality (Elective)	1 st	3
2.	Nafsika Kanaki <i>Asst. to the Head of the Program - Lecturer</i> Dealer Table Games: AR -BJ - FUN BJ-COVER BJ- PK -3card PK-TEXAS Dealer Training School CHCL Inspector Training School CHCL Gaming Instructor for new Inspectors Casino Assistant Pit Boss Casino Pit Boss	CAS104 Casino Table Games: Poker, Blackjack, Roulette CAS108 Casino Table Supervisor	1 st 2 nd	4 4

3.	Dr. Tryphon Pneumatics <i>Professor</i> Ph.D. (Statistics) Master of Math (Statistics) University of Waterloo, Canada Πτυχίο Μαθηματικών (Θεσσαλονίκη), Director of CDA Limassol	MTH101 Basic Mathematics & Probabilities	2 nd	1
4.	Dr. Eleni Asprogenous <i>Asst. Professor</i> DBA Management MBA Management BA Tourism Studies	CAS102 Introduction to Hotel & Casino Management HRM101 HRM for Hospitality & Tourism CAS106 Casino Marketing and Sales CAS202 Casino Customer Service	1 st 2 nd 2 nd 2 nd	3 2 3 3
5.	Theodoros Christodoulides <i>Senior Lecturer</i> MBA Business BA Accounting & Finance ACCA Chartered Accountant	ACC101 Accounting in Tourism and Hospitality	2 nd	2
6.	Stella Michaelidou <i>Lecturer</i> MBA Business Adm. Public Relations	CAS107 Public Relations	1 st	2
7.	Christina Agathangelou <i>Senior Lecturer</i> PhD (C) Criminology MSc Cyber Crime & E-Investigation BSc Applied Criminology with Forensic Studies	CAS105 Casino Surveillance and Security	2 nd	3
8.	Nagia Panagiotou <i>Lecturer</i> PhD (C) Homosexual rights, discrimination in the workplace, and hate crimes MA Human Rights (University of Nicosia) BSc Political Sciences and Public Administration (National & Kapodistrian University of Athens) BA in Law (University of Nicosia)	CAS103 Gaming Law and Regulations	1 st	2

9.	Dorita Chrysanthou <i>Senior Lecturer</i>	MGT101 Introduction to Management	1st	1
	MA in Marketing with HR Management	Business Ethics in Gambling	1st	2
	MBA Business Adm. BSc Economics	Socio-Cultural Practices in Cyprus (Elective)		1

Attachment 19 Feasibility Study with 5 Years Financial Projections

Feasibility Study Casino Management (1 Year, Certificate/60 ECTS)

A. Current Situation and Market Opportunities:

C. D. A. College has a long tradition in Tertiary education in Cyprus going back to 1976. In those early years it was the first institution that offered the first students in the Travel and Tourism Industry.

In 1978 the College was restructured and concentrated its energies in developing some other programmes of study most essential to the Cyprus economy reconstruction needs, and the social structures in the aftermath of the Turkish invasion of 1974. All these years our College offered hundreds of graduates to the Business and Travel Industry with success. Additionally, in 1978 the College established new branches in Limassol and Larnaca.

Furthermore, the College continues to grow and expand and in 2014 establish our new branch in Paphos. C.D.A College is the only academic institution in Cyprus which operates in all towns Nicosia, Limassol, Larnaca and Paphos. The College has a lot of academic achievements, thus the College is proud to announce that has 40 fully accredited programmes of study and for 40 years the College has contributed a lot to the local communities of each town and to the society as a whole.

B. Model of Business:

- The Casino Management programme of study curriculum is developed after a thorough research of the educational and professional sector in Cyprus and abroad.
- The programme is developed and operated by the College direction and the faculty staff.

C. Target Market - The Potential Students are:

- Target national and international graduate students who have completed their secondary education
- Potential students either from Cyprus or abroad
- Persons holders of other diplomas wishing to get the right qualification to enter the market of Casino
- Persons who are in the Casino industry wishing for advancement on their career

D. The Market Competition:

- There is no competition since no one is offering Casino courses

Market Analysis:

By 2021, Cyprus' first integrated casino resort will open its doors to the public, in an investment totaling €550m. Presenting the finalised plan to a packed conference hall at the presidential palace,

representatives from the Melco-CNS consortium showcased the multi-million project, dubbed City of Dreams – Mediterranean, set to attract 300,000 tourists per year and creating around 11,000 jobs.

Set to be built in Zakaki, west of Limassol, the resort will include a gaming area with 136 tables and 1,200 gaming machines and 9,600 square metres of MICE facilities (meetings, incentives, conferencing, exhibitions). The resort will also feature a five-star hotel with luxury villas and 500 hotel rooms, 11 restaurants and cafeterias, a retail area, wellness centre and sports centre. A temporary casino in Limassol and four satellite casinos in Nicosia, Larnaca, the Famagusta area and Paphos will begin operations in the first half of 2018.

President Nicos Anastasiades on Tuesday hailed the investment, saying it was an impressive and ambitious project that the government had made efforts to attract shortly after the financial crisis in March 2013 “after we concluded that the benefits for the country certainly outnumber any negative consequences.”

It will be the top integrated casino resort in Europe and one of the best in the world, he added. According to an economic impact study prepared by PwC, the impact to Cyprus’ economy after the second year of the casino’s operation will reach approximately €700m per year, around four per cent of the country’s annual GDP.

The casino will tackle seasonal tourism making the industry stronger all year round, Anastasiades said which alone will impact Cyprus’ economy with €276m annually two years after the casino’s operations which will in turn create 2,100 jobs. The project will also increase the duration of tourists’ visit and attract foreign investment to the island.

Chairman and Melco CEO Lawrence Ho said “I am proud that the Cypriot government has entrusted Melco and CNS to build Cyprus’ first integrated resort which will place Cyprus on the world tourism map and attract visitors not just from the surrounding region but also from the whole of Europe and around the world.”

He added this was the first time the brand was working outside of Asia and “growing tourism in Cyprus is our number one priority.” “We really do live and die by our efforts to be different,” Ho told the packed conference hall.

The designs of every casino resort Melco undertakes are uniquely catered to each jurisdiction and in the case of Cyprus, the City of Dreams Mediterranean has been styled based on the old town Nicosia area resembling a village feel. Surrounded by greenery and large trees, interior designers are creating

a luxurious interior with extravagant but a calm serene feeling surrounding the complex with people waking up feeling they are on a village overlooking the hills, the promoters said.

The integrated casino resorts Cyprus consortium is comprised of Melco Resorts & Entertainment and the Cyprus Phassouri Zakaki Limited, member of the CNS Group.

Their project was shortlisted from a total of eight bids and the masterplan was submitted on December 22. Safeguards have been put in place such as the minimum age requirement of 21, Anastasiades said while several training courses are running on the island to prepare for the job openings that will follow.

The complex will feature an extensive pool area with river woods and surf pools, a high-end retail area, an outdoor amphitheatre and three ballrooms as well as a convention expo centre.

The “City of Dreams Mediterranean” casino resort, the biggest casino in Europe, (Le Figaro, 2017) is forecast to create 4,000 construction jobs, employ another 2,500 permanent staff and bring in an additional 300,000 tourists annually from Europe and elsewhere (Dailymail, 2017).

It is estimated that after the second year of operation the total impact of the casino to the Cypriot economy will be 700 million Euros, thus, 4% of the country’s GDP! (Politis, 2017). The casinos are expected to start operating in 2018 in Nicosia, Limassol, Larnaca, Famagusta and Paphos.

E. The Competitive Advantage of CDA College:

- It’s long history and reputation (40 years) in the tertiary higher education in Cyprus
- The College premises, faculty staff, technology, Libraries,
- The very reasonable fees
- Value for money,
 - students can study in a pleasant academic environment,
 - the opportunity of getting a scholarship and
 - get an accredited degree
- Cypriot students can get a government subsidy according to their economic situation
- A lot of our students get the 40% of the government subsidy

F. Financial Analysis:

Δίδακτρα και Διαχείριση Οικονομικών Πόρων του Προγράμματος Σπουδών

Proposed Number of Students: 20 students per semester

Minimum Number of Students: 8 students

Tuition Fees: €5,000
 Admission Fees: €100

Other Fees	€
Admission Fees	100
Annual Insurance fee (international students)	160
Laboratory fee per course	35
Late registration fee (per semester if applicable)	34
Change of program fee	10
Transcript	10
Student I.D. replacement fee	8
Make-up examination fee	50
Graduation fee	10
Application for credit transfer fee	8
Certificate of registration fee	6
Grade complaint fee (per subject)	20
Internet/Email Lab per semester	35

Scholarships:

- (a) Scholarships based on academic performance. Students who demonstrate exceptional academic achievement while at C.D.A. COLLEGE may receive academic scholarships in the form of tuition fee discounts, the amount of which varies according to the schedule below:

Cumulative GPA	Tuition Reduction
4.00	50%
3.75-3.99	20%
3.50-3.74	10%

Eligible for this type of financial aid are students who:

1. already completed two regular semesters at C.D.A. College
 2. are enrolled in 30 credit hours.
 3. have settled all financial obligations at the time of application for scholarship;
 4. were full-time students (enrolled in 30 credit hours) during the preceding semester;
 5. have completed a minimum of 60 credit hours at C.D.A. College.
- (b) Scholarships based on High School Leaving Certificate
 Ten full scholarships that cover tuition during a student's first year of studies are awarded to outstanding graduating students from Cypriot High Schools. A minimum grade of 18.5/20 is required on their High School Leaving Certificate. In addition, the College can consider outstanding graduating students for partial scholarships.
- (c) Scholarships based on athletic skills
 These scholarships are offered to students who have been registered athletes in various clubs, and who are willing to participate regularly in the sports teams of the College. The scholarship given is up to 20% of tuition fees and is based upon the participant's performance and the degree of participation, which are evaluated regularly by the College.

(d) Administration assistantship opportunities

A number of administration assistantship opportunities are available throughout the year. These opportunities enable students with excellent academic record and good character to be employed as assistants in various positions within the College campus in non-academic duties and gain valuable experience. These students, depending on the hours of work per week, will be compensated in the form of reduced tuition fees. This compensation can be up to 20% of the tuition fees.

Financial Adequacy - Cash Flow Statement

The College continuously invests substantial amount of money on building maintenance as well as improving and updating the College's equipment.

The incomes of the College mostly derive from tuition fees. We attach the Cash Flow Statement of the company CDA COACHING CENTRE LTD for 2015 – 2016.

CASH FLOW STATEMENT PER THOUSANDS EUROS FOR 2015 -2016

	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	TOTAL
RECEIPTS	465.784			454.219			536.935			127.713			1.584.651
PAYMENTS	310.499			368.799			369.799			239.969			1.289.066
SURPLUS / DEFICIT	155.285			85.420			167.136			(112.256)			295.585
B/F	-			(138.975)			(53.555)			113.581			113.581
C/F	(138.975)			(53.555)			113.581			1325			1325

The total number of students in Nicosia, Limassol, Larnaca and Pafos come to 915.

5 Year Financial Projections of Casino Management
CDA College Limassol for 2018 - 2023

PLANNED REVENUES		2018/19	2019/20	2020/21	2021/22	2022/23
Expected Students Fall Semester		15	15	20	20	20
Expected Students Spring Semester		15	15	20	20	20
Admission Fees Fall Semester	100	1500	1500	2000	2000	2000
Admission Fees Spring Semester	100	1500	1500	2000	2000	2000
Students Fees Fall Semester	5000	75000	75000	100000	100000	100000
Students Fees Spring Semester	5000	75000	75000	100000	100000	100000
Baseline Fees Increase/Decrease		-	-	-	-	-
Expected Revenue		153000	153000	204000	204000	204000

PLANNED EXPENDITURES		2018/19	2019/20	2020/21	2021/22	2022/23
Salaries & Wages Estimates of 9 Faculty (Full & Part Time)		86400	86400	86400	86400	86400
Fringe Benefits		9936	9936	9936	9936	9936
Operational Cost (Administrative, Electricity etc)		500	500	500	500	500
Students Financial Aid		2000	2000	2000	2000	2000
Faculty Quality Development		1000	1000	1000	2000	2000
Library resources		500	500	500	1000	1000
Premises / Building Improvements		2000	1000	1000	1000	1000
Furniture, Equipment, Projectors, Offices		500	500	500	1000	1000
Computers / Servers / Software		500	500	1000	1000	1000
Graduation/Awards		500	600	700	700	700
Expected Expenditures		103836	102936	103536	105536	105536

Projected Benefit/Deficit	49164	50064	100464	98464	98464
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G. Employability Opportunities of the Graduates

- Casino Manager
- Casino Table Games Dealer
- Casino Pit Boss
- Officer for Casino Events
- Cashier for Casino
- Security Office
- Customer Service Officer
- Marketing & Public Relations Manager
- Gaming Surveillance officer
- Casino Host Officer

H. Summary and Conclusions

Since C.D.A College has a competitive edge due to its long history (42 years) and high reputation in the Cyprus higher education sector.

Moreover, the College has very attractive educational offerings such as:

- lower fees,
- new premises,
- qualified faculty and professional staff,
- updated libraries with all new books editions
- innovative teaching strategies
- state of the art technology and labs
- Labs for practice designed for Casino Dealers
- College Scholarships
- Economic help for students with poor economic condition
- Government subsidy

As from the market analysis and financial issues shows that the Casino sector will be very profitable and of course the program would be financially feasible and profitable and would enhance the academic and vocational standards in the Casino sector in Cyprus. Thus, with all these competitive and market components, CDA College will be a very significant competitor in the educational market offering attractive and competitive programmes of study to continue offering higher education for the benefit of the students and will contribute a lot to the casino sector and in the tourism industry in Limassol district and the Cyprus society as a whole.

Attachment 20 Revised Casino Management Curriculum

CASINO MANAGEMENT
(1 Year, Certificate/60ECTS)

LIST OF COMPULSORY AND ELECTIVE COURSES

A' SEMESTER

A/A	COURSE NAME		Periods per Week		Period Duration	Total Periods/ Academic Semester	Number of ECTS
			Theory	Practice			
1	CAS101	Introduction to Casino Industry	3	-	50	42	5
2	MGT101	Introduction to Management*	1	-	50	14	2
3	CAS102	Introduction to Hotel and Casino Management	3	-	50	42	5
4	CAS103	Public Relations	2	-	50	28	4
5	CAS104	Gaming Law and Regulations	2	-	50	28	4
6	CAS105	Business Ethics in Gambling	2	-	50	28	4
7	CAS106	Casino Table Games: Poker, Blackjack & Roulette	1	3	50	56	6
		TOTAL	14	3	350	238	30

B' SEMESTER

A/A	COURSE NAME		Periods per Week		Period Duration	Total Periods/ Academic Semester	Number of ECTS
			Theory	Practice			
1	CAS107	Casino Surveillance and Security	2	1	50	42	5
2	CAS108	Casino Marketing and Sales	3	-	50	42	5
3	HRM101	HRM for Tourism & Hospitality *	1	-	50	14	2
4	ACC101	Accounting in Tourism & Hospitality	2	-	50	28	4
5	CAS109	Casino Customer Service	3	-	50	42	5
6	MTH101	Basic Mathematics & Probabilities	1	-	50	14	3
7	CAS110	Casino Table Supervisor	1	3	50	56	6
		TOTAL	13	4	350	238	30

**The courses with asterisk can be replaced with the following elective courses*

ELECTIVE COURSES

A/A	CODE	COURSE	PERIODS	ECTS
1	CAS201	Socio-cultural Practices in Cyprus	1	2
2	HOT101	Introduction to Tourism & Hospitality	1	2